

## Board of County Commissioners

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## County Administrator

Robert Weisman

*Office of Financial Management & Budget, 301 North Olive Avenue, West Palm Beach, FL 33401  
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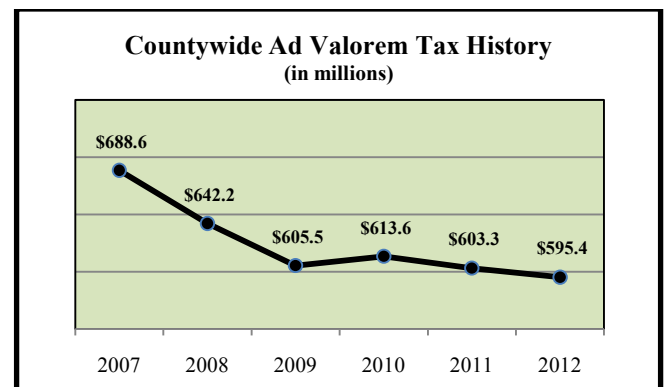
December 1, 2011

The Honorable Shelley Vana, Chair and  
Members of the Board of County Commissioners

## RE: Adopted Budget – FY 2012

On behalf of the County Departments and Constitutional Officers, I am pleased to present the FY 2012 adopted budget. The budget is balanced at the countywide rate of 4.7815 mills, which is 1.92% below the roll back rate. This rate will generate \$595.4 million in taxes, \$7.9 million less than last year and \$93.2 million less than FY 2007. Total ad valorem taxes, under the authority of the Board of County Commissioners (BCC), are down \$123.4 million compared to FY 2007. Balancing the budget was challenging and required difficult funding decisions. This was accomplished by a careful review of County operations and capital project requirements. This year's cuts include \$19 million to County Departments and Agencies and \$1 million to reserves. A major component of the County Departments' cuts/reduced funding (approximately \$7 million) was from the reduced FRS pension contribution rate. The majority of this savings is from the new 3% employee contribution. The Sheriff's budget is flat compared to FY 2011. However, without the reduced FRS pension contribution rate, the Sheriff's budget would have seen an increase of approximately \$18 million. Reducing the levels of service in many programs is necessary to maintain funding for nearly all of the services that the Board has traditionally supplied to County residents and visitors. Funding will be available to keep commitments to employees (union contracts) and to provide adequate supplies, materials and equipment so they can perform their jobs safely and satisfactorily.

General Fund Undesignated reserves for FY 2012 are 8% of the total fund budget. 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 a select few in the country – currently maintains AAA ratings from all three rating agencies.



Shelley Vana, Chair and  
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**Adopted Budget - Fiscal Year 2012**  
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**Budget, Millage, and Taxes:**

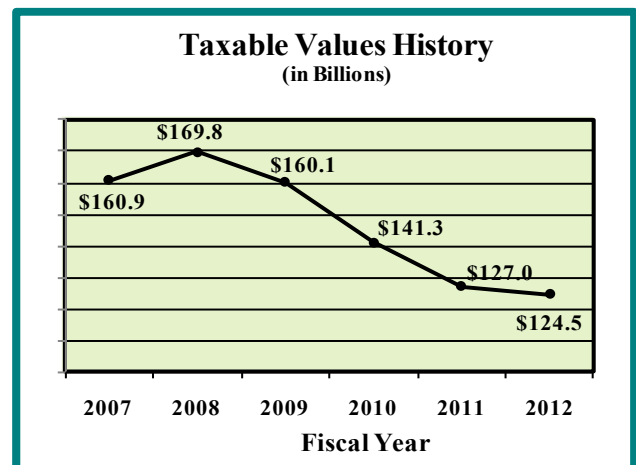
The FY 2012 adopted budget totals \$3.9 billion. The net budget, which excludes internal service charges, interdepartmental charges, and interfund transfers, is \$3.31 billion and is \$177 million (5%) less than the FY 2011 adopted budget. Taxes, excluding voted debt, in comparison to roll-back and the prior year are summarized in the following table.

| Taxing District  | FY 2011       |                      | FY 2012 Rollback |                      | FY 2012 Adopted |                      |
|------------------|---------------|----------------------|------------------|----------------------|-----------------|----------------------|
|                  | Millage       | Amount               | Millage          | Amount               | Millage         | Amount               |
| Countywide       | 4.7500        | \$603,303,606        | 4.8751           | \$607,043,733        | 4.7815          | \$595,388,733        |
| Library          | 0.5491        | 37,686,348           | 0.5624           | 37,945,966           | 0.5491          | 37,048,595           |
| Fire Rescue      |               |                      |                  |                      |                 |                      |
| Main MSTU        | 3.4581        | 179,036,866          | 3.5470           | 180,125,130          | 3.4581          | 175,610,575          |
| Jupiter MSTU     | 2.2489        | 16,068,485           | 2.2731           | 16,250,195           | 2.1600          | 15,441,653           |
| <b>Aggregate</b> | <b>6.5828</b> | <b>\$836,095,305</b> | <b>6.8271</b>    | <b>\$841,365,024</b> | <b>6.6134</b>   | <b>\$823,489,556</b> |

**Property Values:**

The taxable value as of January 1, 2011 (used in calculating millage rates for FY 2012) is \$124.5 billion, a decrease of \$2.5 billion, or 1.8% from the 2010 valuation, including new construction of \$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. For the fourth consecutive year, the rollback millage rate is greater than the prior year rate because of the decreased taxable value.

The \$2.5 billion (1.8%) decrease in taxable value was less than the \$13 billion (9%) decrease last year and less than the original projection of 5%. Following four years of decline, property values have begun to stabilize and are projected to be level for FY 2013.



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**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 began early with a BCC retreat in January 2011. Key assumptions were identified and budget forecasts were prepared. Instructions for the budget were set forth in the Budget Instruction Manual (BIM) which was distributed to County departments in February 2011. County departments were given target reductions in their ad valorem funding.

One key element of the budget development process was the identification of budget strategies that achieved budget reductions while minimizing the 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 difficult 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.

Budget priorities for FY 2012 were maintenance of service levels and public safety. A discussion of these issues and their budget implications can be found on page 8 of this message in the **Issues/Priorities** section.

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 and capital projects was presented to the Board during budget workshops held on June 13 and July 11, 2011. 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 4.8751 (roll-back) on Truth in Millage (TRIM) notifications. During the two September public hearings, the Board reduced and adopted a countywide millage rate of 4.7815.

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**Major Changes in Countywide Tax Equivalent Funding: 2012 Compared to 2011**

The following table provides a summary of changes in funding levels in FY 2012, 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>Increase</b>   | <b>Decrease</b> |
| Decrease in Ad Valorem Taxes                       | \$7.9   |                 |
| Net Decrease in Tax-Equivalent Revenue             | 1.5   |                 |
| Net Impact of Decrease in One-time Funding Sources | 7.4   |                 |
| Increase in Beginning Balances Brought Forward     |   | \$2.9           |
| Appropriations:                                    |   |                 |
| Increase in Capital Projects                       | 2.7   |                 |
| Decrease in Board Departments and Agencies         |   | 18.8            |
| Increase in Non-departmental Operations            | .5  |                 |
| Increase in Debt Service                           | 5.2   |                 |
| Decrease in Sheriff                                |   | .8              |
| Net Decrease in Other Constitutional Officers      |   | 1.7             |
| Net Decrease in Reserves                           |   | 1.0             |

**Ad Valorem Taxes:** The millage rate of 4.7815, which is 1.92% below the roll back rate of 4.8751 will generate \$7.9 million less ad valorem taxes than last year.

**Decrease in Net Tax-Equivalent Revenue:** The decrease is mostly attributable to the decrease in interest and departmental charge-off revenues. More detailed information, regarding major revenues, can be found on page 6 of this message.

**Increase in Beginning Balance Brought Forward:** The increase is primarily due to the savings associated with the reduced FRS pension contribution rate, which was effective for the last quarter of the Fiscal Year 2011.

**Impact of One-time Funding Sources:** This decrease reflects the difference in one-time funding from FY 2011 to FY 2012, \$13.1 million and \$5.7 million, respectively.



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**Capital Projects:** The FY 2012 budget includes \$13.4 million in new countywide ad valorem, or equivalent, funding for capital projects. This is up \$2.7 million from the prior year.

**Board Departments and Agencies:** This \$18.8 million decrease represents a 6.9% reduction in Board Departments and Agencies. A major component of this decrease was from the reduced FRS pension contribution rate. Specific decreases for each Board Department and Agency are highlighted in the budget document under each Department/Division Summary section.

**Non-Departmental Operations:** The increase is primarily attributable to the Office of Inspector General, offset by a reduction in funding for financially assisted 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. The \$.8 million decrease is net of carryover funding, \$5 million into 2011 and \$3 million into 2012. The reduction of \$.8 million is after the FRS pension contribution savings in excess of \$18 million. Without this savings, the Sheriff budget would have increased significantly. The Sheriff returned excess fees of \$10 million in 2010 and projected a return of \$11 million in 2011.

**Other Constitutional Officers/Judicial:** Included in this category are the following offices:

- The **Property Appraiser's** net budget is \$18 million, of which \$16.3 million is the general fund portion. In addition to operating expenses being less, a \$500 million increase in Commission Refunds is included in the FY 2012 budget resulting in a net decrease of \$1.7 million.
- The **Supervisor of Elections'** operating budget is \$12 million, 13% higher than FY 2011. A significant portion of this increase is due to the legislative change in requirements for Early Voting. The FY 2012 budget also includes the carry forward of \$311,000 for capital renovation to facilities.
- The **Tax Collector's** budget is based on proposed taxes and fees determined by statute. The general fund portion, net of Commission Refunds, is estimated to be \$3.3 million.
- The **Clerk and Comptroller's** budget for BCC supported costs is \$12.1 million, or a 6% budget decrease from FY 2011. Three positions were deleted for FY 2012.
- **Judicial** has four components – Court Administration, Public Defender, State Attorney, and Court Related Information Technology (IT). The FY 2012 budget is flat compared to FY 2011.

**Net Decrease in Reserves:** Undesignated reserves for the General Fund are being maintained at 8% of the total fund budget. Rating agencies carefully monitor reserve levels and consider adequate reserve levels to be a sign of creditworthiness. Rating agencies have cited the County's prudent reserves as a significant factor in maintaining our AAA rating throughout the prolonged period of economic uncertainty.

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**Major Revenues:**

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

| <b>Revenue Category</b>     | <b>FY 2011<br/>Budget</b> | <b>FY 2012<br/>Budget</b> |
|-----------------------------|---------------------------|---------------------------|
| Communications Services Tax | \$25,800,000              | \$24,616,000              |
| Half Cent Sales Tax         | 62,000,000                | 69,811,000                |
| State Revenue Sharing       | 20,000,000                | 20,285,000                |
| Electric Franchise Fees     | 35,000,000                | 32,281,000                |
| Utility Taxes               | 33,100,000                | 32,864,000                |
| <b>Total</b>                | <b>\$175,900,000</b>      | <b>\$179,857,000</b>      |

The Communications Services Tax (CST), a State administered revenue, is a tax on telecommunications and cable television. FY 2012 is the final year of a 3-year repayment of \$2.2 million to the State for redistribution to other local governments, due to a miscalculation of CST distribution in prior years.

Half Cent Sales Tax collected for FY 2011 was \$66.8 million, well in excess of the \$62 million budget. Based on estimates provided by the State, revenue is expected to increase another \$3 over FY 2011 collections.

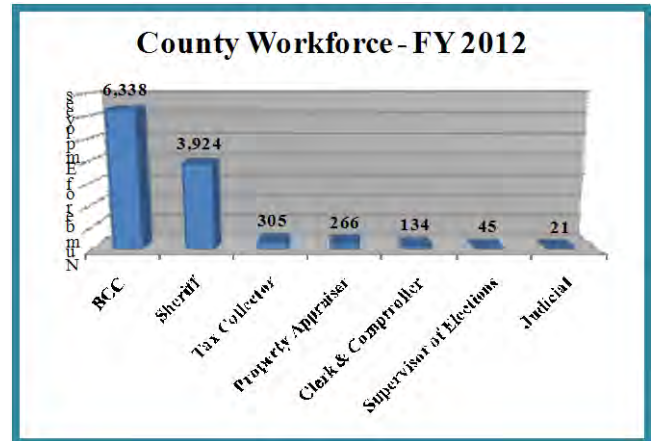
**Size of the Workforce:**

The FY 2012 budget provides for 11,033 positions, of which 6,338 are funded in departments controlled by the Board of County Commissioners. County departments added 37 positions (primarily grant funded and Inspector General) and deleted 208 positions, for a net complement reduction of 171, or 2.6% less than FY 2011. The majority of those positions were vacant. As a budget strategy positions that became vacant in FY 2011 were not filled to minimize lay-offs in FY 2012. Therefore, in some cases, the service level impacts were initially felt in FY 2011. The largest cuts this year were in Community Services where 41 positions were deleted, County Library where 33 positions were deleted, Parks and Recreation where 26 positions were deleted, Public Safety where 22 positions were deleted, and Engineering and Public Works where 17 positions were deleted. Another 12 positions were cut from both Facilities Development & Operations and Environmental Resources Management, with the remainder of the positions coming from 11 different departments. Since FY 2007, County departments added 442 positions for fire rescue mergers, Glades Utility Authority, Inspector General, Ethic Commissions, and grant funded programs. During this same period, the County eliminated 1,013 positions from other County programs.

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The Voluntary Separation Incentive Program (VSIP) – an early retirement program for eligible employees – was offered to employees again for this budget cycle. Ninety employees accepted the VSIP offer. Except the Fire Rescue Department positions, nearly all of those positions will be eliminated.

The Constitutional Officers’ staff (including Judicial) totals 4,695. This is a net increase of 43 from FY 2011, primarily for the Tax Collector.



**Capital Projects:** The FY 2012 Capital Improvement Program, including interfund transfers and debt service, totals \$1.25 billion. Of this, \$879.5 million is funding carried over from previous years and approximately \$371 million is new funding, including ad valorem taxes, gas taxes and impact fees. 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 Capital Improvement Program (CIP) document. Due to the current budgetary limitations, most general funded capital projects have been limited to repair & maintenance.

The other new capital projects are from other funding sources and include the following (stated in millions of dollars):

- \$85.9 Various Road Projects including Jog Road-Roebuck Road to South of 45<sup>th</sup> Street and Palmetto Road from Powerline Road to Military Trail
- \$35.9 Water Utilities’ projects including the System Wide Rehabilitation & Expansion and the System Wide New Collection System Piping
- \$76.0 Various Airports’ projects including the Baggage System Improvement & Expansion

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.

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**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 2012 Sheriff's and Fire Rescue requested budgets were fully funded by the Board, with no staffing reductions. The Sheriff's and Fire Rescue Main MSTU total FY 2012 adopted appropriation budgets (net of reserves) are \$467 million and \$253 million, respectively.

***Affordable Housing – Homelessness:*** The County's 10-year plan to end homelessness outlines the various strategies and timelines to target homelessness and the lack of affordable housing in the County. Significant strides have been made in this endeavor. The first of three Homeless Resource Centers – primarily grant funded – underwent a full-scale renovation in FY 2011 and is scheduled to open in FY 2012. Also, in FY 2010 the County approved a new program whereby unspent interest earnings from Impact Fees can be used to offset Impact Fees for affordable housing projects.

***Economic Development:*** The Palm Beach County Strategic Economic Development Plan shapes the County's policies and directions that will define its economic future. It provides a comprehensive overview of the economy, sets policy direction for economic growth and identifies strategies, programs and projects to improve the tax base and the economy. Elements of the plan include recommendations to County economic policy, realization of federal and state funding, and continued coordination with public/private partnerships.

Moreover, the County has made a significant investment in the biotechnology industry. Scripps and the Max Planck Society are two high-profile anchor organizations that are attracting many smaller biotech related companies that have either expanded operations or begun operating in the area; a clear indication of the positive economic impact of our investment in biotechnology.

**For the Future:**

FY 2013 property values are projected to be flat compared to FY 2012. Therefore, rollback would be the current year millage rate. Even at rollback, the County is still facing a deficit. Some of the factors causing the likely deficit are as follows:

- FRS pension contribution rates scheduled to increase – \$10 to \$15 million impact.
- Sheriff Capital – The Sheriff's FY 2012 budget does not include any new funding for capital replacement. The submitted budget reflects a FY 2013 projected capital replacement budget of \$16.7 million.
- The FY 2012 budget included \$5.7 million in one-time funding from capital project funds. This would have to be replaced with either additional capital projects cuts or operating budget cuts.
- Additional \$7 million funding for debt service. The FY 2012 debt service obligations were partially funded with fund balances and transfers from bond project funds.

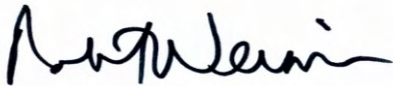
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**Conclusion:**

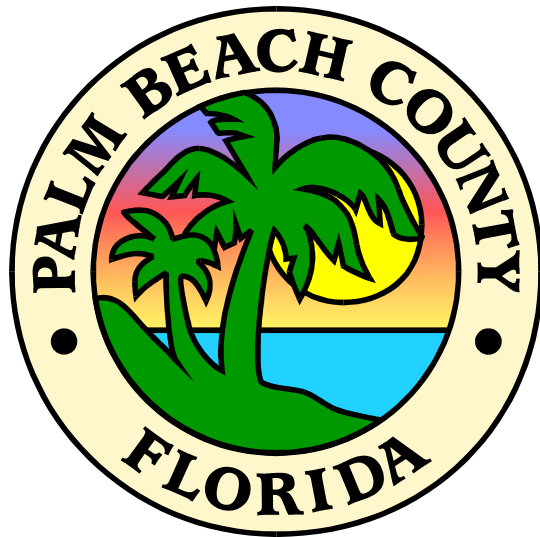
This budget achieves the Board's directive of a decrease in tax revenue. Sacrifices have been made and the quality and level of services provided by the County has been reduced.

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 are 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,

A handwritten signature in black ink, appearing to read "Robert Weisman", is written over a light gray rectangular background.

Robert Weisman  
County Administrator



Located on the southeast coast, Palm Beach County is the largest of Florida's 67 counties. The County's 2,228 square miles include 1,977 square miles of land and 251 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. Lake Okeechobee is the largest freshwater lake in the state and the largest in the United States except for the Great Lakes. The County has 45 miles of shoreline and is 53 miles wide.

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 82 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.

Close to several major Florida cities, central Palm Beach County is about one hour north of Fort Lauderdale, one and one-half hours north of Miami, and two and one-half hours south of Orlando.

### **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.

1. <http://www.pbcgov.com/pzb/Planning/population/countyprofile.pdf>

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 2% annually. The County's FY 2012 population is 1,320,134, a 2.6% increase from FY 2011.<sup>2</sup>

2. 1990, 2000, 2010 U.S. Population Census



**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, 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 Board 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 Chair to preside over meetings and serve as the ceremonial head of the County. A Vice Chair is also selected to assume these duties in the absence of the Chair; each term is for one year.

The County Commission 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;
- 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 Board 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 Board-approved programs and manages the day-to-day operations of County government. With Commission 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
- Community Services
- County Cooperative Extension Services
- County Library
- Engineering & Public Works
- Environmental Resources Management
- Fire-Rescue
- Housing & Community Development
- Medical Examiner
- Palm Tran
- Parks & Recreation
- Planning, Zoning & Building
- Public Safety
- Tourist Development
- Water Utilities

### **Central Services Departments include**

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

In addition to the County Administrator, the Board of County Commissioners 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 County Commission to meet special needs and to help solve challenging issues facing County government.

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

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 County Commission 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 Board of County Commissioners.

### **Economic Trends**

Palm Beach County is Florida's largest county in area and third in population. Growth has been the major influencing factor of the County in the last several years. Population has increased approximately 2% annually from 1990 to 2010 and is estimated to continue increasing through FY 2012.<sup>3</sup> Also, significant investment has been made to develop the Biotechnology industry in Palm Beach County. Tourism, construction and agriculture are the leading industries in the County.

**Tourism<sup>4</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 4% increase in revenues in fiscal year 2012. This increase will accommodate the recent decline in non-ad valorem revenues in the tourism industry. There are more than 67,200 people employed in jobs related to the tourism industry representing a 5.5% increase from FY 2010, with tourists contributing \$1.4 billion annually to the County's economy.

**Construction<sup>5</sup>** – During FY 2011, the trend in total valuation of permitting activity remained constant in comparison with FY 2010. However, due to FY 2011 permits falling under the recently adjusted rates, as opposed to a proportion falling in FY 2010, permit fee revenue has notably increased. In residential construction, there were 875 single unit permit starts and 17 multi-unit permit starts, compared to 834 and 52 in FY 2010. Total value for these residential permit starts were \$238.1 million, reflecting similar values to the \$238.5 million seen in FY 2010. However, over 400 multi-family units are currently in the process of being permitted. Most are workforce housing grant recipients that must make specific progress prior to the end of the calendar year. Non-residential work showed what might be considered an artificial downward movement, with the permitted value of new construction in FY 2011 being \$96.3 million compared to \$144 million in FY 2010, a decrease of 33%. This downward trend was the result of a single large hospital project last year increasing the non-residential valuations by \$68 million. Excluding the single project, the non-residential valuations for FY 2011 would represent an increase of 27% above the previous year.

Further influential factors include the continued high rate of unemployment, the large inventory of vacant and foreclosed residences, and the slow rate of the country's economic recovery.

3. Palm Beach County Business Development Board

4. Smith Travel Research Occupancy and Property Census, Bureau of Labor Statistics and Overview of Workforce Alliance Region

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

**Agriculture**<sup>6</sup> - Palm Beach County's agricultural acreage has remained stable for the last four years. Palm Beach County still leads the state of Florida, and all counties east of the Mississippi River, in agricultural proceeds. Currently, Palm Beach County ranks among the top counties in the U.S. and first in the state of Florida for agricultural sales. Palm Beach County leads the nation in the production of sugarcane, bell peppers and fresh sweet corn. It leads the state in the production of rice, lettuce, radishes, Chinese vegetables, specialty leaf produce, and celery.

The 459,865 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 \$279 million, and leads the state in agricultural wages and salary with over \$341 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. Several crops are currently grown as potential sources for ethanol production. Equestrian acreage in Palm Beach County continues to expand, currently ranking as the 2nd largest equine county in the state, following Marion County.

**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 feet Bioscience Cluster in Northern Palm Beach County. A “cluster” of related bio-technology businesses will form a hub to strengthen the County’s position as leader in this industry. A number of smaller bio-related companies have either expanded or moved to the County.

The County's per capita personal income of \$57,461<sup>7</sup> is well above the national average and the fourth highest in the State of Florida. The County's labor force employed is estimated at 553,213, with the major employers displayed below:<sup>8</sup>

| <b>Company</b>                 | <b>Product/Service</b> | <b>Employees*</b> |
|--------------------------------|------------------------|-------------------|
| School Board                   | Education              | <b>20,696</b>     |
| Palm Beach County              | Government             | <b>11,033</b>     |
| Tenet HealthCare Corp.         | Health Care            | <b>5,127</b>      |
| Hospital Corp. Of America      | Health Care            | <b>4,150</b>      |
| Florida Power & Light          | Utility                | <b>3,658</b>      |
| Wackenhut Corporation          | Security Services      | <b>3,000</b>      |
| Florida Atlantic University    | Education              | <b>2,776</b>      |
| Bethesda Memorial Hospital     | Health Care            | <b>2,300</b>      |
| Veterans Health Administration | Health Care            | <b>2,205</b>      |
| Boca Raton Resort & Club       | Hotel                  | <b>2,200</b>      |

**\*Approximately**

6. <http://www.pbcgov.org/coextension/agriculture/facts.htm>

7. Florida Research and Economic Database

8. Palm Beach County Business Development Board

**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 business fixtures, equipment, and machinery; and

**Intangible Personal Property** includes stock, bonds (except those exempt), mortgages accounts receivable, mutual funds, notes, trusts, estates, etc. (This is a State tax handled directly by the State of Florida).

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, and senior citizens.

The Board of County Commissioners 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 2012 Countywide rate is 4.7815 mills.

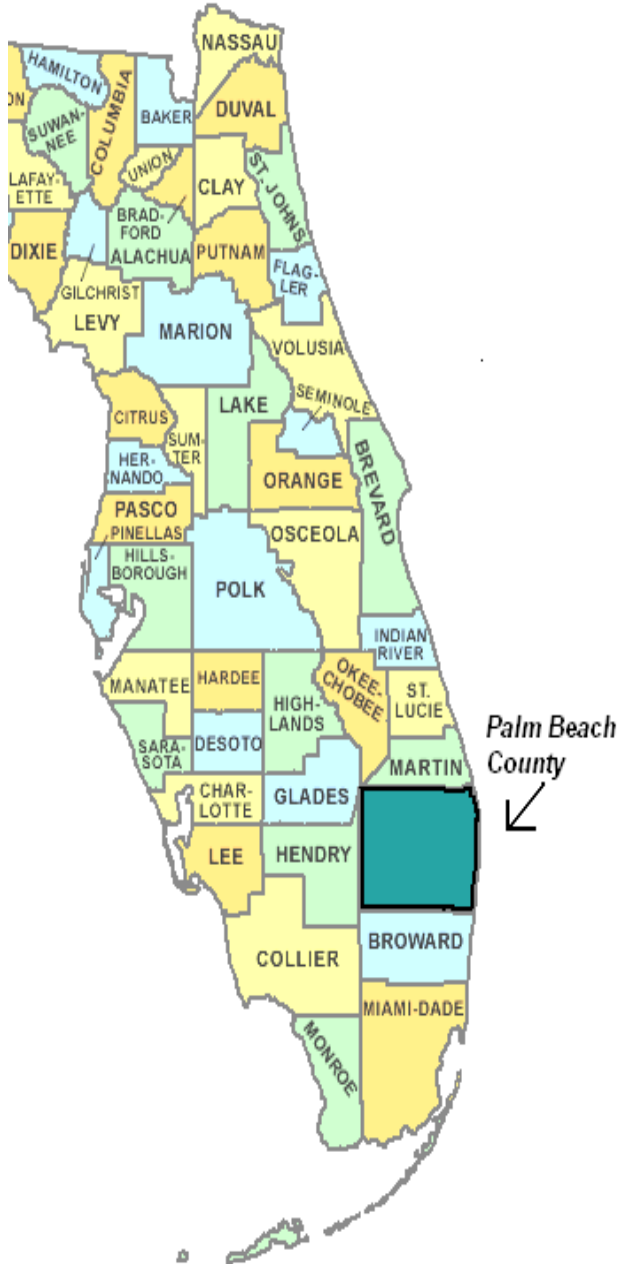
Palm Beach County Fire-Rescue and the County Library are dependent districts under the control of the Board of County Commissioners. They levy millages that apply to all property owners in the unincorporated portion of the County and residents of the municipalities that have elected to join the districts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

In addition to the Board of County Commissioners 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.

**Education**

The Palm Beach County School District (School District) will serve more than 174,217 kindergarten through 12<sup>th</sup> grade students during the 2011-2012 school year. With 187 public schools, the Palm Beach County School District is the 5<sup>th</sup> largest in the state and the 11<sup>th</sup> largest in the nation.<sup>9</sup> Additionally, vocational and occupational training is provided at two adult and various community education schools. The School District is governed by a separately-elected Board.

9. The School District of Palm Beach County Approved 2012 Budget



As part of Florida’s Gold Coast, Palm Beach County is located in Southeast Florida and is the largest County in area in the State of Florida. It is located just 50 miles north of Fort Lauderdale, 70 miles north of Miami and 150 miles south of Orlando.

The County is located on the coast of the Atlantic Ocean.



**Date Established**  
**Form of Government**  
**Area** (Including water)  
**Total Adopted Fiscal Year 2012 Budget**

**July 1, 1909**  
**Commission-County Manager**  
**2228 square miles**  
**\$3.925 Billion**

**County Demographics** <sup>1</sup>

|                         |           |
|-------------------------|-----------|
| Population              | 1,320,134 |
| Median Age              | 43.5      |
| Median Household Income | \$49,879  |
| Average Household Size  | 2.39      |

1. <http://www.pbcgov.com/pzb/Planning/population/countyprofile.pdf>

**Sheriff's Office**

|                          |       |
|--------------------------|-------|
| Law Enforcement Officers | 1,494 |
| Correction Officers      | 704   |



**Palm Beach County Sheriff's Office Headquarters**



**Fire Rescue Headquarters**

**Fire Protection**

|   |        |
|---|--------|
| Suppression units (including 22 brush trucks) | 84     |
| Advanced Life Support Units                   | 73     |
| Fire stations                                 | 49     |
| Employees (Certified Firefighters)            | 1,331  |
| Employees (NonCertified)                      | 180    |
| FY11 Total Fire Runs                          | 15,925 |
| FY11 Total EMS Runs                           | 98,186 |
| FY11 Average Response Times For Fire/EMS      | 6:27   |

1. <http://www.pbcgov.com/pzb/Planning/population/countyprofile.pdf>

**Palm Beach County Schools**

**There are 187 schools in Palm Beach County with 174,217 enrollment. See below for the number of schools**

|                           |     |
|---------------------------|-----|
| Elementary Schools        | 107 |
| Middle Schools            | 33  |
| Alternative               | 17  |
| Adult & Community Schools | 2   |
| Other Educational Schools | 5   |

**Illustrated below are the FCAT rating and the # of schools with the respective rating**

|             |     |
|-------------|-----|
| "A" Schools | 89  |
| "B" Schools | 22  |
| "C" Schools | 21  |
| "D" Schools | N/A |
| "F" Schools | N/A |

**2011 FCAT RESULTS**

|                   | <b>Reading</b>            | <b>Math</b>               |
|-------------------|---------------------------|---------------------------|
|                   | <b>County % / State %</b> | <b>County % / State %</b> |
| <b>Elementary</b> |                           |                           |
| Grade 3           | 70/72                     | 75/78                     |
| Grade 4           | 70/71                     | 75/74                     |
| Grade 5           | 70/69                     | 64/63                     |
| <b>Middle</b>     |                           |                           |
| Grade 6           | 68/67                     | 63/57                     |
| Grade 7           | 70/68                     | 68/62                     |
| Grade 8           | 58/55                     | 77/68                     |
| <b>High</b>       |                           |                           |
| Grade 9           | 50/48                     | **                        |
| Grade 10          | 43/39                     | 74/71                     |

Source: Palm Beach County School Board website and [www.fcatt.fldoe.org](http://www.fcatt.fldoe.org)

\*\*Grade 9 did not take Mathematics test in 2011

**Major Employers**

|                                 |        |
|---------------------------------|--------|
| Palm Beach County School Board  | 20,696 |
| Palm Beach County               | 11,033 |
| Tenet Healthcare Corporation    | 5,127  |
| Hospital Corp. of America (HCA) | 4,150  |
| Florida Power & Light           | 3,658  |

**Land Usage (%)**

|              |       |
|--------------|-------|
| Residential  | 13.9% |
| Commercial   | 1.1%  |
| Recreational | 2.5%  |
| Agriculture  | 38.0% |
| Conservation | 30.7% |
| Other        | 13.8% |

**Elections**

|                                    |         |
|------------------------------------|---------|
| Registered Voters (as of 10/24/11) | 821,064 |
|------------------------------------|---------|





***Southern Regional Water Reclamation Facility***

**Utility System**

|                                     |         |
|-------------------------------------|---------|
| Active accounts                     |         |
| Water                               | 172,462 |
| Wastewater                          | 155,673 |
| Number of Units Served              |         |
| Water                               | 224,681 |
| Wastewater                          | 206,708 |
| Capacity per day (thousand gallons) |         |
| Water (tgd) max.                    | 101,380 |
| Sewer (tgd) max.                    | 59,500  |
| Miles of Water and Sewer Mains      | 3,828   |
| Water                               | 2,141   |
| Sewer                               | 1,687   |
| Fire Hydrants:                      | 16,353  |
| Pump Stations                       | 768     |

**Parks and Recreation**

The County offers over 8,000 acres of parkland, which are available to discover and explore. Sports, fitness, environmental, and cultural opportunities abound, as well as, restful places for solitude.

| <b><u>County Owned Amenities</u></b> | <b><u># of</u></b> |
|--------------------------------------|--------------------|
| Golf Courses                         | 5                  |
| Parks with Playgrounds               | 60                 |
| Play Structures                      | 154                |
| Playground Sites                     | 101                |
| Parks                                | 82                 |
| Water Parks                          | 2                  |
| Splash Parks                         | 3                  |
| Swimming Pools                       | 6                  |
| Dog Parks                            | 3                  |
| Civic Centers                        | 1                  |
| Community Centers                    | 2                  |
| Recreation Centers                   | 5                  |
| Nature Centers                       | 3                  |
| Equestrian Parks                     | 5                  |
| Beaches                              | 15                 |
| Campgrounds                          | 3                  |
| Amphitheaters                        | 3                  |



***Coconut Cove Waterpark***



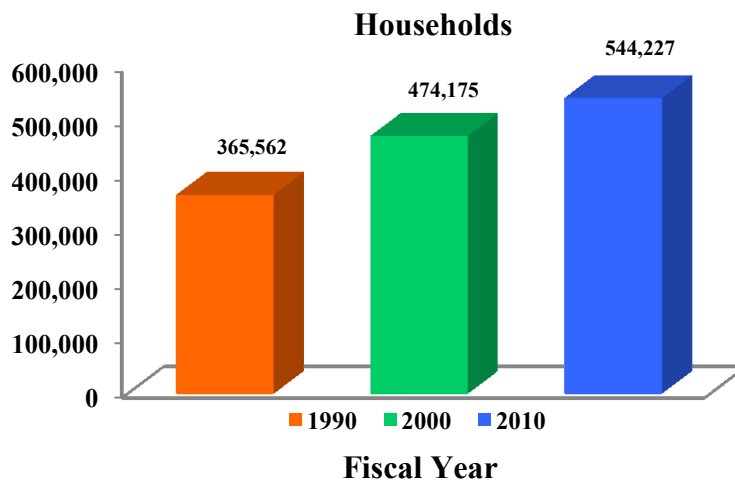
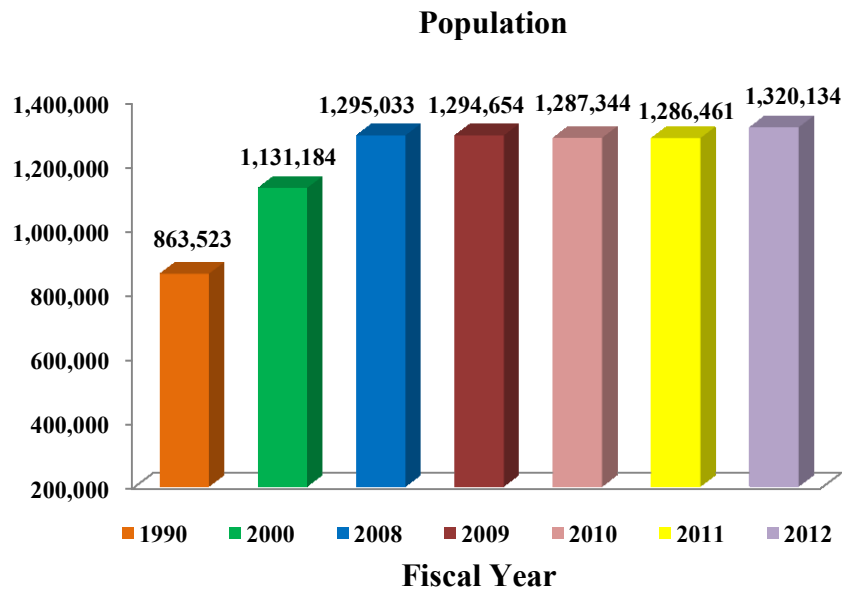
***John Prince Park Playground***



***Riverbend Park***

According to the U.S. Census Bureau, Palm Beach County has a total area of 2,228 square miles. Of which, 1,977 square miles is land and 251 square miles is water, primarily in the Intracoastal Waterway and Lake Okeechobee. It is bounded on the north by Martin County, on its west by Hendry County, on its northwest by Okeechobee County and Glades County, on its south by Broward County and on its east by the Atlantic Ocean. Palm Beach County is the largest county by area and third largest county by population in the State of Florida.

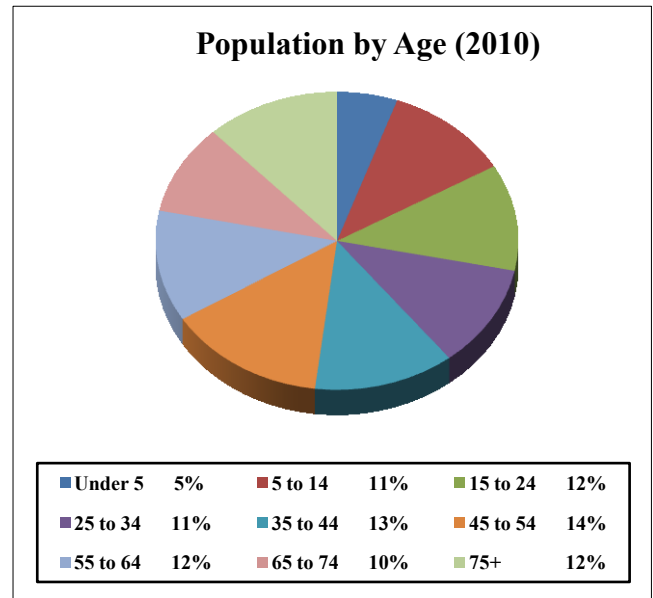
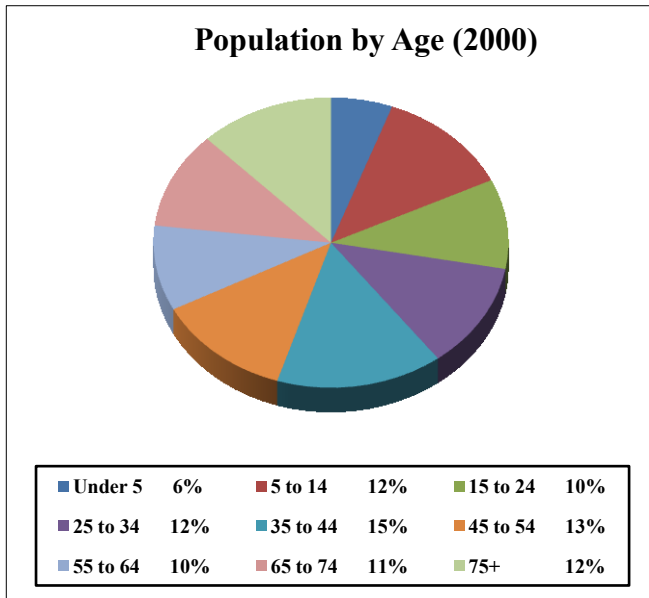
**Population/Household Demographics**



The U.S. Census Bureau ([www.factfinder.census.gov](http://www.factfinder.census.gov)) reports 544,227 households in Palm Beach County for 2010, which is an increase of 49% from 1990 and an increase of 15% from 2000. The household projection for 2012 is expected to experience a slight decline from 2010. The population in the County has experienced significant growth since 1990. In 2012, the population is 53% higher than in 1990 and 17% higher than in 2000. Population projections for 2012 are expected to experience a slight increase.

Source Data for the Demographics section is the U.S. Census Bureau and the County's Planning & Zoning Department.

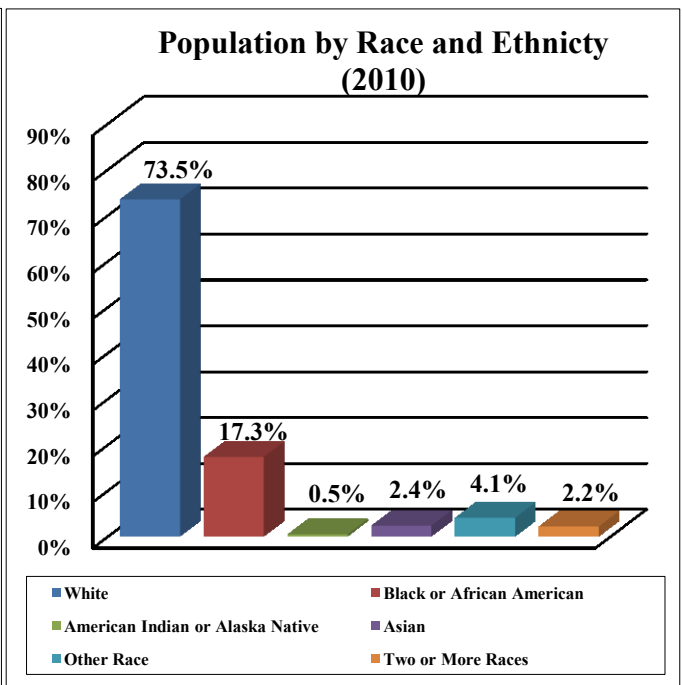
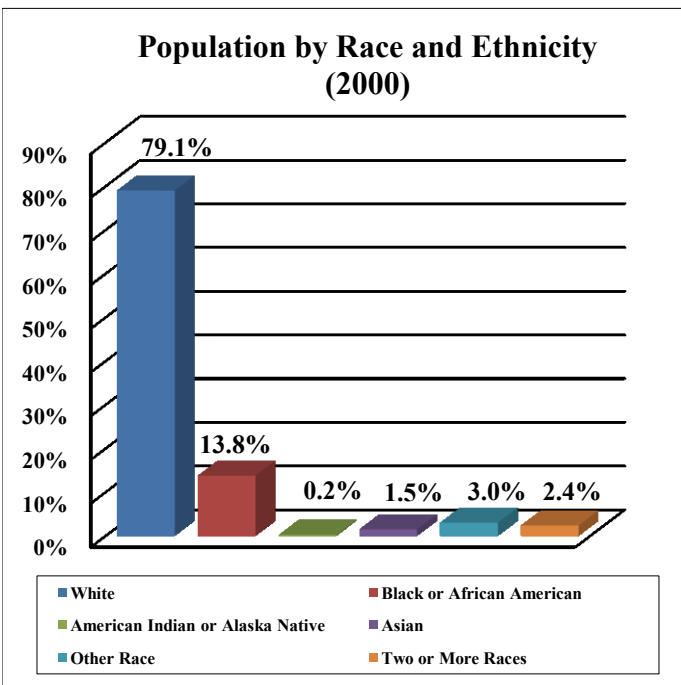
**Population by Age**



The median age of the total population in the County in 1990 was 39.8, in 2000 it was 41.8, and in 2010 it was 43.5. The overall population, coupled with Palm Beach County being a retirement destination, is aging. As such, the median age is anticipated to continue to increase.

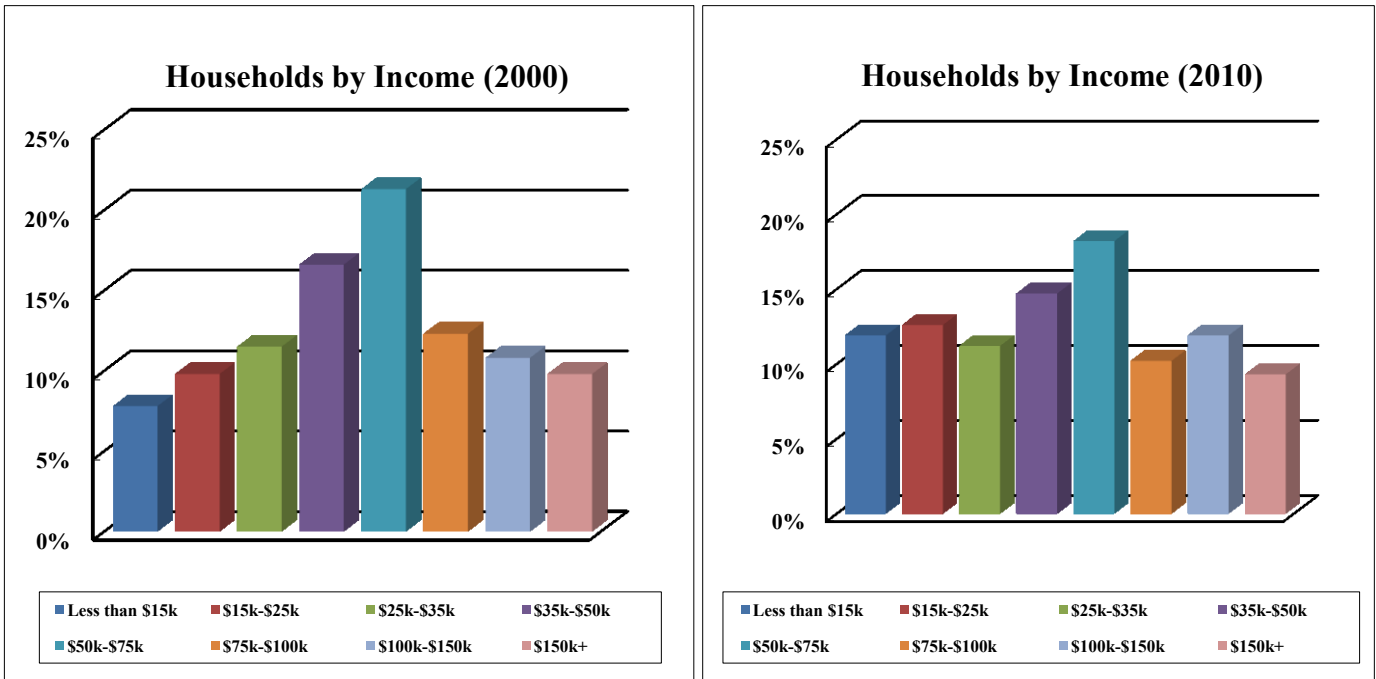
In 2010, females represented 52% of the population and males represented 48% of the population and the most prominent age group in this geography was 45 to 54 years. The group least represented in this geography was under 5 years.

**Population by Race / Ethnicity**



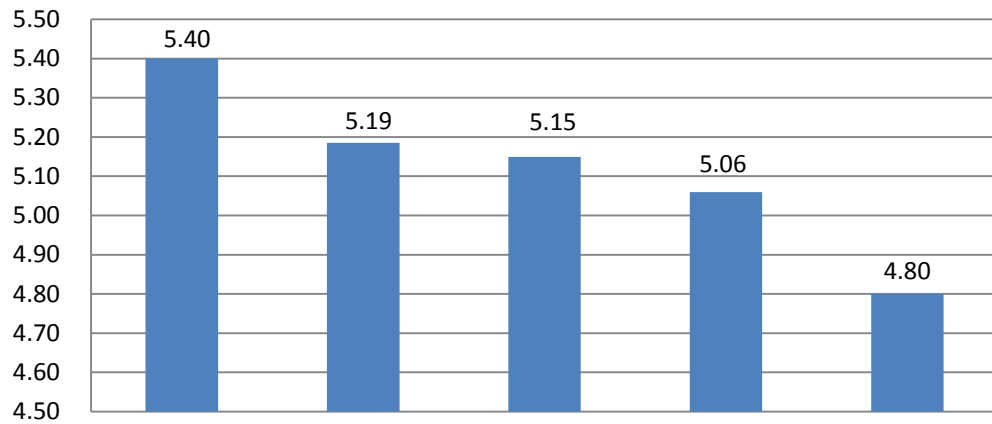
In 2010, the predominant race and ethnicity category in the County was White at 73.5%. The least represented race and ethnicity category in the County is American Indian or Alaskan Native and Other. In 2000, the Hispanic population was 140,675 (12.4%). For 2010, the Hispanic population increased to 250,823 (19%).

**Households by Income**



In 2010, The predominant household income category in Palm Beach County was \$50K-\$75K and the income group least represented was \$150K plus. As illustrated in the above graphs, the County has significant constituent base in all household income levels.

**EMPLOYEES PER 1,000 POPULATION**



|   | <u>FY 2008</u>   | <u>FY 2009</u>   | <u>FY 2010</u>   | <u>FY 2011</u>   | <u>FY 2012</u>   |
|---|------------------|------------------|------------------|------------------|------------------|
| <b>Total Employees</b>                    | <b>6,994</b>     | <b>6,713</b>     | <b>6,629</b>     | <b>6,509</b>     | <b>6,338</b>     |
| <b>County Population</b>                  | <b>1,295,033</b> | <b>1,294,654</b> | <b>1,287,344</b> | <b>1,286,461</b> | <b>1,320,134</b> |
| <b>Employees per<br/>1,000 population</b> | <b>5.40</b>      | <b>5.19</b>      | <b>5.15</b>      | <b>5.06</b>      | <b>4.80</b>      |

Palm Beach County Board of County Commissioners has a total of 6,338 full and part-time employees budgeted for FY 2012. The number of employees per 1,000 population is being presented in order to reflect the effects of growth. This chart shows the decrease in employees from FY 2008 through FY 2012. Despite eliminating over 926 positions since FY 2008, there has been an increase in positions in Fire Rescue, Library, and Water Utilities Department as a result of expansion of services and addition of new facilities.

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. In light of current economic conditions, the County has eliminated positions and has implemented more effective processes to maintain current service levels.

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 2012 is from October 1, 2011 through September 30, 2012.

**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 Accounting**

The County's accounting records for general governmental operations are maintained on the modified accrual basis; i.e., revenues are recorded when available and measurable and expenditures are recorded when the services or goods are received and the related liabilities are incurred. The County's proprietary operations are maintained on the full accrual basis; i.e., revenues are recognized when earned and expenses are recognized when incurred. For budgetary purposes, the modified-accrual method is utilized for all funds.

**Budget Development Process**

The FY 2012 budget was developed based on department and countywide strategies mandated by Administration. Departments did not make across the board cuts. Instead, specific departments were directed to reduce their net Ad Valorem budgets by targeting cuts that resulted in the least impact to the community. Any departments not instructed to make cuts, were directed to hold their 2012 budget to 2011 levels, which meant they had to make cuts to absorb any increases in health insurance and other uncontrollable costs.

All Department requests were due March 28th, with Constitutional Officers' proposed budgets due May 1<sup>st</sup> 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 13th and July 11th 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 13th and 27th to receive final public comments on the Tentative Budget and to adopt a final FY 2012 budget. The Board of County Commissioners adopted a millage rate of 4.7815 mills for FY 2012, which is 1.9% below 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, 2011.

### **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.
- 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.
- The reserve for future construction and improvements may be appropriated by the Board for the purpose(s) for which the reserve was established.
- 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.
- 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;
- Increase the meaningfulness (value) to all;
- An important management tool to aid decision making;
- An accurate source of justification for resource requests; and
- A way to connect staff level activities to higher level organizational missions and objectives.



| <u>Date</u>                  | <u>Activity</u>  | <u>Participants</u>                      |
|------------------------------|--|--|
| <b><u>2011</u></b>           |  |  |
| January                      | SWA Disposal Fee budget estimates due  | Budget Division<br>Solid Waste Authority |
| January 1 -<br>March 28      | Development of Departmental estimates for current year and budget requests for subsequent year (revenues and operating expenditures) | Departments/Divisions                    |
| January 26                   | Commissioner Retreat   | Board                                    |
| February 1 -<br>February 28  | Meetings with Departments to discuss improvements to performance measures  | Budget Division<br>Departments/Divisions |
| February 1 -<br>March 1      | Development of Non-Departmental revenue estimates for current year and projections for subsequent year                               | Budget Division                          |
| February 7                   | Distribution of Budget Instructions Manual covering operating budgets and capital budget to Departments                              | Budget Division                          |
| February 7                   | Distribution of Department Targets for the FY 2012 budget process  | Budget Division                          |
| February 7                   | Budget Central - forms and instructions for FY 2012 budget process available online  | Budget Division                          |
| February 14                  | 5 Year CIP worksheets opened for input   | Departments/Divisions                    |
| February 21 -<br>February 25 | BRASS budget data input training available to Departments (as needed)  | Budget Division<br>Departments/Divisions |
| March 1                      | BRASS open for FY 2011 Estimates and FY 2012 budget entry  | Budget Division<br>Departments/Divisions |
| March 1 -<br>March 18        | Department Budget Strategy Discussion with County Administrator (as needed)  | Budget Division<br>Departments/Divisions |
| March 3                      | Offer Voluntary Separation Incentive Program (VSIP)  | Human Resources                          |
| March 28                     | Capital Project proposals due  | Departments/Divisions                    |
| March 28                     | Submission of Departmental operating budget request to Budget Division   | Budget Division<br>Departments/Divisions |

| <b><u>Date</u></b>  | <b><u>Activity</u></b>   | <b><u>Participants</u></b>   |
|---------------------|--|--|
| March 28            | Submission of Departmental objectives and performance measures to Budget Division  | Budget Division<br>Departments/Divisions   |
| March 29 - April 22 | Review and analysis of budget requests and recommendation of funding levels  | Budget Division  |
| April               | Calculation of tax requirements & gross budget and completion of overall budget review   | Budget Division  |
| May 1               | Submission of Constitutional Officers' Budget requests   | Sheriff<br>Clerk & Comptroller<br>Supervisor of Elections  |
| May 12 - May 13     | Meeting with Management Team to discuss and finalize budget strategies   | County Administrator<br>Management Team<br>Budget Division   |
| June 1              | Estimate of assessed property value provided to the Board (F.S. 200.065 (7))   | Property Appraiser   |
| June 1              | Submission of Property Appraiser's budget request:<br>- to State Department of Revenue<br>- to Board (F.S. 195.087 (1)(a))         | Property Appraiser   |
| June 13 (6:00 p.m.) | BOARD WORKSHOP - Discussion of budget strategies   | Board<br>County Administrator<br>Departments/Divisions<br>Budget Division<br>Constitutional Officers |
| June 30             | Commissioner Retreat   | Board  |
| July 1              | Certification of taxable property values to Board (F.S. 193.023 (1); 200.065 (11))   | Property Appraiser   |
| July 11             | BOARD WORKSHOP - Recommended Tentative budget and tentative millage, including the Proposed Five Year Capital Improvements Program | Board<br>County Administrator<br>Departments-Divisions<br>Budget Division<br>Constitutional Officers |
| July 11             | BOARD MEETING - Setting of Tentative Millage for Certification to Property Appraiser   | Board<br>Budget Division   |

| <u>Date</u>              | <u>Activity</u>   | <u>Participants</u>  |
|--------------------------|---|--|
| July 15                  | Tentative budget amendments to Property Appraiser's budget from Department of Revenue:<br>-to Property Appraiser<br>-to Board (F.S. 195.087 (1)(a))                 | Dept. of Revenue   |
| July 27                  | Notification to Property Appraiser of proposed millage rate, rolled back rate, and date, time and place of First Public Hearing (form DR-420) (F.S. 200.065 (2)(b)) | Budget Division  |
| August 1                 | Submission of Tax Collector's budget request:<br>- to State Department of Revenue<br>- to BCC (F.S. 195.087 (2))  | Tax Collector  |
| August 15                | Property Appraiser's budget:<br>- Board comment period ends<br>- Final budget amendments from Department of Revenue (F.S. 195.087 (1)(a))                           | Board<br>Budget Division<br>Property Appraiser<br>Dept. of Revenue |
| August 16                | Board Meeting - Approve request of Tax Collector to order tax roll to be extended prior to completion of Value Adjustment Board hearings                            | Budget Division  |
| August 25                | Mailing of Notices of Proposed Property Taxes and First Public Hearing Date (i.e. TRIM@ Notice) (F.S. 200.065 (2)(b))   | Property Appraiser   |
| September 13 (6:00 p.m.) | FIRST PUBLIC HEARING - Adopt proposed millage and amended tentative budget (F.S.200.065 (2)(c))   | Board<br>County Administrator<br>Budget Division                   |
| September 20             | Submission of advertisements to newspaper of Second Public Hearing and Budget Summary Statement   | Budget Division  |
| September 24             | Publication of newspaper advertisements of Second Public Hearing and Budget Summary Statement (F.S. 129.03 (3)(b); 200.065 (2)(d) and (3)(l))                       | Budget Division  |

| <b><u>Date</u></b>          | <b><u>Activity</u></b>   | <b><u>Participants</u></b>                       |
|-----------------------------|--|--|
| September 27<br>(6:00 p.m.) | SECOND PUBLIC HEARING - Adopt final millage and budget (F.S. 200.065 (2)(d))   | Board<br>County Administrator<br>Budget Division |
| September 30                | Submission of approved millage levy resolution and budget to Property Appraiser, Tax Collector, and Department of Revenue (F.S. 200.065 (4)) | Budget Division                                  |
| October 1                   | Beginning of new fiscal year   |  |
| October 1 -<br>December 15  | Update and print adopted Budget Documents  | Budget Division                                  |
| October 1                   | Certification of Compliance submitted to Department of Revenue (F.S. 200.068 DR-487)   | Budget Division                                  |
| December 26                 | Submission of Budget Documents to GFOA Awards Program  | Budget Division                                  |
| <b><u>2012</u></b>          |  |  |
| May*                        | Completion of Value Adjustment Board Hearings  | VAB  |
| June*                       | Forward proof of publication and full page ad from VAB hearings to DOR   | Budget Division                                  |
| July*                       | Certification of final taxable values (form DR-422) (F.S. 200.065 (5))   | Property Appraiser                               |
| July*                       | Return Certification of final taxable values (form DR-422) to the Property Appraiser   | Budget Division                                  |

\*Dates may vary due to Value Adjustment Board Hearings

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 2012 budget and FY 2013-2016 forecast.

### **Factors Outside County Control**

- The County's FY 2012 population estimate is 1,320,134, a 2.6% increase from the previous year.
- Economic indicators, such as continued high unemployment and stagnant property values, continue to impact the County.
- Rates for interest income are estimated at 3.00% for FY 2012.

### **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 reduced programs and all revenues are projected through FY 2016.
- Bond issues are preceded by a fiscal impact analysis including potential funding sources.

#### **Administration**

- The FY 2012 Budget submission incorporated
  - a) A budget approach which matches spending levels to services performed;
  - b) No cost of living adjustment, except those in special bargaining units; and FRS reductions to all employees and required employee contribution, which equates to a 3% (average) reduction in pay.
  - c) Maximizing resources to reduce the impact on existing service levels.
- Vacant positions were identified and prioritized as to need and 179 were deleted. Detailed analysis and justification was submitted for approval of remaining vacancies before filling them. 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.
- Contracting services when 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. The level of equipment inventory should; therefore, not increase. In fact, it may decrease due to more effective equipment.

**General**

- New facilities, becoming operational in FY 2012, 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 performance measures.

**Payroll Related Assumptions and Employee Recognition**

- 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 is \$106,800 for calendar year 2011 and 2012. Tax rates for *Social Security and Medicare* continue at 6.2% and 1.45%, respectively.
- A 5% *longevity* increase was calculated for employees hired before May 6, 1992 using the employee’s hire date as the effective date. FY 2012 is the last year to include a longevity increase, twenty years of service will expire on May 2012.
- *Life and health insurance* rates are \$11,600 per employee, but are subject to adjustment by Risk Management.
- *Retirement rates* used for preliminary budget estimations are listed below:

|                   |        |
|-------------------|--------|
| Regular           | 5.33%  |
| High risk         | 15.47% |
| Senior management | 8.82%  |
| Elected official  | 16.47% |
| DROP              | 6.01%  |

**Budgetary Issues**

- Maximize efficiency to minimize annual increases in operating costs
- Expansion into Western Community
  - Sheriffs Office
  - Fire Rescue
  - Water Utilities/Glades Utility Authority (GUA)
- Maximize available resources to increase Community Revitalization efforts
- Other Post Employment Benefits
- Public Safety, including Sheriff operations and funding for programs/services to combat youth and gang violence
- Increased funding for the Office of Inspector General

**Trends**

- Decrease in construction industry
- Decrease in residential and commercial property values
- Increased cost for Public Safety (Police Services, Jails, Fire Rescue & Emergency Management)
- Aging work force
- Geographic centralization of county departments to reduce overhead and administration costs
- Continued high unemployment due to struggling economy

**Resource Choices**

- Maintenance of adequate reserves while reducing ad valorem revenue
- Consideration of alternate gas tax uses to support reduction in ad valorem tax
- User fee adjustments to offset a reduction in ad valorem funding
- Bond funding for Max Planck
- Reduction to various capital projects, including resurfacing and beautification, to decrease ad valorem funding

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 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.

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, health and human services and capital improvements.

The Capital Improvement Element (CIE) of the plan consolidates the levels of service established in the various other elements into a comprehensive financial framework which projects the costs of providing those services and the County's ability to finance them. The CIE also establishes criteria for prioritizing and locating capital improvements. Fiscal policies regarding revenue generation, debt financing, capital improvements and renewals and replacements are included. This element includes a five year projection of the total cost of operating the County government including capital improvements, debt payments and operations as well as the revenues necessary to finance those activities.



The CIE is updated and revised annually to reflect the outcome of the budget development process that is based on Board of County Commissioner direction and County-wide planning. This annual planning process incorporates the current year operating and capital budgets and future projections into the CIE and the Five-Year Capital Budget. The updated Plan then becomes the initial guiding document in the subsequent year's countywide, comprehensive planning process.

The Goals, Objectives and Policies presented in the Plan reflect the directives of the citizenry and the County Commissioners. The following are some of the Goals (in no particular order) and what is being done in FY 2011 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 2012 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 1,822 square miles, serving approximately 848,000 people. In FY 2011 Fire Rescue took on BLS (Basic Life Support) transport throughout its entire service area. The County currently provides full service to 18 municipalities and dispatches for an additional 10 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 plan 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 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 Countywide goal of revitalization/redevelopment is most directly associated with the goals and objectives of the Office of Community Revitalization (OCR). The mission of the OCR is to develop revitalization strategies and to provide technical and financial assistance to residential neighborhoods and commercial districts. Working closely with other County departments, OCR will determine funding initiatives which will then be reviewed by County Administration and then presented to the Board of County Commissioners for approval.

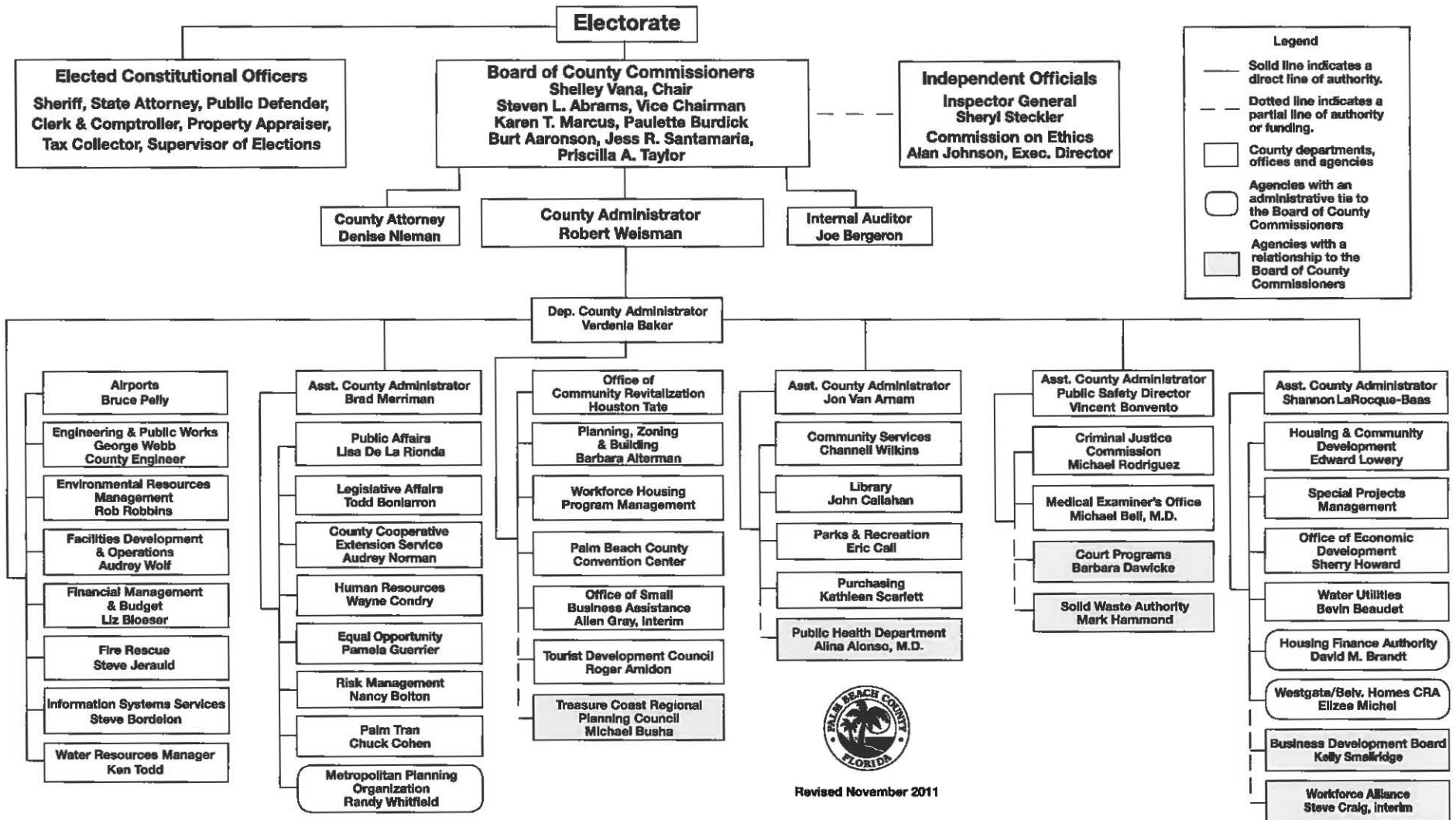
**GOAL**            **Facilitate the provision of an adequate supply of safe, sanitary and affordable housing to meet the needs of the County's residents**

Affordable housing in Palm Beach County is a significant budget issue. Due to the economic crisis, the number of households living in cost burdened, severely cost burdened, and overcrowded conditions have substantially increased. This particularly affects County residents at the very-low and low-income levels, although all income levels are being affected. The Department of Housing and Community Development (HCD) has developed a five-year plan identifying needs and setting goals and objectives for the allocation of state/federal/county funds to support affordable housing. For FY 2012, HCD will have available \$70 million in Federal, State, and local funds to serve the County's affordable housing goal. The majority of HCD's performance measures track housing construction, mortgage assistance, and housing rehabilitations. In response to the housing slump and the foreclosure crisis, new federally-funded programs have been initiated by HCD that will assist in stabilizing neighborhoods while providing affordable housing to low to middle income owners and renters. One large County initiative is the on-going Neighborhood Stabilization Program 2, through which the new construction of 225 affordable apartments is underway, the acquisition and rehabilitation of over 100 foreclosed housing units by non-profit partners, and the provision mortgages to over 60 homebuyers.

**GOAL**            **Create a balanced and diversified economy**

The Economic Development Office will continue 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. Also, efforts continue for developing the Inland Port in the Western Communities. The presence of Scripps and Max Planck is facilitating new and expanding biotech related companies, a clear indication of the positive impact of one investment in the biotechnology industry. Efforts will continue to support and promote growth in this sector.

# Palm Beach County Board of County Commissioners Organizational Structure





**FY 2011 Adopted to FY 2012 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 2011<br/>Adopted Budget</u> | <u>FY 2011<br/>Modified Budget</u> | <u>FY 2012<br/>Adopted Budget</u> |
|--------------------------------|-----------------------------------|------------------------------------|-----------------------------------|
| Total Budget                   | \$4,078,260,913                   | \$4,158,393,258                    | \$3,925,196,649                   |
| Less: Internal Service Charges | (\$125,145,342)                   | (\$125,145,342)                    | (\$133,891,512)                   |
| Interfund Transfers            | (\$446,767,912)                   | (\$487,133,130)                    | (\$462,572,105)                   |
| Interdepartmental Charges      | (\$17,925,724)                    | (\$17,549,283)                     | (\$16,927,146)                    |
| <b>Net Budget</b>              | <b><u>\$3,488,421,935</u></b>     | <b><u>\$3,528,565,503</u></b>      | <b><u>\$3,311,805,886</u></b>     |
| Budgeted Reserves              | \$830,554,057                     | \$843,380,313                      | \$772,705,301                     |
| Budgeted Expenditures          | \$2,657,867,878                   | \$2,685,185,190                    | \$2,539,100,585                   |
| <b>Net Budget</b>              | <b><u>\$3,488,421,935</u></b>     | <b><u>\$3,528,565,503</u></b>      | <b><u>\$3,311,805,886</u></b>     |

## BUDGET SUMMARY

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|   | <b>General<br/>Fund</b> | <b>Special<br/>Revenue<br/>Funds</b> |
|---|-------------------------|--------------------------------------|
| <b>Estimated Revenues:</b>                                |                         |                                      |
| Current Property Taxes                                    | \$595,388,733           | \$228,100,823                        |
| Licenses, Permits, & Other Taxes                          | 94,992,289              | 69,035,083                           |
| Intergovernmental Revenues                                | 92,846,061              | 258,626,404                          |
| Charges For Services                                      | 95,756,963              | 62,380,905                           |
| Interest Earnings & Other Misc.                           | (20,900,594)            | 2,806,642                            |
| Interfund Transfers                                       | 6,100,794               | 87,291,217                           |
| <b>Total Revenue</b>                                      | <b>\$864,184,246</b>    | <b>\$708,241,074</b>                 |
| Other Financing Sources                                   | 0                       | 9,797,746                            |
| <b>Total Revenue &amp; Other<br/>Financing Sources</b>    | <b>\$864,184,246</b>    | <b>\$718,038,820</b>                 |
| Balances Beginning of Year                                | 152,066,930             | 217,058,924                          |
| <b>Total Estimated Revenues,<br/>Sources and Balances</b> | <b>\$1,016,251,176</b>  | <b>\$935,097,744</b>                 |

Note: Changes in Fund Balance can be found on page 78 through 81

| Debt<br>Service<br>Funds | Capital<br>Projects<br>Funds | Enterprise<br>Funds  | Internal<br>Service<br>Funds | Total                  |
|--------------------------|------------------------------|----------------------|------------------------------|------------------------|
| \$30,277,833             | \$0                          | \$0                  | \$0                          | \$853,767,389          |
| 0                        | 41,899,002                   | 2,017,000            | 0                            | 207,943,374            |
| 0                        | 90,533,470                   | 79,974,260           | 0                            | 521,980,195            |
| 0                        | 3,238,030                    | 235,606,750          | 124,253,518                  | 521,236,166            |
| (683,053)                | 25,642,930                   | 19,855,600           | 2,988,114                    | 29,709,639             |
| 100,186,846              | 19,962,813                   | 243,633,696          | 5,396,739                    | 462,572,105            |
| <b>\$129,781,626</b>     | <b>\$181,276,245</b>         | <b>\$581,087,306</b> | <b>\$132,638,371</b>         | <b>\$2,597,208,868</b> |
| 0                        | 0                            | 0                    | 0                            | 9,797,746              |
| <b>\$129,781,626</b>     | <b>\$181,276,245</b>         | <b>\$581,087,306</b> | <b>\$132,638,371</b>         | <b>2,607,006,614</b>   |
| 24,986,338               | 681,204,593                  | 220,865,709          | 22,007,541                   | 1,318,190,035          |
| <b>\$154,767,964</b>     | <b>\$862,480,838</b>         | <b>\$801,953,015</b> | <b>\$154,645,912</b>         | <b>\$3,925,196,649</b> |

**BUDGET SUMMARY**

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|   | <b>General<br/>Fund</b> | <b>Special<br/>Revenue<br/>Funds</b> |
|---|-------------------------|--------------------------------------|
| <b>Expenditures, Uses &amp; Reserves:</b> |                         |                                      |
| General Governmental Services             | \$124,761,153           | \$7,489,853                          |
| Public Safety                             | 496,948,789             | 285,497,528                          |
| Physical Environment                      | 11,792,327              | 31,977,838                           |
| Transportation                            | 4,235,000               | 180,194,092                          |
| Economic Environment                      | 23,849,126              | 151,092,309                          |
| Human Services                            | 48,944,908              | 59,452,490                           |
| Culture and Recreation                    | 53,393,287              | 48,990,093                           |
| Interfund Transfers                       | 147,518,485             | 45,653,392                           |
| Reserves                                  | 81,000,000              | 138,214,057                          |
| Internal Services                         | 0                       | 0                                    |
| Non-Departmental                          | 23,808,101              | (13,463,908)                         |
| <b>Total Expenditures</b>                 | <b>\$1,016,251,176</b>  | <b>\$935,097,744</b>                 |

Note: Changes in Fund Balance can be found on page 78 through 81

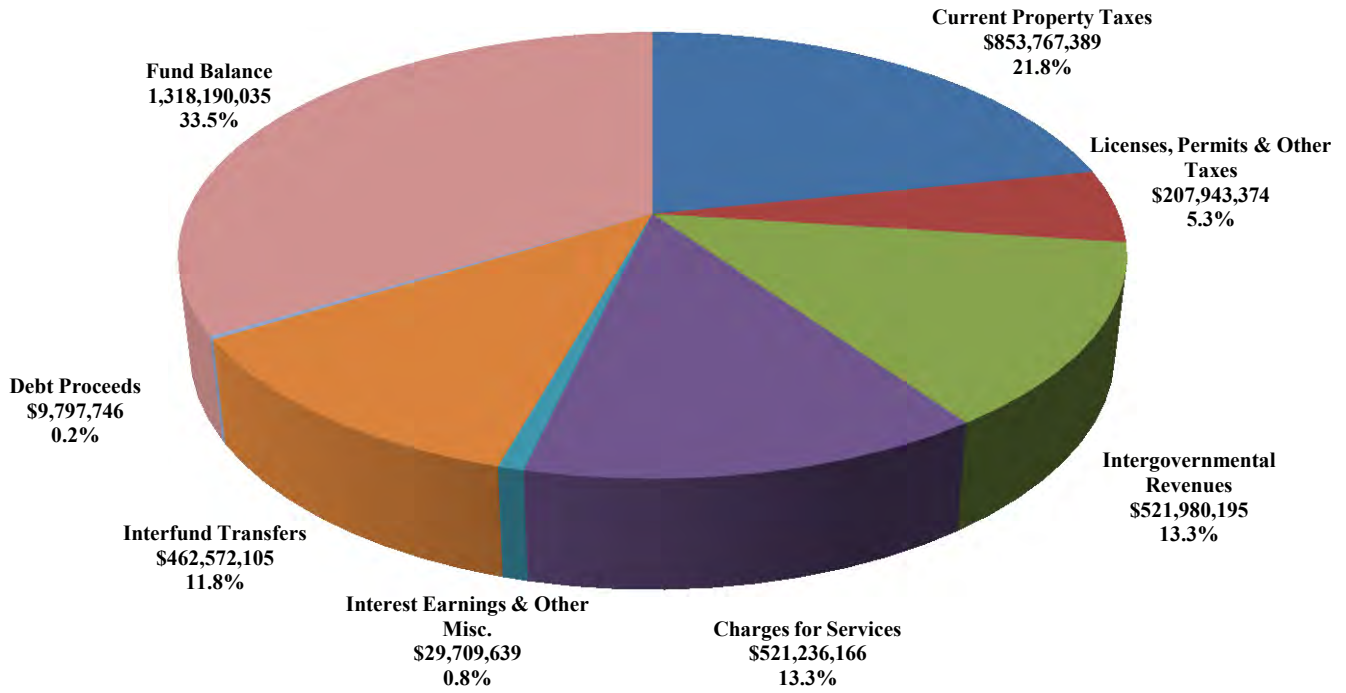


| <b>Debt<br/>Service<br/>Funds</b> | <b>Capital<br/>Projects<br/>Funds</b> | <b>Enterprise<br/>Funds</b> | <b>Internal<br/>Service<br/>Funds</b> | <b>Total</b>           |
|-----------------------------------|---------------------------------------|-----------------------------|---------------------------------------|------------------------|
| \$0                               | \$121,976,332                         | \$0                         | \$194,953                             | \$254,422,291          |
| 0                                 | 28,917,888                            | 0                           | 0                                     | 811,364,205            |
| 0                                 | 57,235,040                            | 217,660,677                 | 0                                     | 318,665,882            |
| 0                                 | 149,678,861                           | 185,622,771                 | 0                                     | 519,730,724            |
| 0                                 | 9,932,507                             | 0                           | 0                                     | 184,873,942            |
| 0                                 | 296,606                               | 0                           | 0                                     | 108,694,004            |
| 0                                 | 62,821,335                            | 0                           | 0                                     | 165,204,715            |
| 761,014                           | 18,876,367                            | 243,476,308                 | 6,286,539                             | 462,572,105            |
| 18,897,580                        | 394,225,611                           | 126,036,215                 | 14,331,838                            | 772,705,301            |
| 0                                 | 0                                     | 0                           | 134,027,535                           | 134,027,535            |
| 135,109,370                       | 18,520,291                            | 29,157,044                  | (194,953)                             | 192,935,945            |
| <b>\$154,767,964</b>              | <b>\$862,480,838</b>                  | <b>\$801,953,015</b>        | <b>\$154,645,912</b>                  | <b>\$3,925,196,649</b> |

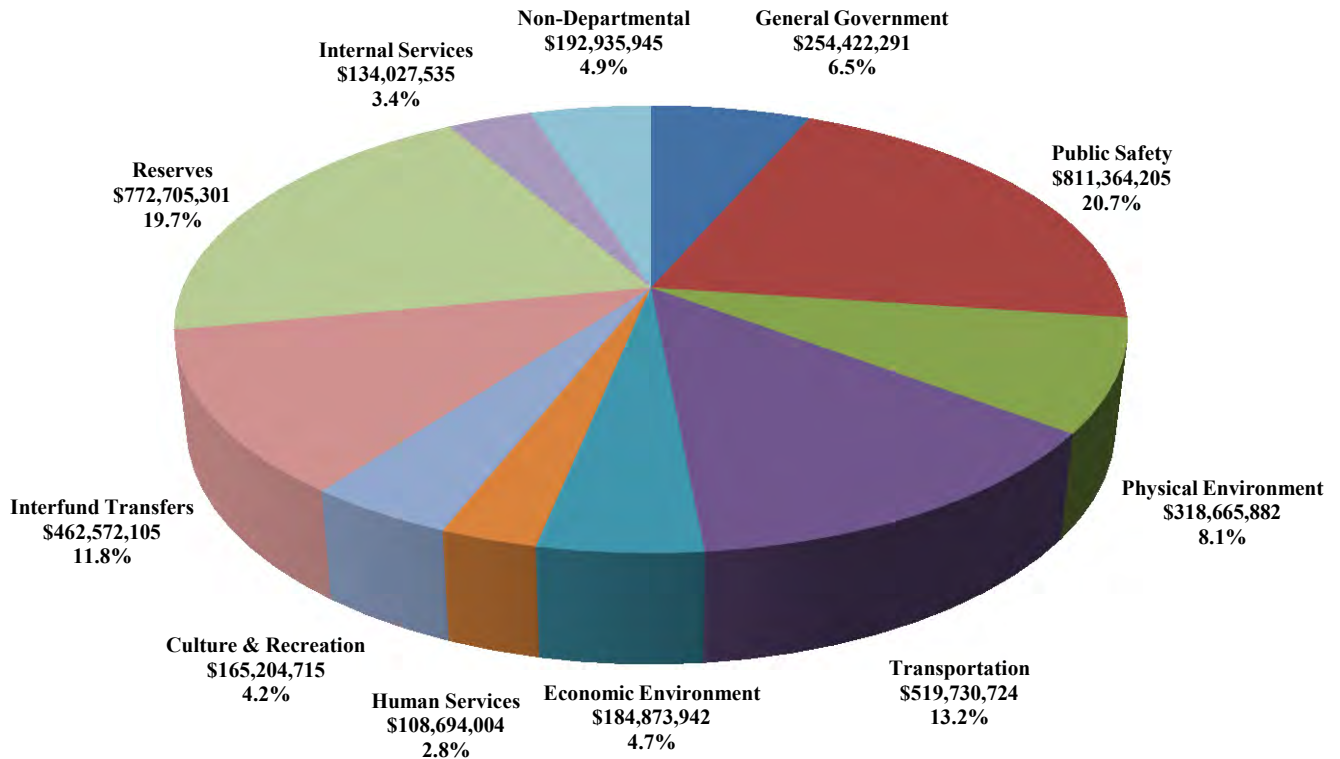
# BUDGET SUMMARY

## \$3,925,196,649

### Revenues by Source



### Expenditures by Function



## FISCAL YEAR 2008-2012

| <u>Revenue Source</u>                   | <u>Actual FY2008</u>    | <u>Actual FY2009</u>    | <u>Actual FY2010</u>    | <u>Estimated FY2011</u> | <u>Budget FY2012</u>    |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Current Property Taxes                  | \$ 896,209,694          | \$ 850,038,301          | \$ 849,830,375          | \$ 836,078,510          | \$ 853,767,389          |
| Licenses, Permits & Other Taxes         | 225,106,843             | 201,240,394             | 207,693,473             | 190,513,605             | 207,943,374             |
| Intergovernmental Revenues              | 244,021,084             | 233,089,376             | 263,320,630             | 277,407,858             | 521,980,195             |
| Charges for Services                    | 453,402,015             | 476,309,661             | 482,993,021             | 491,527,513             | 521,236,166             |
| Interest Earnings & Other Miscellaneous | 163,538,128             | 218,633,081             | 99,467,129              | 103,998,065             | 29,709,639              |
| Interfund Transfers                     | 579,466,078             | 575,431,862             | 473,067,528             | 427,615,298             | 462,572,105             |
| Debt Proceeds                           | 365,119,342             | 113,544,382             | 34,017,095              | 42,022,890              | 9,797,746               |
| Fund Balance                            | 1,568,205,240           | 1,648,546,338           | 1,642,230,245           | 1,458,563,327           | 1,318,190,035           |
| <b>Total</b>                            | <b>\$ 4,495,068,424</b> | <b>\$ 4,316,833,395</b> | <b>\$ 4,052,619,496</b> | <b>\$ 3,827,727,066</b> | <b>\$ 3,925,196,649</b> |
| <b>Uses of Funds</b>                    |                         |                         |                         |                         |                         |
| General Government                      | \$ 250,866,368          | \$ 246,871,045          | \$ 261,564,340          | \$ 199,890,632          | \$ 254,422,291          |
| Public Safety                           | 729,096,206             | 771,807,705             | 792,415,451             | 798,258,309             | 811,364,205             |
| Physical Environment                    | 187,862,370             | 160,231,371             | 188,802,702             | 175,744,917             | 318,665,882             |
| Transportation                          | 302,306,835             | 295,498,353             | 263,014,751             | 237,415,502             | 519,730,724             |
| Economic Environment                    | 178,808,172             | 101,369,915             | 87,181,714              | 97,585,703              | 184,873,942             |
| Human Services                          | 101,296,299             | 101,591,406             | 104,196,896             | 108,624,103             | 108,694,004             |
| Culture/ Recreation                     | 154,829,658             | 140,154,080             | 137,791,651             | 121,973,786             | 165,204,715             |
| Interfund Transfers                     | 645,589,947             | 642,852,987             | 525,338,151             | 461,756,367             | 462,572,105             |
| Reserves                                | 0                       | 0                       | 0                       | 0                       | 772,705,301             |
| Internal Services                       | 149,112,217             | 151,870,092             | 131,998,838             | 126,187,410             | 134,027,535             |
| Non-Departmental & Debt Service         | 127,696,997             | 96,296,848              | 137,857,488             | 182,574,889             | 192,935,945             |
| <b>Total</b>                            | <b>\$ 2,827,465,069</b> | <b>\$ 2,708,543,802</b> | <b>\$ 2,630,161,982</b> | <b>\$ 2,510,011,618</b> | <b>\$ 3,925,196,649</b> |

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

| <b><u>Budgeted Revenues</u></b> | <b>Total</b>            | <b>Countywide</b>       | <b>Non-Countywide</b> |
|---------------------------------|-------------------------|-------------------------|-----------------------|
| Ad Valorem Taxes                | \$ 853,767,389          | \$ 621,685,749          | \$ 232,081,640        |
| Licenses, Permits & Other Taxes | 207,943,374             | 196,136,311             | 11,807,063            |
| Intergovernmental Revenues      | 521,980,195             | 520,651,605             | 1,328,590             |
| Charges for Services            | 521,236,166             | 486,492,664             | 34,743,502            |
| Statutory Reserves              | (68,251,174)            | (54,208,534)            | (14,042,640)          |
| Miscellaneous Revenue           | 57,154,686              | 56,336,343              | 818,343               |
| Interest Earnings               | 40,806,127              | 33,999,246              | 6,806,881             |
| Debt Proceeds                   | 9,797,746               | 9,797,746               | -                     |
| Balances Forward                | 1,318,190,035           | 1,101,975,579           | 216,214,456           |
| Transfers                       | 462,572,105             | 436,357,314             | 26,214,791            |
| <b>Total Revenues</b>           | <b>\$ 3,925,196,649</b> | <b>\$ 3,409,224,023</b> | <b>\$ 515,972,626</b> |

| <b><u>Budgeted Expenditures</u></b> | <b>Total</b>            | <b>Countywide</b>       | <b>Non-Countywide</b> |
|-------------------------------------|-------------------------|-------------------------|-----------------------|
| General Government                  | \$ 254,422,291          | \$ 254,422,291          | \$ -                  |
| Public Safety                       | 811,364,205             | 513,764,376             | 297,599,829           |
| Physical Environment & Utilities    | 318,665,882             | 318,665,882             | -                     |
| Transportation                      | 519,730,724             | 518,967,614             | 763,110               |
| Economic Environment                | 184,873,942             | 184,259,952             | 613,990               |
| Health & Human Services             | 108,694,004             | 108,694,004             | -                     |
| Culture & Recreation                | 165,204,715             | 95,780,582              | 69,424,133            |
| Transfers                           | 462,572,105             | 444,108,407             | 18,463,698            |
| Reserves                            | 772,705,301             | 647,487,517             | 125,217,784           |
| Internal Services                   | 134,027,535             | 134,027,535             | -                     |
| Non-Departmental & Debt Service     | 192,935,945             | 189,045,863             | 3,890,082             |
| <b>Total Expenditures</b>           | <b>\$ 3,925,196,649</b> | <b>\$ 3,409,224,023</b> | <b>\$ 515,972,626</b> |

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

|  | FY 2012<br>Rolled-Back Rate |                      | FY 2012<br>Adopted Taxes |                      | Adopted Increase or Decrease |                       |  |
|--|-----------------------------|----------------------|--------------------------|----------------------|------------------------------|-----------------------|--|
|  | Millage                     | Taxes                | Millage                  | Taxes                | Millage                      | Taxes                 | % Increase Or<br>% (Decrease) From<br>Rolled-Back Rate |
| Countywide <sup>(2)</sup>              | 4.8751                      | \$607,043,733        | 4.7815                   | \$595,388,733        | (0.0936)                     | (\$11,655,000)        | (1.92) %   |
| County Library District <sup>(3)</sup> | 0.5624                      | 37,945,966           | 0.5491                   | \$37,048,595         | (0.0133)                     | (897,371)             | (2.36) %   |
| Fire-Rescue MSTU                       | 3.5470                      | 180,125,130          | 3.4581                   | 175,610,575          | (0.0889)                     | (4,514,555)           | (2.51) %   |
| Jupiter Fire-Rescue MSTU               | 2.2731                      | 16,250,195           | 2.1600                   | 15,441,653           | (0.1131)                     | (808,542)             | (4.98) %   |
| Aggregate Millage Rate <sup>(4)</sup>  | 6.8271                      |                      | 6.6134                   |                      | (0.2137)                     |                       | <u>(3.13) %</u>  |
| Total Taxes                            |                             | <u>\$841,365,024</u> |                          | <u>\$823,489,556</u> |                              | <u>(\$17,875,468)</u> | <u>(2.12) %</u>  |

(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 0.2110 mills Countywide down from 0.2460 mills in FY 2011.

(2) Exclusive of voted debt millage of 0.0590 mills County Library up from 0.0578 mills in FY 2011.

(3) 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 districts.

|                              | <u>Millage Rate</u> |                |                |                |                | <u>Tax Revenue*</u> |
|------------------------------|---------------------|----------------|----------------|----------------|----------------|---------------------|
|                              | <u>FY 2008</u>      | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> | <u>FY 2012</u> | <u>FY 2012</u>      |
| Countywide                   | 3.9813              | 3.9656         | 4.5614         | 4.9960         | 4.9925         | 621,685,749         |
| Library Taxing District      | 0.5441              | 0.5427         | 0.5518         | 0.6069         | 0.6081         | 41,029,412          |
| Fire Rescue Main MSTU        | 2.7794              | 2.9500         | 3.4581         | 3.4581         | 3.4581         | 175,610,575         |
| Glades Regional Fire<br>MSTU | 1.7621              | n/a            | n/a            | n/a            | n/a            | n/a                 |
| Jupiter Fire Rescue MSTU     | 1.4809              | 2.2858         | 1.9501         | 2.2489         | 2.1600         | 15,441,653          |

\* Ad Valorem taxes for FY 2012 are based upon the tentative calendar year 2011 Certification of Taxable Value, multiplied by the millage for FY 2012. The Countywide millage and taxes include voted debt of 0.2110 mills and taxes of \$26,297,016. The Library Taxing District millage and taxes include voted debt of 0.0590 mills and taxes of \$3,980,817.

The above millage rates are those levied by the Palm Beach County Board of County Commissioners for Countywide and Dependent Taxing Districts. All property owners with taxable properties located within Palm Beach County pay the Countywide millage. The millages shown for the Dependent Taxing Districts apply only to properties located within those Districts.

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 above Countywide millage on \$100,000 of taxable value, calculated by the following formula:

$$(\text{Assessed Value} - \text{Homestead Exemption}) \div 1,000 \times \text{Millage Rate} = \text{Ad Valorem Tax}$$

Countywide Example:

$$(\$150,000 - 50,000) \div 1,000 \times 4.9925 = \$499.25$$

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

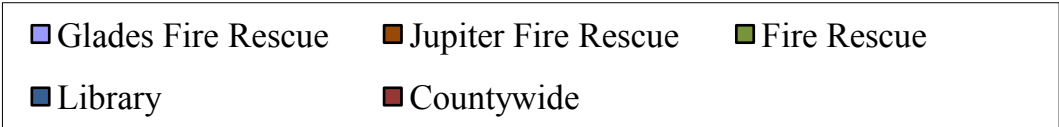
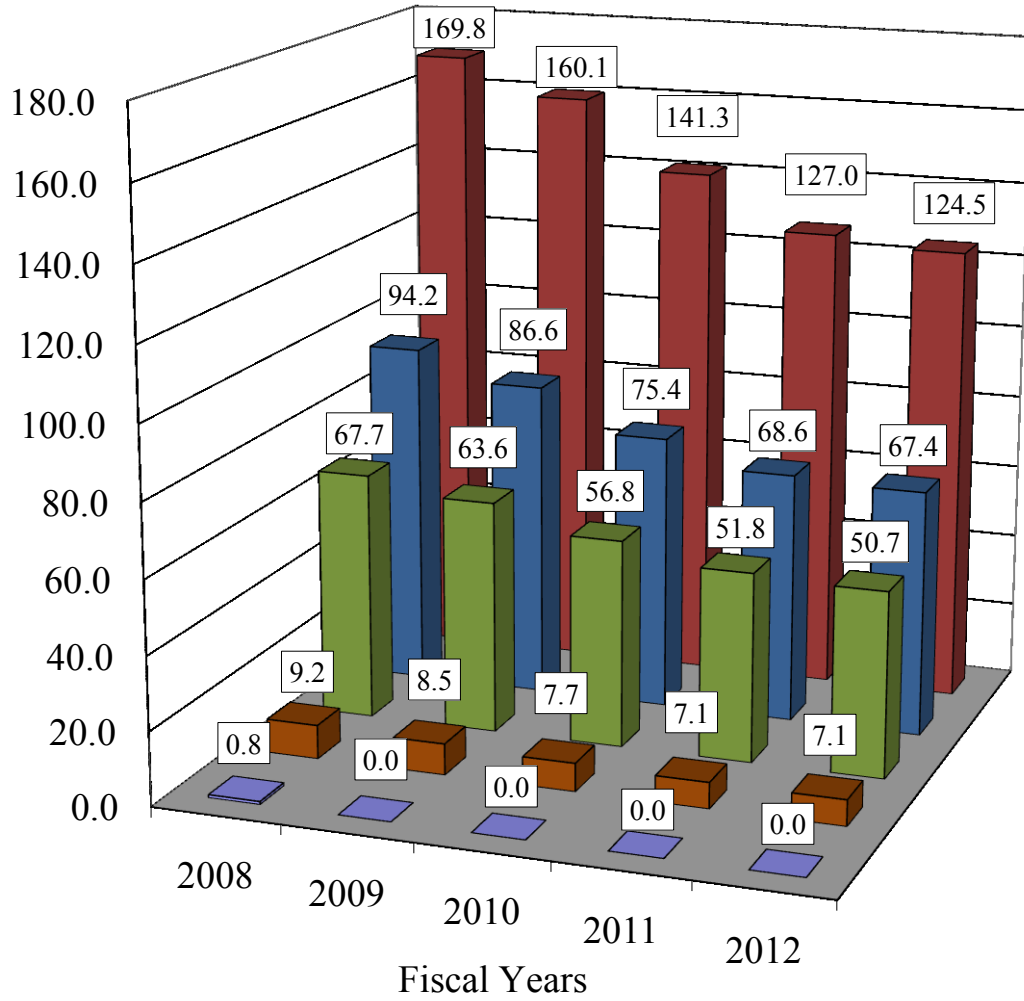
There are numerous other taxing authorities within Palm Beach County which levy taxes in addition to the Palm Beach County Board of County Commissioners. Examples of these other taxing authorities include the South Florida Water Management District, the School Board of Palm Beach County, various municipalities, and independent taxing districts.

As of FY 2009, Glades Regional Fire MSTU is included in the Fire Rescue Main MSTU.

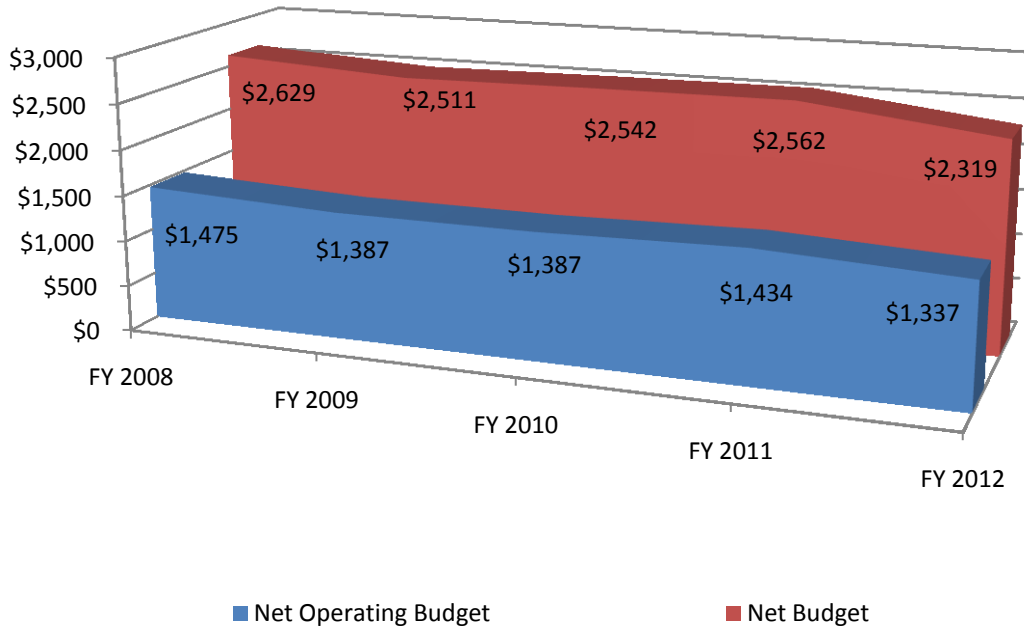
**CHANGES IN PROPERTY (AD VALOREM) TAXES**

**Palm Beach County, FL**

|  | FY 2011 Budget |                           | FY 2012 Budget |                           | Increase<br>(Decrease)<br>Amount          | Percent        |
|--|----------------|---------------------------|----------------|---------------------------|---|----------------|
|  | Millage        | Amount                    | Millage        | Amount                    |   |                |
| General Fund                           | 4.7500         | \$603,303,606             | 4.7815         | \$595,388,733             | (\$7,914,873)                             | -1.31%         |
| Voted Debt Service                     | 0.2460         | 31,271,318                | 0.2110         | 26,297,016                | (4,974,302)                               | -15.91%        |
| <b>Sub-Total Countywide</b>            | <b>4.9960</b>  | <b>\$634,574,924</b>      | <b>4.9925</b>  | <b>\$621,685,749</b>      | <b>(\$12,889,175)</b>                     | <b>-2.03%</b>  |
| <b><u>Dependent Districts</u></b>      |                |                           |                |                           |   |                |
| County Library                         | 0.6069         | \$41,653,332              | 0.6081         | \$41,029,412              | (\$623,920)                               | -1.50%         |
| Fire-Rescue Countywide MSTU            | 3.4581         | 179,036,866               | 3.4581         | 175,610,575               | (3,426,291)                               | -1.91%         |
| Jupiter Fire MSTU                      | 2.2489         | 16,068,485                | 2.1600         | 15,441,653                | (626,832)                                 | -3.90%         |
| <b>Sub-Total Dependent Districts</b>   |                | <b>\$236,758,683</b>      |                | <b>\$232,081,640</b>      | <b>(\$4,677,043)</b>                      | <b>-1.98%</b>  |
| <b>Total Property Taxes</b>            |                | <b>\$871,333,607</b>      |                | <b>\$853,767,389</b>      | <b>(\$17,566,218)</b>                     | <b>-2.02%</b>  |
| <b><u>Use of Property Taxes</u></b>    |                |                           |                |                           |   |                |
|  |                | <b>FY 2011<br/>Budget</b> |                | <b>FY 2012<br/>Budget</b> | <b>Increase<br/>(Decrease)<br/>Amount</b> | <b>Percent</b> |
| County Commission - Countywide         |                | \$215,525,548             |                | \$207,431,936             | (\$8,093,612)                             | -3.76%         |
| County Commission - Voted Debt Service |                | 31,271,318                |                | 26,297,016                | (4,974,302)                               | -15.91%        |
| County Library                         |                | 41,653,332                |                | 41,029,412                | (623,920)                                 | -1.50%         |
| Fire - Rescue                          |                | 195,105,351               |                | 191,052,228               | (4,053,123)                               | -2.08%         |
| Sheriff                                |                | 340,699,811               |                | 341,348,191               | 648,380                                   | 0.19%          |
| Property Appraiser                     |                | 17,976,815                |                | 16,277,210                | (1,699,605)                               | -9.45%         |
| Judicial System                        |                | 2,168,845                 |                | 3,421,917                 | 1,253,072                                 | 57.78%         |
| Clerk & Comptroller                    |                | 12,361,632                |                | 11,570,761                | (790,871)                                 | -6.40%         |
| Supervisor of Elections                |                | 10,664,400                |                | 12,012,340                | 1,347,940                                 | 12.64%         |
| Tax Collector                          |                | 3,906,555                 |                | 3,326,378                 | (580,177)                                 | -14.85%        |
| <b>Total</b>                           |                | <b>\$871,333,607</b>      |                | <b>\$853,767,389</b>      |   |                |







|                                       | <u>FY 2008</u> | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> | <u>FY 2012</u> |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Net Budget</b>                     | \$2,629        | \$2,511        | \$2,542        | \$2,562        | \$2,319        |
| <b>Percent Change from Prior Year</b> | N/A            | -4.5%          | 1.3%           | 0.8%           | -9.5%          |
| <b>Net Operating Budget</b>           | \$1,475        | \$1,387        | \$1,387        | \$1,434        | \$1,337        |
| <b>Percent Change from Prior Year</b> | N/A            | -6.0%          | 0.0%           | 3.4%           | -6.8%          |

Palm Beach County’s net budget and net operating budget for the fiscal years ending September 30, 2008 through 2012 are presented in constant dollars per capita, using FY 2008 as the base year, to counter the effects of inflation and growth.

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 2012 Operating Budget, the reader should be aware of organizational changes since adoption of the FY 2011 budget. The following organizational changes are incorporated into the FY 2012 Budget Document. Also included in this section is information relating to changes in the location of various Operating Budgets within the budget document.

### **COMMUNITY SERVICES**

Community Services, Head Start Division outsourced the Child Care Food Service Program in an effort to provide cost savings and to bring additional revenue to the program. The process resulted in ten positions being eliminated. These employees were reclassified to other County positions.

### **COUNTY COOPERATIVE EXTENSION**

The County Cooperative Extension, in a effort to operate more effective and efficiently, has combined Family and Consumer Sciences with 4-H to create the Family, Youth & Consumer Sciences Division.

### **COUNTY LIBRARY**

The Library has entered into the final phase of the Library Expansion Project which includes 16 projects. At the end of FY 2011, thirteen of the proposed projects were completed. During FY 2012, two more projects will be completed, the new Acreage Branch and the renovation of the West Boynton Branch. Additional radio-frequency identification (RFID) technology and the remainder of the automated materials handling equipment will be added in FY 2012 to reduce staff time used scanning and sorting library materials.

### **FIRE RESCUE**

During FY 2011, Palm Beach County Fire Rescue implemented Countywide Basic Life Support (BLS) transport. Although the Department transported BLS patients in certain geographic areas of the County, in January 2011 Fire Rescue began transporting BLS patients Countywide within the entire service area. Previously, County Paramedics provided first responder emergency care at the incident location, dispatched and turned the patient over to a private ambulance for transport to an emergency facility. Now, patients are afforded quality continuous patient care from the initial response to the emergency facility.

### **PUBLIC AFFAIRS**

Public Affairs restructured the Information Desk Division and the Organizational Improvement Division. These two division were merged into the Digital Marketing and Communication Division and employees were reassigned to other vacant positions within the Public Affairs.

### **PUBLIC SAFETY**

Public Safety outsourced the Tag Section of Animal Care and Control, resulting in a net savings of approximately \$400,000. Two of the four eliminated employees were able to find positions in other County departments.

**SUMMARY OF REVENUES BY SOURCE**

**Palm Beach County, FL**

|  | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Estimate</b> | <b>FY 2012<br/>Budget</b> | <b>%<br/>Change</b> |
|--|---------------------------|-----------------------------|---------------------------|---------------------|
| <b>Property Taxes - Current</b>          | \$ 849,830,375            | \$ 836,078,510              | \$ 853,767,389            | 2.1%                |
| <b>Licenses, Permits and Other Taxes</b> |                           |                             |                           |                     |
| Franchise Fees                           | \$ 34,017,118             | \$ 32,281,279               | \$ 32,281,000             | 0.0%                |
| Utility Service Tax                      | 33,837,192                | 32,863,772                  | 32,864,000                | 0.0%                |
| Local Option Gas Taxes                   | 44,945,643                | 44,513,000                  | 44,513,000                | 0.0%                |
| Tourist Development Tax                  | 23,219,184                | 24,147,949                  | 25,113,870                | 4.0%                |
| Communication Service Taxes              | 25,645,070                | 24,615,732                  | 24,616,000                | 0.0%                |
| Developer Contributions& Impact Fees     | 15,333,155                | 11,446,905                  | 27,339,180                | 138.8%              |
| Building Permits                         | 10,504,302                | 10,000,000                  | 10,250,000                | 2.5%                |
| Other Licenses, Permits and Taxes        | 20,191,809                | 10,644,968                  | 10,966,324                | 3.0%                |
| <b>Licenses, Permits and Other Taxes</b> | <b>\$ 207,693,473</b>     | <b>\$ 190,513,605</b>       | <b>\$ 207,943,374</b>     | <b>9.1%</b>         |
| <b>Intergovernmental Revenue</b>         |                           |                             |                           |                     |
| State Shared Revenues                    | \$ 21,985,390             | \$ 20,284,832               | \$ 20,285,000             | 0.0%                |
| State Grants                             | 34,058,237                | 27,282,455                  | 117,612,519               | 331.1%              |
| One-Half Cent Sales Tax                  | 64,268,114                | 65,810,988                  | 69,811,000                | 6.1%                |
| Other Local Government Revenue           | 2,491,604                 | 3,607,471                   | 14,303,470                | 296.5%              |
| Federal Grants                           | 118,905,921               | 138,565,236                 | 278,136,886               | 100.7%              |
| Constitutional Gas Tax                   | 15,834,937                | 15,941,000                  | 15,941,000                | 0.0%                |
| Other Intergovernmental Revenue          | 5,776,427                 | 5,915,876                   | 5,890,320                 | -0.4%               |
| <b>Intergovernmental Revenue</b>         | <b>\$ 263,320,630</b>     | <b>\$ 277,407,858</b>       | <b>\$ 521,980,195</b>     | <b>88.2%</b>        |
| <b>Charges for Services</b>              |                           |                             |                           |                     |
| Water and Wastewater                     | \$ 135,196,672            | \$ 150,518,000              | \$ 159,160,000            | 5.7%                |
| Airport                                  | 75,386,751                | 76,225,200                  | 76,446,750                | 0.3%                |
| Sheriff                                  | 63,200,314                | 60,572,194                  | 60,180,616                | -0.6%               |
| Fire Rescue                              | 30,352,341                | 31,706,544                  | 34,166,152                | 7.8%                |
| Parks and Recreation                     | 12,944,473                | 14,931,914                  | 15,701,165                | 5.2%                |
| Palm Tran                                | 9,818,870                 | 11,005,401                  | 10,812,286                | -1.8%               |
| Interdepartmental                        | 137,854,044               | 137,543,124                 | 150,613,658               | 9.5%                |
| Other Charges for Services               | 18,239,556                | 9,025,136                   | 14,155,539                | 56.8%               |
| <b>Charges for Services</b>              | <b>\$ 482,993,021</b>     | <b>\$ 491,527,513</b>       | <b>\$ 521,236,166</b>     | <b>6.0%</b>         |
| <b>Miscellaneous</b>                     | <b>\$ 22,028,606</b>      | <b>\$ 61,699,445</b>        | <b>\$ 57,154,686</b>      | <b>-7.4%</b>        |
| <b>Interest</b>                          | <b>77,438,523</b>         | <b>42,298,620</b>           | <b>40,806,127</b>         | <b>-3.5%</b>        |
| <b>Debt Proceeds</b>                     | <b>34,017,095</b>         | <b>42,022,890</b>           | <b>9,797,746</b>          | <b>-76.7%</b>       |
| <b>Statutory Reserves</b>                | <b>-</b>                  | <b>-</b>                    | <b>(68,251,174)</b>       | <b>0.0%</b>         |
| <b>Balance Brought Forward</b>           | <b>1,642,230,245</b>      | <b>1,458,563,327</b>        | <b>1,318,190,035</b>      | <b>-9.6%</b>        |
| <b>Interfund Transfers</b>               | <b>473,067,528</b>        | <b>427,615,298</b>          | <b>462,572,105</b>        | <b>8.2%</b>         |
| <b>Total</b>                             | <b>\$ 4,052,619,496</b>   | <b>\$ 3,827,727,066</b>     | <b>\$ 3,925,196,649</b>   | <b>2.5%</b>         |

|                             | <b>Actual</b>               | <b>Actual</b>               | <b>Actual</b>               | <b>Estimated</b>            | <b>Budget</b>               |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
|                             | <b><u>FY 2008</u></b>       | <b><u>FY 2009</u></b>       | <b><u>FY 2010</u></b>       | <b><u>FY 2011</u></b>       | <b><u>FY 2012</u></b>       |
| Ad Valorem-New Construction | \$25,818,302                | \$20,953,513                | \$20,360,014                | \$10,779,579                | \$6,788,136                 |
| Electricity Franchise Fees  | 25,042,044                  | 29,913,714                  | 34,017,118                  | 32,281,279                  | 32,281,000                  |
| Electricity Utility Tax     | 29,343,750                  | 28,590,929                  | 32,633,124                  | 31,327,537                  | 31,328,000                  |
| Development Fees            | 55,702,941                  | 22,300,746                  | 12,393,326                  | 11,889,000                  | 12,158,299                  |
| Sales Tax                   | 72,375,457                  | 64,658,133                  | 64,268,114                  | 65,810,988                  | 69,811,000                  |
| <b>Total</b>                | <b><u>\$208,282,494</u></b> | <b><u>\$166,417,035</u></b> | <b><u>\$163,671,696</u></b> | <b><u>\$152,088,383</u></b> | <b><u>\$152,366,435</u></b> |

**Revenues Sensitive to the Economy** are affected by the direction of the economy, i.e., employment, construction, consumption, etc. These revenues are driven by factors both within and outside the County, as families and business owners evaluate national and international issues in the timing of their purchases and the creation or expansion of their businesses. The housing slump and struggling economy are reflected in the decrease of these revenues compared to previous years.

**Ad Valorem from New Construction:** New taxable property values for FY 2012 decreased by 17% from FY 2011 and related property tax revenues decreased 37% from the same period. New construction includes additions and rehabilitative improvements increasing assessed value by at least 100%, plus annexations, minus deletions. This revenue reflects Countywide, Library and the Fire Rescue districts.

**Electricity Franchise Fees** are subject to the weather and rate adjustments. On June 16, 2009, the Board of County Commissioners approved a new Franchise Fee agreement with Florida Power & Light (FPL) for unincorporated Palm Beach County. The new agreement decreased the maximum rate from 6% to 5.9% and changed the method of calculating the Franchise Fee by eliminating the consideration given for taxes FPL pays to the County.

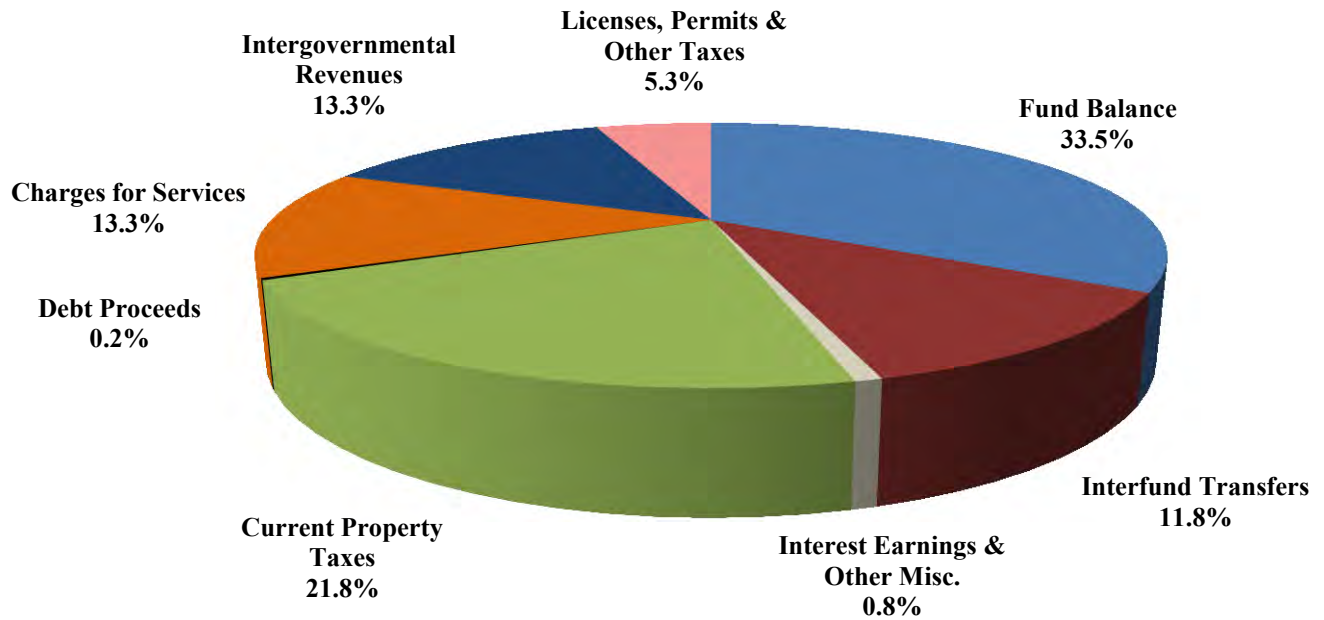
**Electricity Utility Tax** is subject to the weather and rate adjustments. Economic hardships, fluctuating temperatures, as well as a decrease in year round population, have decreased overall consumption levels which has been offset by anticipated rate increases.

**Development Fees** consist of building permits, impact fees, developer contributions, and fees for permits, platting, zoning, planning, and building. The increased build-out in the County, as well as a slow down in the housing market, has contributed to a significant decrease in this revenue as compared to prior periods.

**Sales Tax** is the County’s portion of the State’s 6% Sales and Use Tax. A slow turn around of the economy is anticipated resulting in a leveling off of revenue and modest increases in the future.

**TRENDS AND FORECASTS**

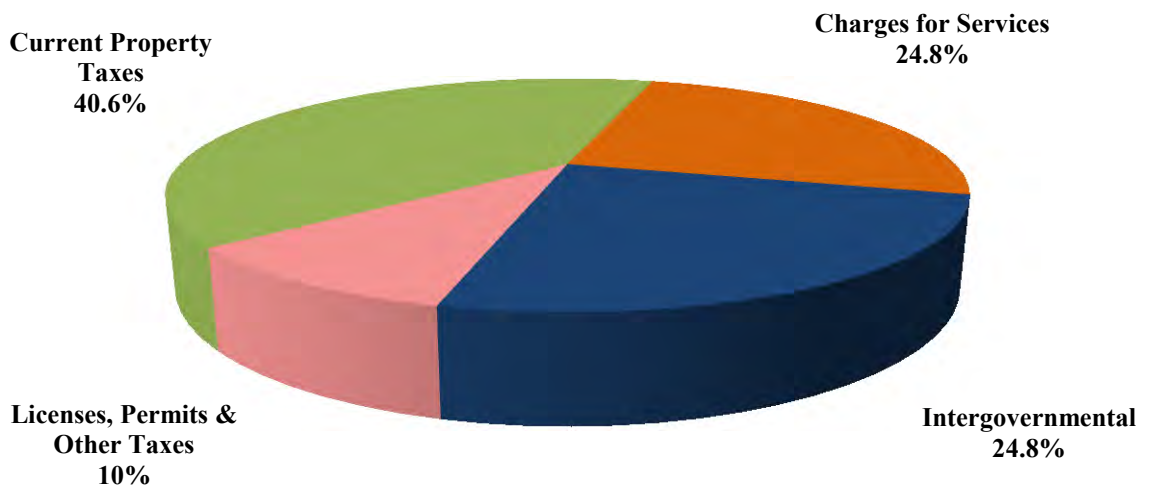
The graph below represents FY 2012 budgeted revenues totaling \$3,925,196,649



The use of fund balances and interfund transfers comprise 45% 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 54% of overall FY 2012 budgeted revenue, or 98% of FY 2012 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 (\$2,144,434,509).

**FY 2012 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**

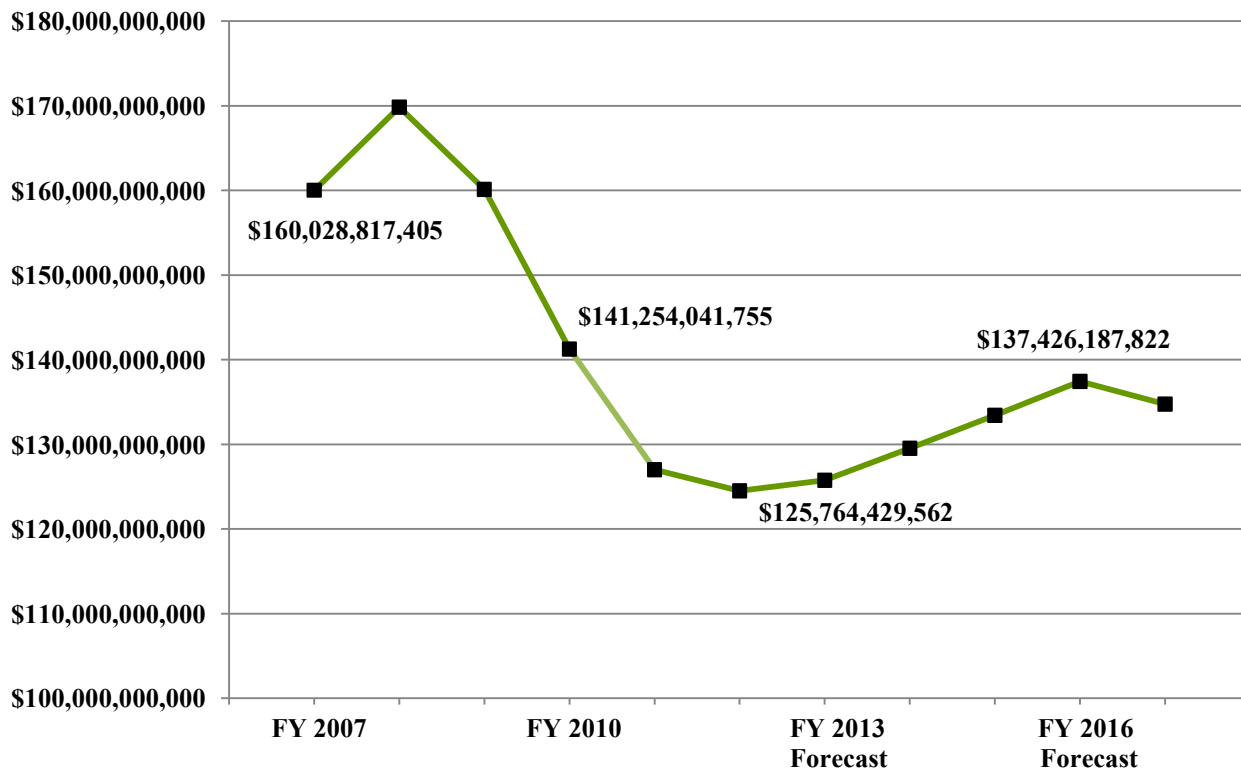
**Current Property Taxes**

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 projections are based on the County experiencing a decrease in taxable property values of \$2.5 billion (2%) offset by the addition of new construction of approximately \$1 billion. The County anticipates the taxable property values to remain level in FY 2013, with a modest addition of new construction valuing approximately \$1.2 billion. Thereafter, property values are projected to increase 2% annually.

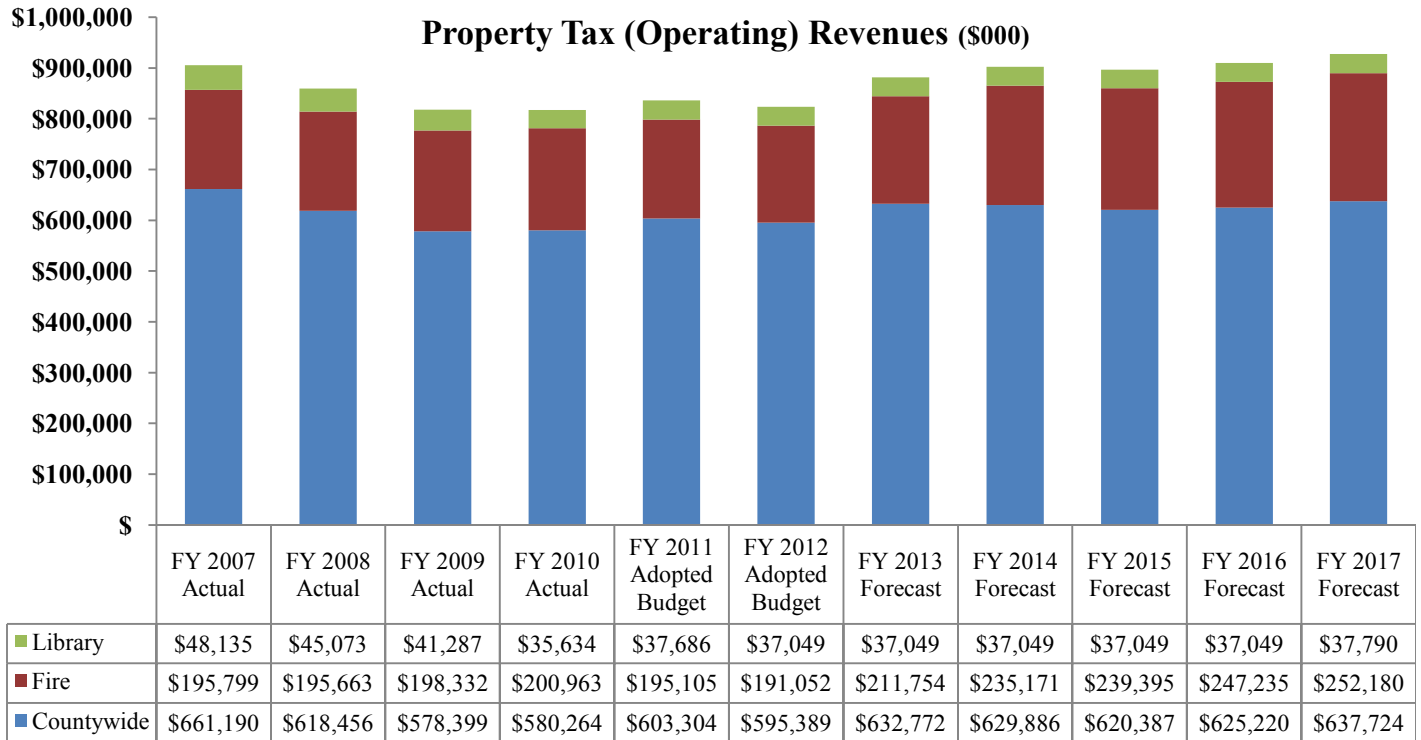
In FY 2012, current property taxes total \$853.7 million. Of this amount, \$595.4 million or 69.7% is attributable to the Countywide millage rate excluding voted debt. The Fire Rescue taxes comprise \$191.0 million or 22.4% of the total. The remaining property tax revenue is related to millages for the County Library (\$37.0 million or 4.3%) and the general obligation debt (\$30.3 million or 3.6%).

The Countywide operating tax rate was increased from 4.7500 to a below rollback rate of 4.7815. 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 2012 new construction is valued at approximately \$1 billion, which equates to Countywide property tax revenue of approximately \$4.9 million.

**Taxable Property Values**

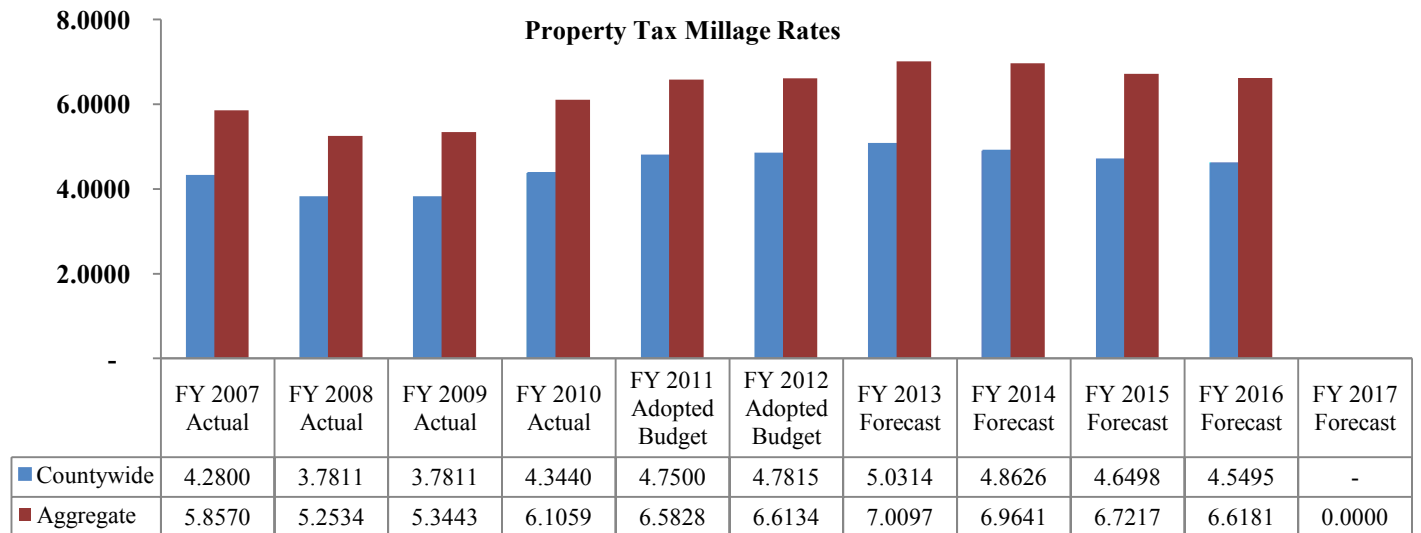


**TRENDS AND FORECASTS**



Excludes voted debt

The graph below illustrates the history of the countywide operating millage rate and the aggregate millage rate.



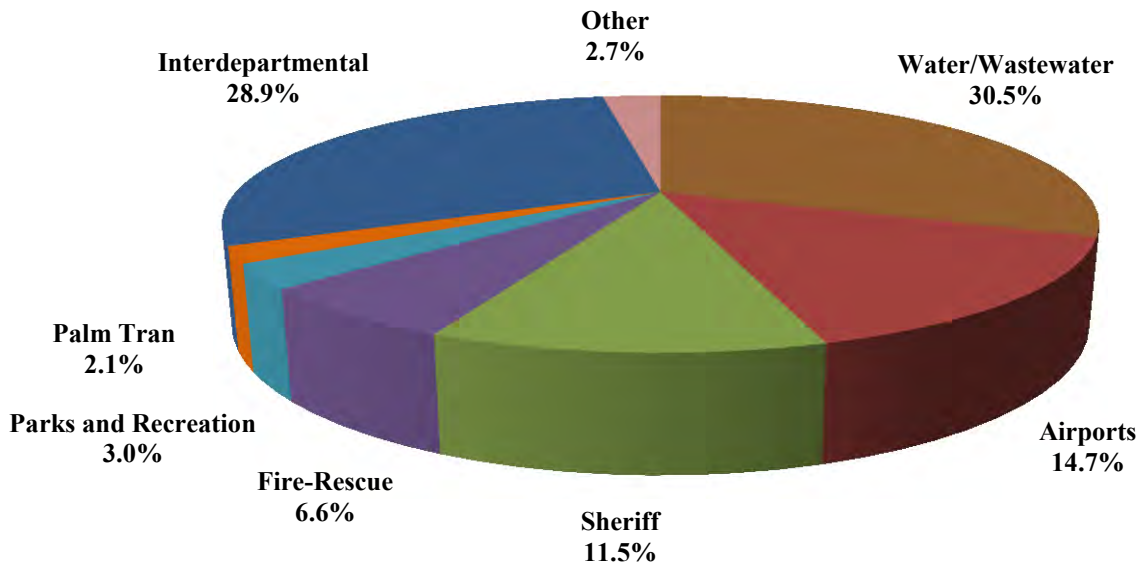
**TRENDS AND FORECASTS**

**Charges for Services**

Charges for Services represents fee 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 (\$521,236,166).

**FY 2012 Charges for Services**



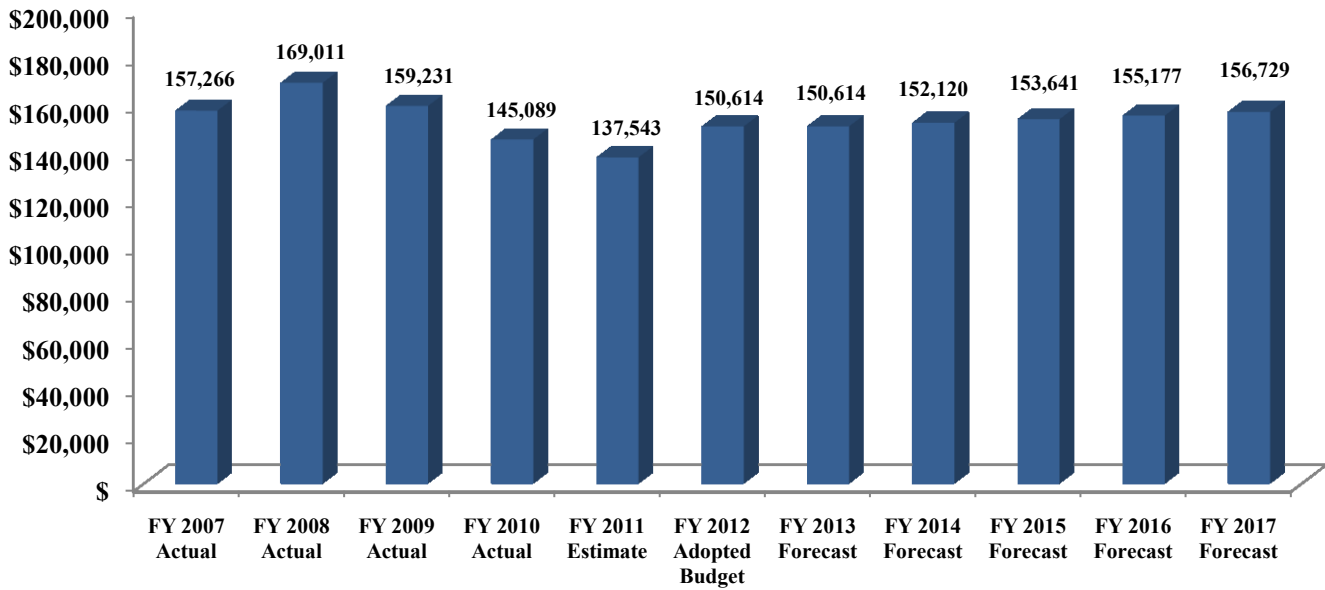
**Charges for Services - Interdepartmental Charges**

Interdepartmental Charges total \$150,613,658 in FY 2012, or 29% of the FY 2012 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 \$86 million or 57% of the total. The other major sources of revenue include Fleet Management charges (\$38 million) and Information Systems Services fees (\$9.2 million) to non-General funded Departments. Combined, Risk Management, Fleet Management and Information Systems Services charges comprise over 88.6% of the Interdepartmental Charges category. These revenues are based on a cost allocation method supported to recover costs to support the operations. In FY 2010, Information Systems Service Department was moved from an Internal Service Fund to the General Fund. As a result, charges have decreased since the department will no longer be billing General Funded Departments. Internal Service charges are projected to increase 1% annually. This is determined based on potential increase in the service departments budgets related to personnel retirement cost increases, maintenance contract increases, and property and health insurance increases.



**TRENDS AND FORECASTS**

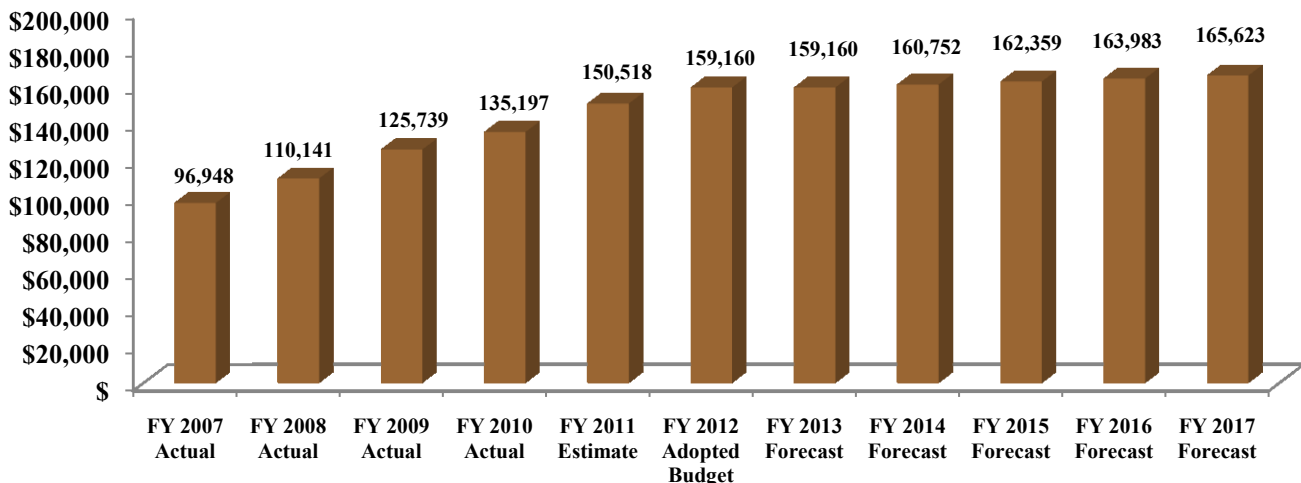
**Interdepartmental Charges (\$000)**



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

Water/Wastewater Utilities charges total \$159,160,000 in FY 2012, or 31% of the FY 2012 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 532,000 residents in the central and south-central unincorporated areas of the County and the western communities. Effective October 1, 2011 fees for potable water, wastewater, and reclaimed water were increased by 4.262% as part of the annual Consumer Price Index adjustment for water and sewer maintenance. The revenue increase in FY 2012 is also attributable to additional FPL reclaimed funding and other charges such as bulk agreement revenues for Lake Clarke Shores and Seacoast Utility Authority.

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

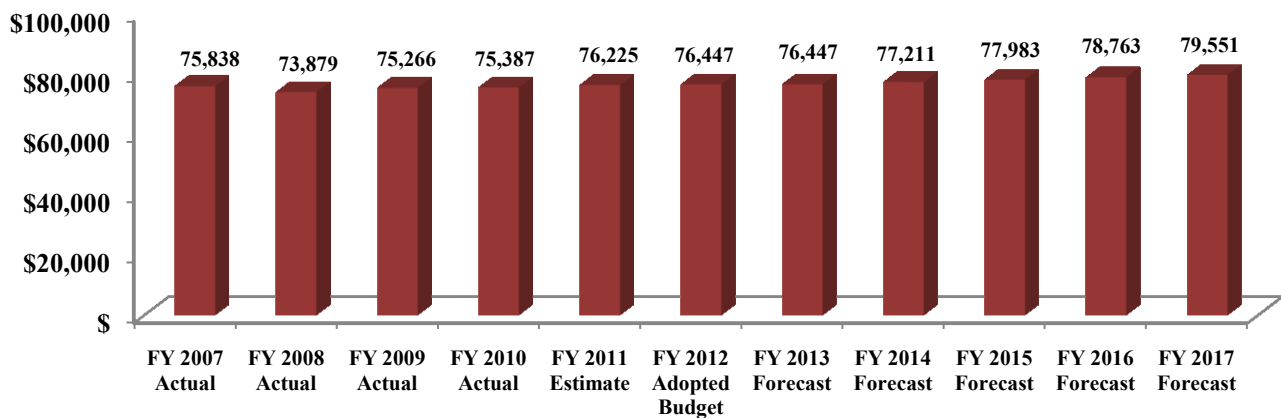


**TRENDS AND FORECASTS**

**Charges for Services - Airport Charges**

Airport charges total \$76,446,750 in FY 2012, or 15% of the FY 2012 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 68.5% 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. Future estimates are based on historical trend analysis and current and projected economic conditions.

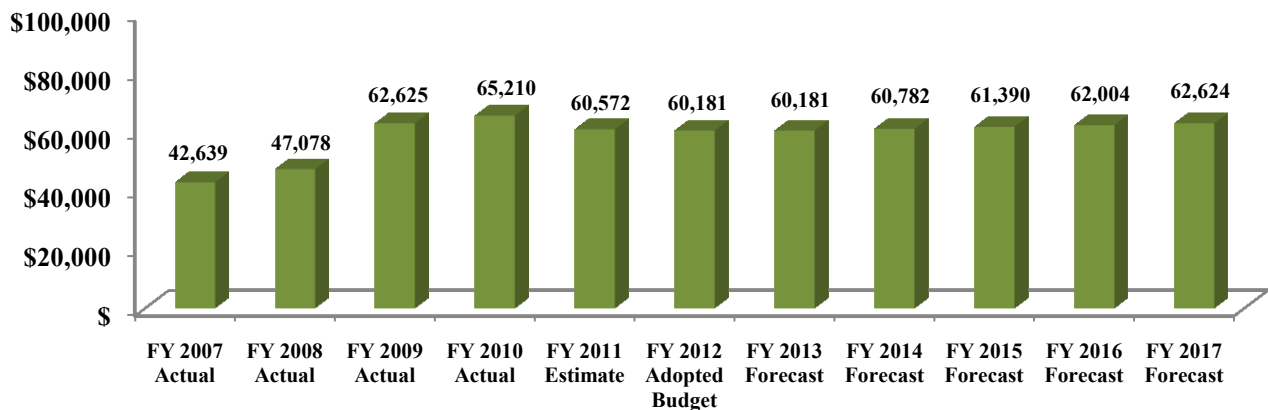
**Airport Charges (\$000)**



**Charges for Services - Sheriff Charges**

Fees charged by the Palm Beach County Sheriff's Office total \$60,180,616 in FY 2012, or 12% of the FY 2012 Charges for Services Category. The majority of this amount are charges for police services provided to specific fee-for-service areas, which comprise \$51.6 million or 86% of total Sheriff charges. Currently, the Sheriff's department provides police services to nine 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 \$5.4 million or 8.9% of total Sheriff charges. The significant growth in this revenue category over the past five years is entirely attributable to charges for Police Services, which includes the most recent addition, the City of Lake Worth in FY 2009. Future estimates are based on contractual annual increases with the cities.

**Sheriff Charges (\$000)**

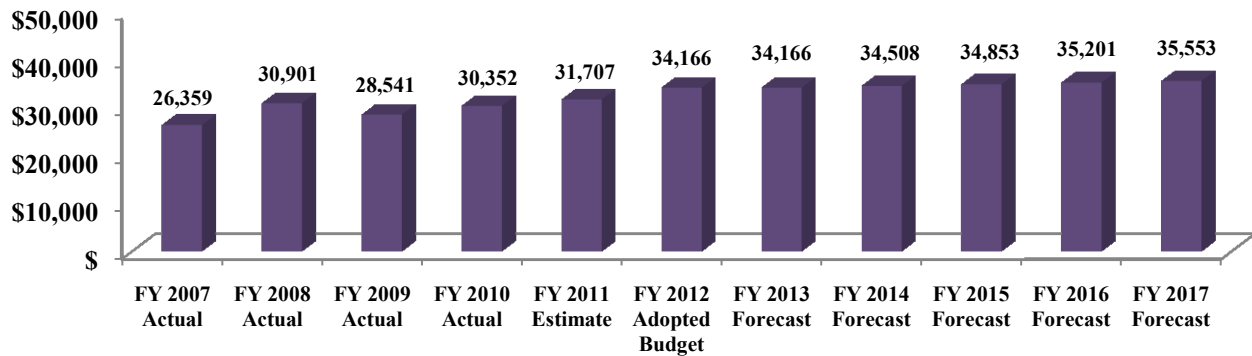


**TRENDS AND FORECASTS**

**Charges for Services - Fire Rescue Charges**

Fire Rescue charges total \$34,166,152 in FY 2012, or 7% of the FY 2012 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 \$19.3 million or 56% 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 \$8.9 million or 26% of total Fire Rescue Charges. Future estimates are based on annual increases with the cities and a projected increase in ambulance trips. During FY2011, Fire Rescue began transporting Basic Life Support (BLS) countywide which is anticipated to generate an estimated \$6.6M in revenue for FY 2012, included in the aforementioned Ambulance Transport Fees.

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



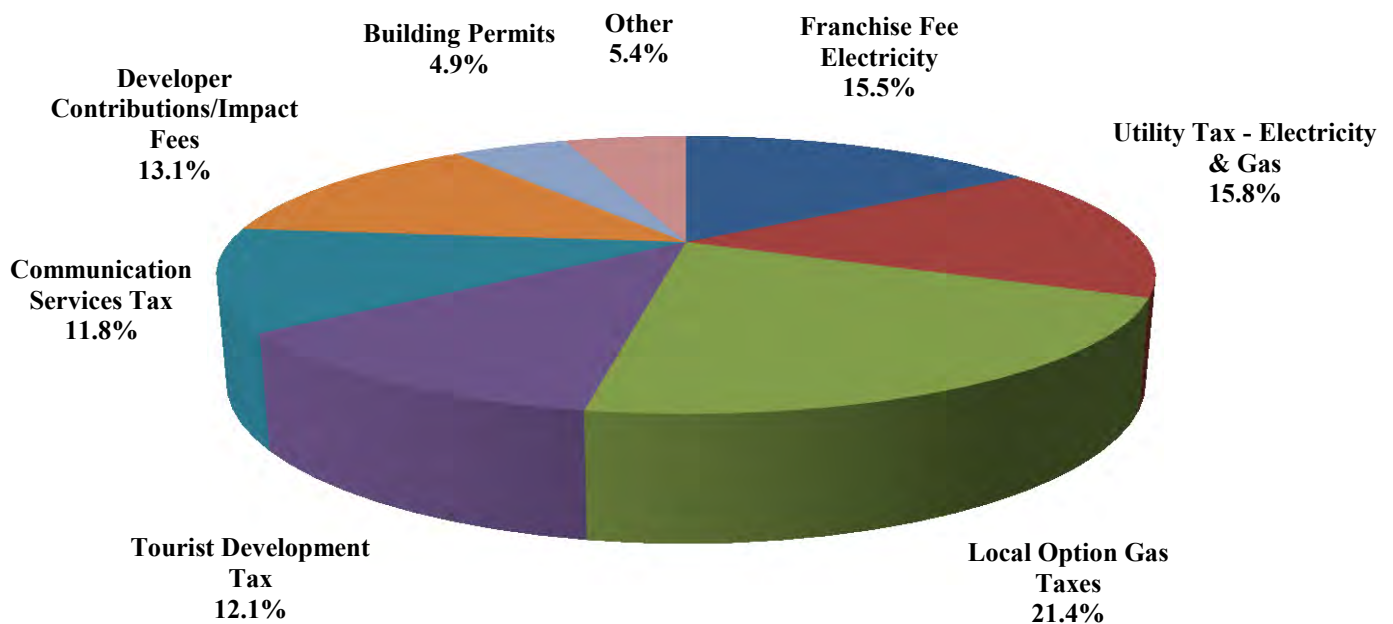
**TRENDS AND FORECASTS**

**Licenses, Permits, and Other Taxes**

This category reflects multiple revenue types, the largest of which are local option gas taxes totaling \$44.5 million or 21% of revenue in this category. The next largest revenue type includes fees and taxes on public utilities, including the electricity franchise fee (\$32.3 million or 16%), electricity and natural gas utility taxes (\$32.8 million or 16%), and the communications services tax (\$24.6 million or 12%). Other revenue types in this category include the Tourist Development Tax, Developer Contributions and Impact Fees, 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 (\$207,943,374).

**FY 2012 Licenses, Permits, and Other Taxes**

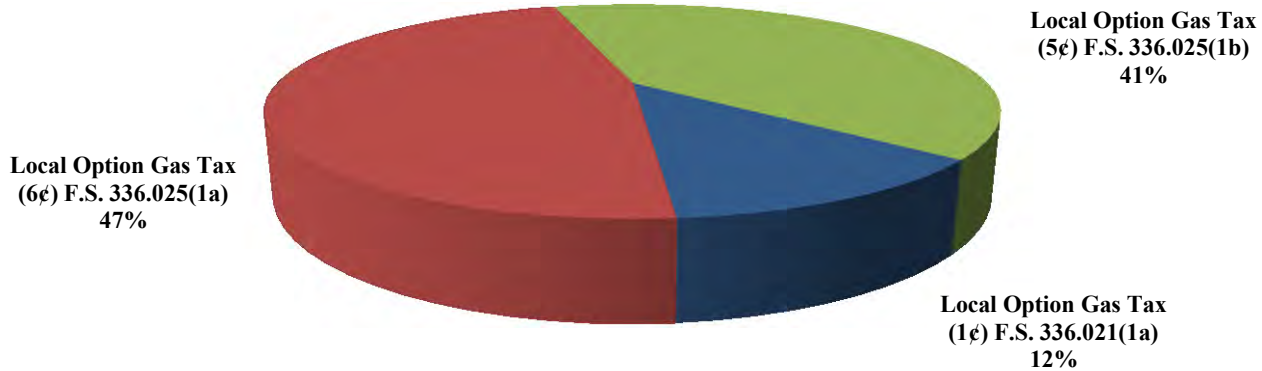


**TRENDS AND FORECASTS**

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

Palm Beach County levies three local option gas taxes totaling \$44,513,000 in FY 2012. The graph below illustrates the percentage of each local option gas tax against the total of all local option gas taxes.

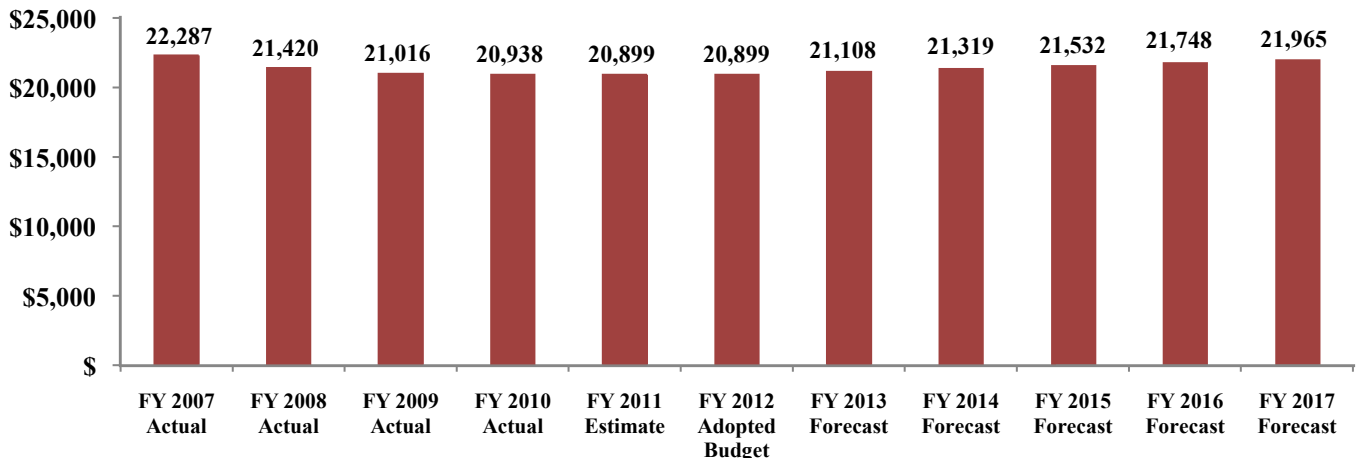
**FY 2012 Local Option Gas Taxes**



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. Although, recent fuel prices have not significantly fluctuated and have overall averaged approximately \$3.50/gallon, there is a nationwide emphasis on utilizing fuel efficient cars.

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.

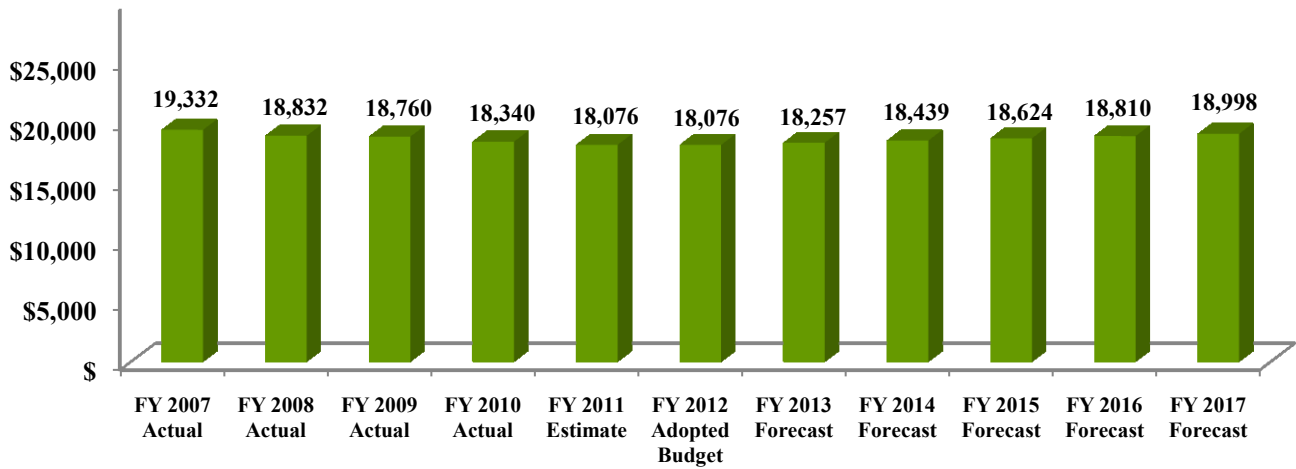
**Local Option 6-Cent Gas Tax (\$000)**



**TRENDS AND FORECASTS**

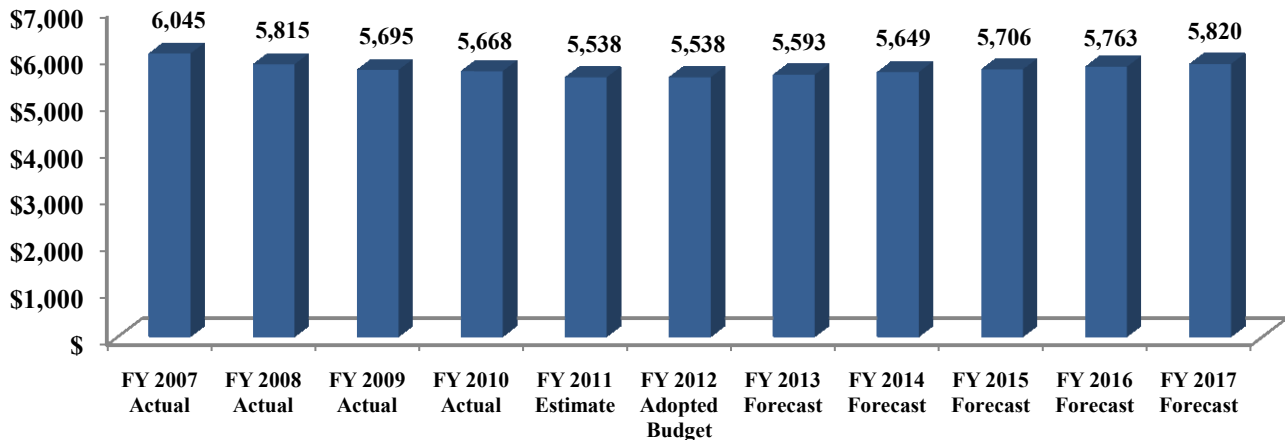
A **5-Cent Gas Tax** is levied by the County per F.S. Section 336.025(1)(b) on motor fuel only. This tax was adopted by the Board of County Commissioners in 1993, and use of the proceeds is restricted to transportation expenditures needed to meet the requirements of the capital improvement element of 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)**



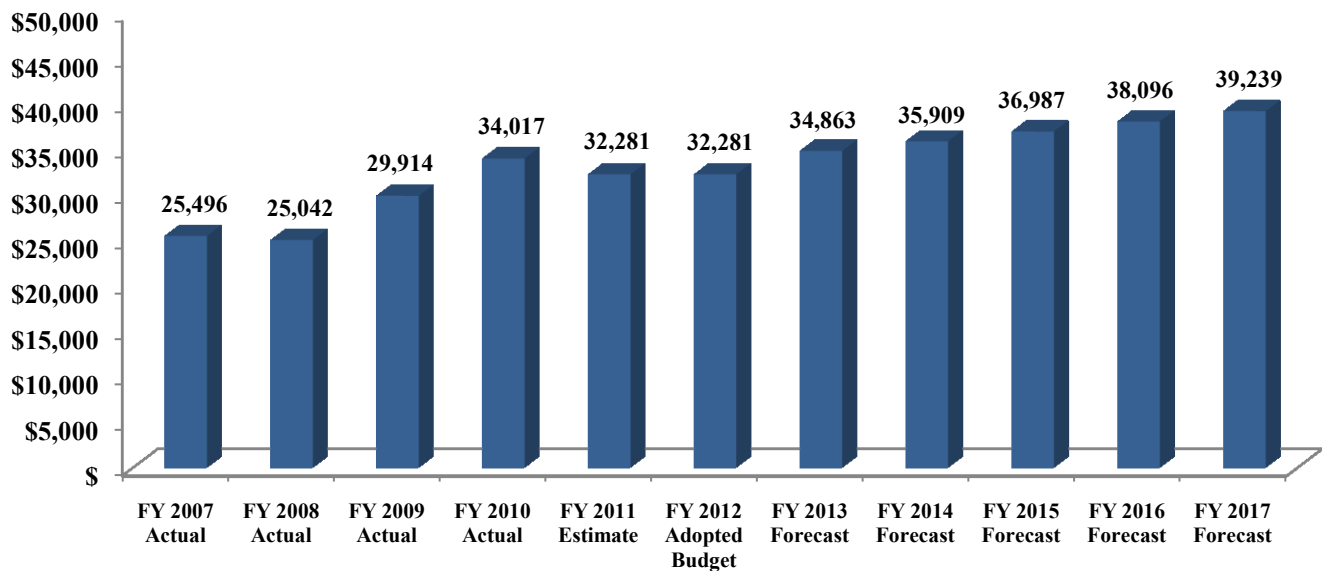
**TRENDS AND FORECASTS**

**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)**



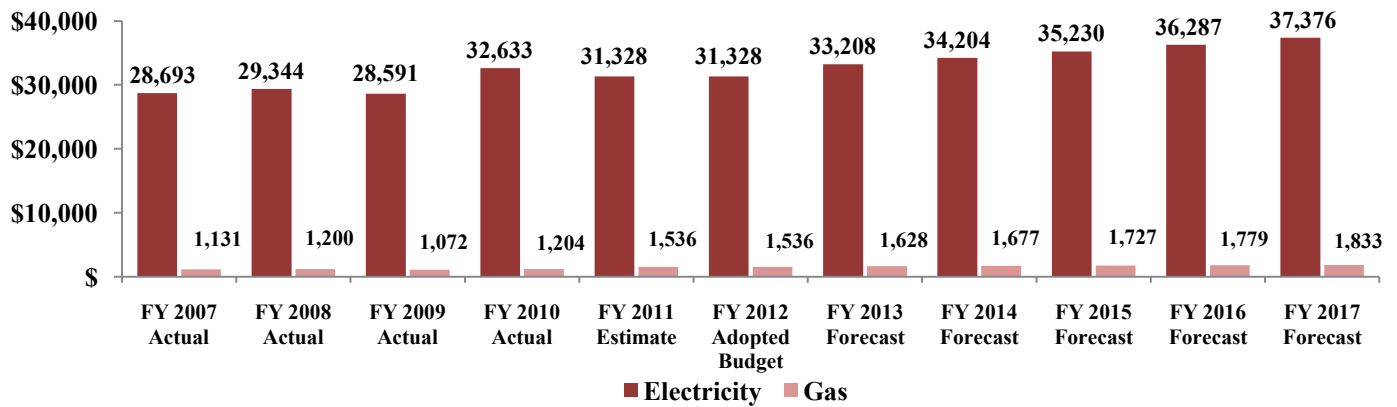
**TRENDS AND FORECASTS**

**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 2012, Electricity Utility Taxes total \$31.3 million, while Gas Utility Taxes total \$1.5 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.

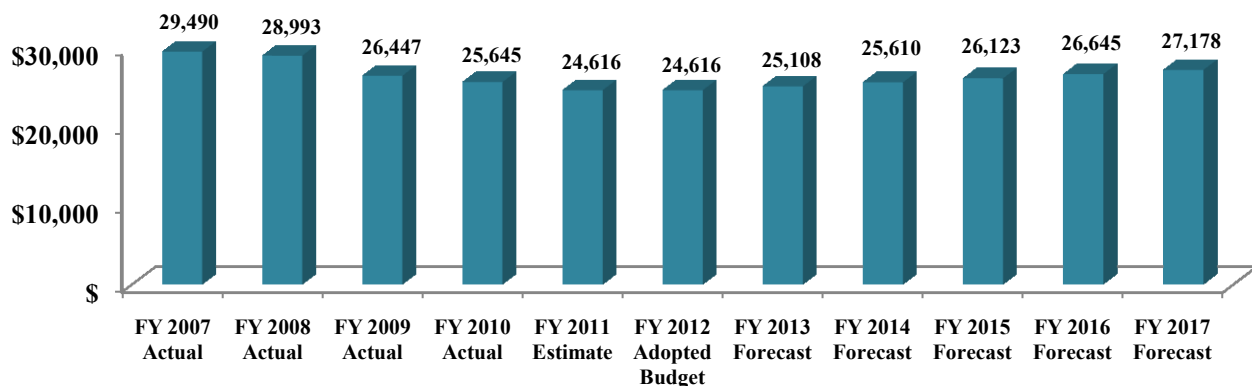
**Utility Taxes - Electricity and Gas (\$000)**



**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 2012 revenue totals \$24.6 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 years 2010-2012 is attributable to the State reducing the County's distribution by \$2.2 million/year to redistribute Statewide. The repayment in to correct the State's prior years' distribution formulas.

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





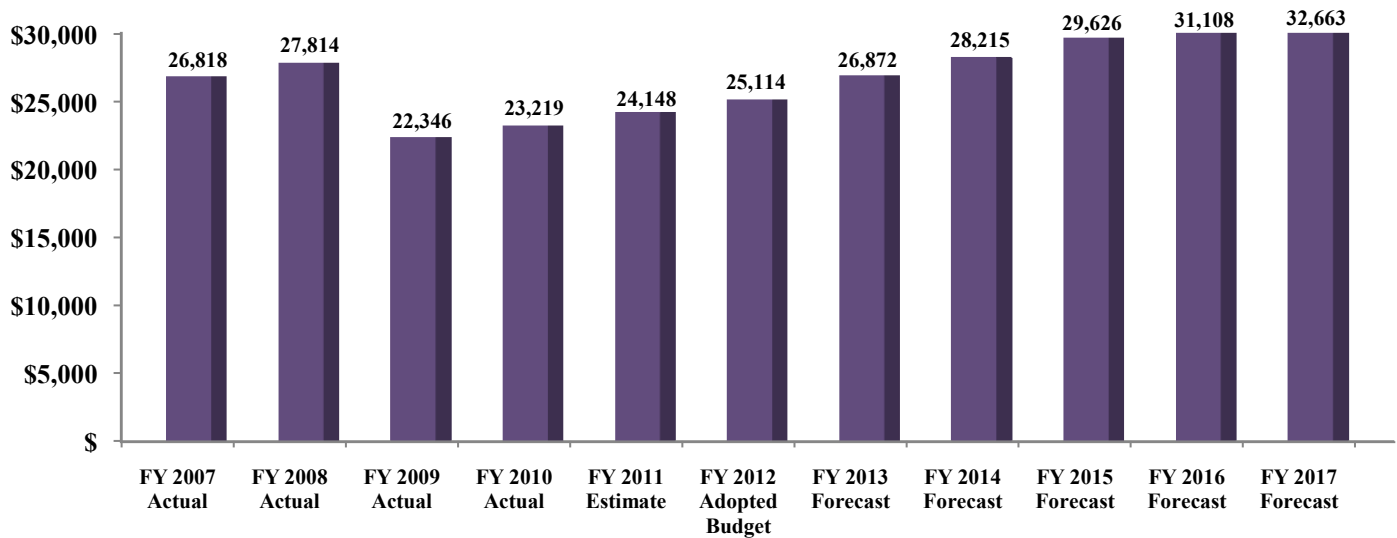
**TRENDS AND FORECASTS**

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

Tourist Development Taxes are derived from a 5% 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, and 5th 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: 52.47% for tourism promotion, 22.51% for cultural and fine arts, 14.1% for beach restoration, 3.92% for promotion of film/television production, and 7% 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 remain significantly below the high of FY 2008; but, are slowly recovering, primarily due to tourism marketing efforts. Future estimates are based on historical trend analysis hedged with current economic conditions.

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



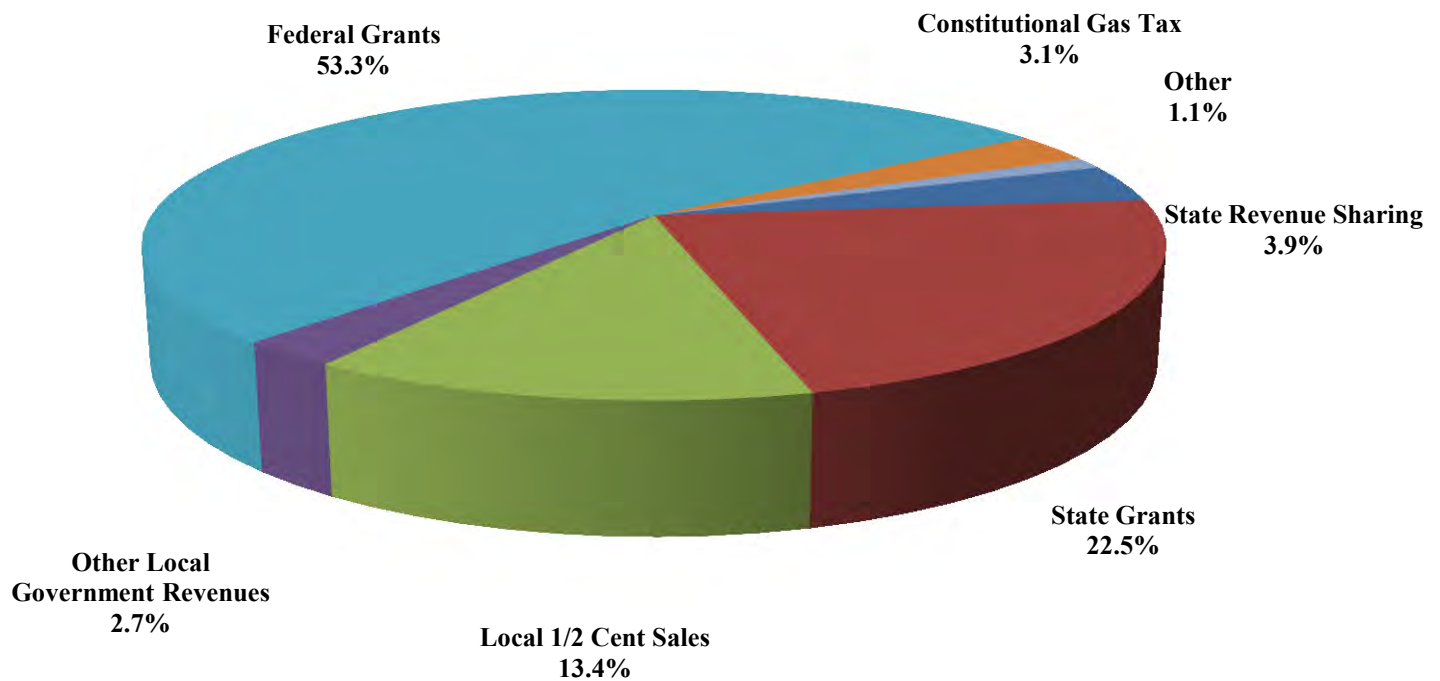
**TRENDS AND FORECASTS**

**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 89% 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 (\$521,980,195).

**FY 2012 Intergovernmental Revenues**



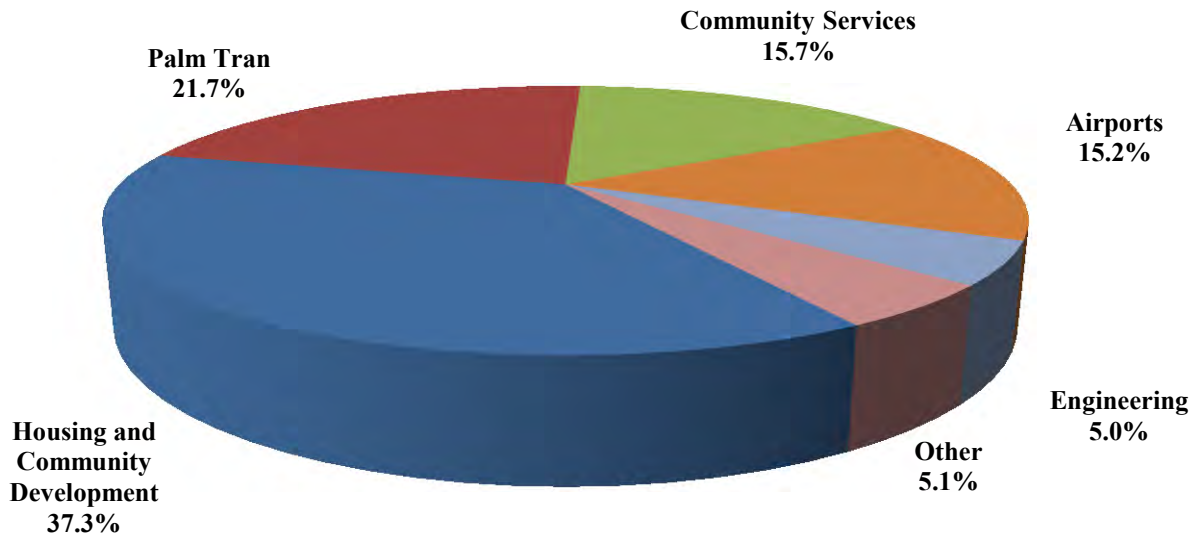
**TRENDS AND FORECASTS**

**Intergovernmental Revenues - Federal Grants**

Grant funding from the Federal Government includes formula grants, block grants, and competitive allocations. FY 2012 federal grants total \$278.1 million, of which 75% is attributable to funds awarded to Housing and Community Development, Palm Tran, and Community Services.

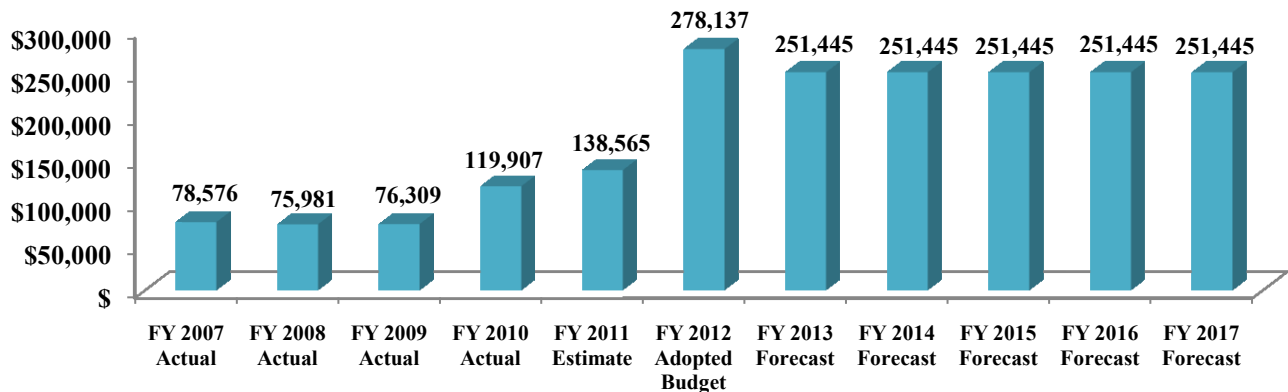
The graph below illustrates the percentage of total FY 2012 Federal Grant revenue by department:

**FY 2012 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 show a higher amount budgeted in the current fiscal year than in prior years. Additionally, the FY 2012 adopted budget also includes \$11.4 million in American Recovery and Reinvestment Act (ARRA) awarded to the County and \$43 million in Neighborhood Stabilization awarded to the Housing and Community Development Department. Future estimates are based on historical trends of budgeted amounts, adjusted to exclude one-time ARRA stimulus funds from FY 2012. These estimates can vary significantly due to the nature of the Federal appropriations process.

**Federal Grants (\$000)**



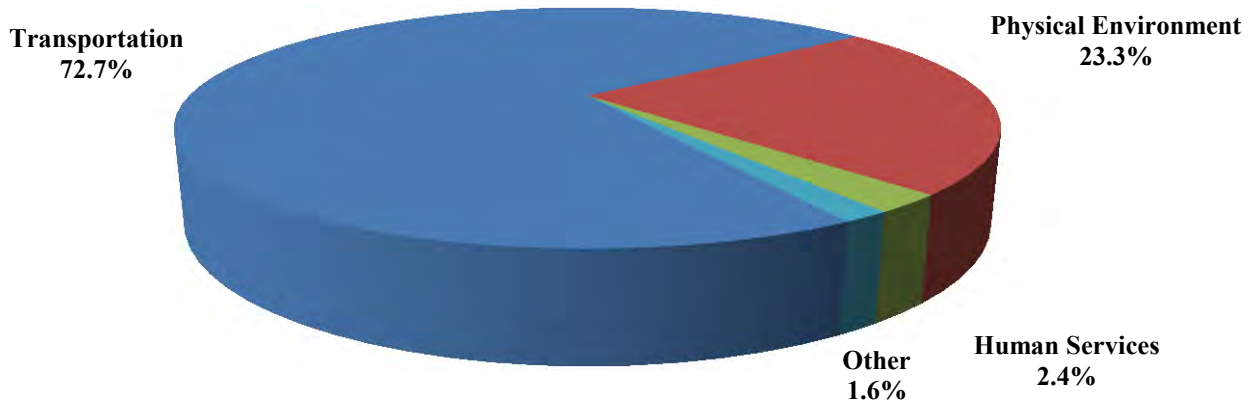
**TRENDS AND FORECASTS**

**Intergovernmental Revenues - State Grants**

Grant funding from the State Government include formula grants, block grants, and competitive allocations. The majority of FY 2012 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 physical environment, primarily for Environmental Resource Management.

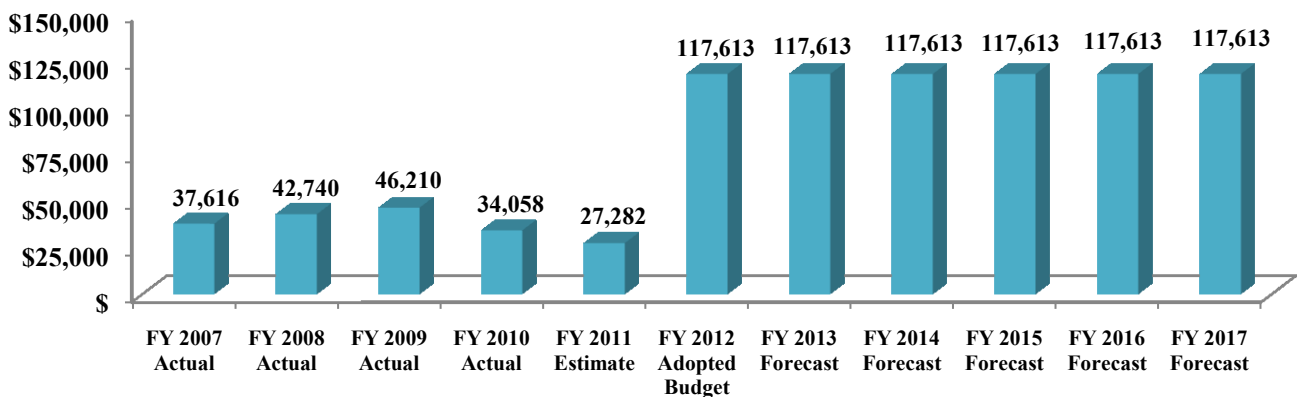
The graph below illustrates the percentage of total FY 2012 State Grant revenue by department:

**FY 2012 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)**

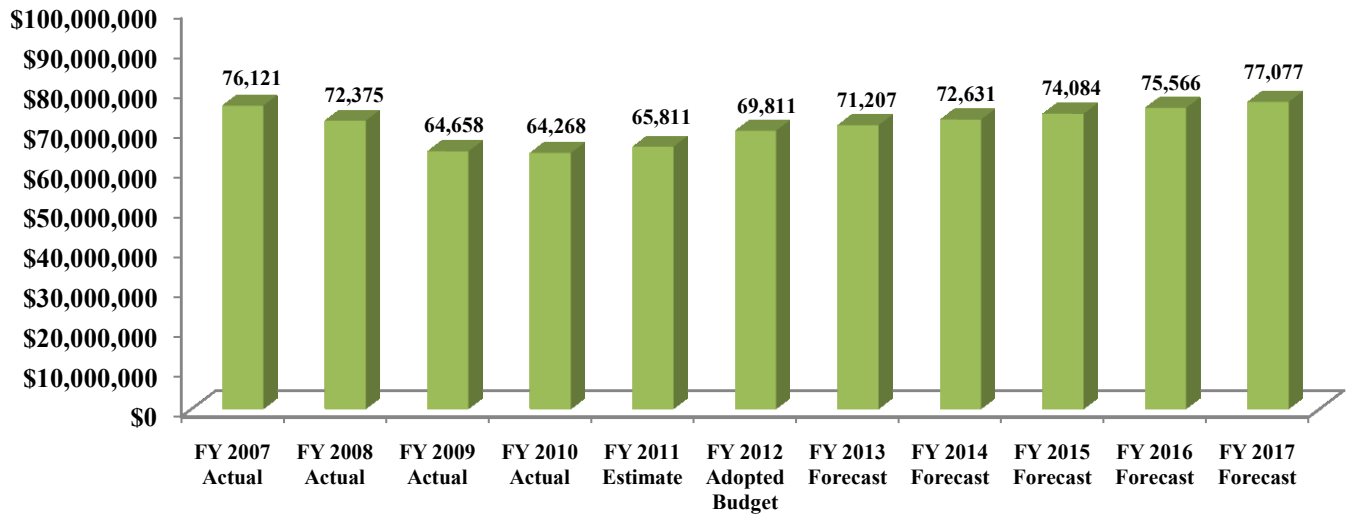


**TRENDS AND FORECASTS**

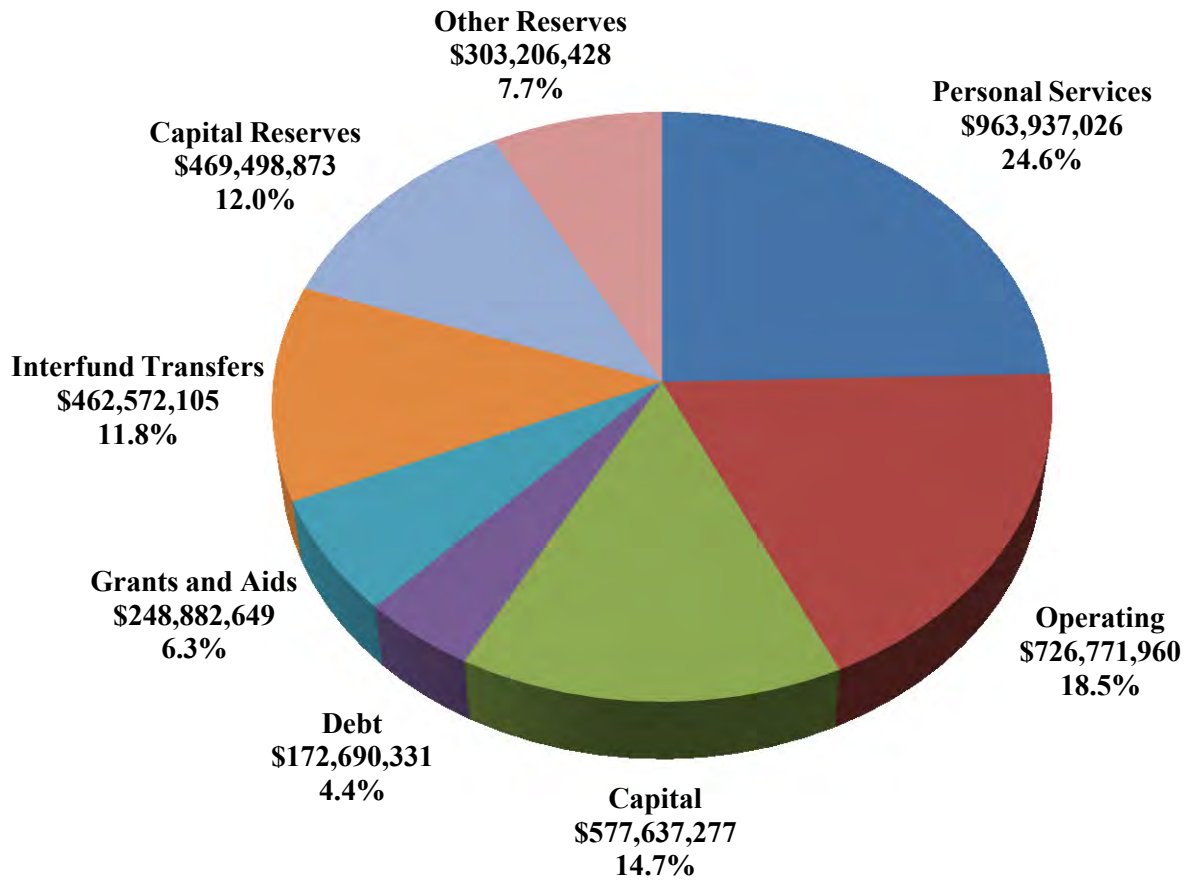
**Intergovernmental Revenues - Local Government Half-Cent Tax**

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 59.5% of the proceeds and the municipalities share the remaining 40.5%. 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)**



## Total of All Funds \$3,925,196,649



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

**Personal Services** - Items of expenditures in the operating budget for salaries and wages paid for services performed by county employees; including fringe benefit costs.

**Operating** - Budget for general expenditures; such as, utilities and supplies.

**Capital** - Expenditures which result in the acquisition of, or addition to, fixed assets; such as, buildings, land & roads.

**Debt** - Expenditures that include debt for all funds, but do not include reserves for debt (\$33,597,899) which are part of Other Reserves

**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.

| Appropriation             | Actual 2008            | Actual 2009            | Actual 2010            | Estimated 2011         | Budget 2012            |
|---------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Personal Services         | \$878,250,624          | \$941,852,949          | \$963,162,068          | \$965,320,551          | \$963,937,026          |
| Operating Expenses        | 621,313,964            | 578,473,744            | 574,636,236            | 580,047,062            | 726,771,960            |
| Capital Outlay (1)        | 350,206,980            | 271,059,476            | 274,551,402            | 170,006,816            | 577,637,277            |
| Debt Service (2)          | 141,657,316            | 148,725,927            | 154,570,004            | 186,214,261            | 172,690,331            |
| Grants & Aids             | 232,105,362            | 156,069,832            | 146,317,947            | 161,659,516            | 248,882,649            |
| Reserves                  | 0                      | 0                      | 0                      | 0                      | 772,705,301            |
| Interfund Transfers       | 603,930,823            | 612,361,874            | 516,924,325            | 446,763,412            | 462,572,105            |
| <b>Total Gross Budget</b> | <b>\$2,827,465,069</b> | <b>\$2,708,543,802</b> | <b>\$2,630,161,982</b> | <b>\$2,510,011,618</b> | <b>\$3,925,196,649</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.

|  | <b>Adopted</b>        |                       | <b>Forecast</b>       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | <b>FY 2012</b>        | <b>FY 2013</b>        | <b>FY 2014</b>        | <b>FY 2015</b>        | <b>FY 2016</b>        |
| <b><u>Revenues</u></b>                   |                       |                       |                       |                       |                       |
| <b>Property Taxes - Current</b>          | \$ 853,767,389        | \$ 911,242,797        | \$ 931,670,880        | \$ 926,379,927        | \$ 934,891,516        |
| <b>Licenses, Permits and Other Taxes</b> |                       |                       |                       |                       |                       |
| Franchise Fees                           | \$ 32,281,000         | \$ 34,863,480         | \$ 35,909,384         | \$ 36,986,666         | \$ 38,096,266         |
| Utility Service Tax                      | 32,864,000            | 34,835,840            | 35,880,915            | 36,957,343            | 38,066,063            |
| Local Option Gas Taxes                   | 44,513,000            | 44,958,130            | 45,407,711            | 45,861,788            | 46,320,406            |
| Tourist Development Tax                  | 25,113,870            | 26,871,841            | 28,215,433            | 29,626,205            | 31,107,515            |
| Communication Service Taxes              | 24,616,000            | 25,108,320            | 25,610,486            | 26,122,696            | 26,645,150            |
| Developer Contributions& Impact F        | 27,339,180            | 27,885,964            | 28,443,683            | 29,012,557            | 29,592,808            |
| Building Permits                         | 10,250,000            | 10,865,000            | 11,516,900            | 12,207,914            | 12,940,389            |
| Other Licenses, Permits and Taxes        | 10,966,324            | 11,185,650            | 11,409,363            | 11,637,551            | 11,870,302            |
| <b>Licenses, Permits and Other Taxes</b> | <b>\$ 207,943,374</b> | <b>\$ 216,574,225</b> | <b>\$ 222,393,877</b> | <b>\$ 228,412,719</b> | <b>\$ 234,638,898</b> |
| <b>Intergovernmental Revenue</b>         |                       |                       |                       |                       |                       |
| State Shared Revenues                    | \$ 20,285,000         | \$ 20,690,700         | \$ 21,104,514         | \$ 21,526,604         | \$ 21,957,136         |
| State Grants                             | 117,612,519           | 117,612,519           | 117,612,519           | 117,612,519           | 117,612,519           |
| One-Half Cent Sales Tax                  | 69,811,000            | 71,207,220            | 72,631,364            | 74,083,992            | 75,565,672            |
| Other Local Government Revenue           | 14,303,470            | 14,446,505            | 14,590,970            | 14,736,879            | 14,884,248            |
| Federal Grants                           | 278,136,886           | 251,444,734           | 251,444,734           | 251,444,734           | 251,444,734           |
| Constitutional Gas Tax                   | 15,941,000            | 16,100,410            | 16,261,414            | 16,424,028            | 16,588,269            |
| Other Intergovernmental Revenue          | 5,890,320             | 5,949,223             | 6,008,715             | 6,068,803             | 6,129,491             |
| <b>Intergovernmental Revenue</b>         | <b>\$ 521,980,195</b> | <b>\$ 497,451,311</b> | <b>\$ 499,654,231</b> | <b>\$ 501,897,559</b> | <b>\$ 504,182,068</b> |
| <b>Charges for Services</b>              |                       |                       |                       |                       |                       |
| Water and Wastewater                     | \$ 159,160,000        | \$ 159,160,000        | \$ 160,751,600        | \$ 162,359,116        | \$ 163,982,707        |
| Airport                                  | 76,446,750            | 76,446,750            | 77,211,218            | 77,983,330            | 78,763,163            |
| Sheriff                                  | 60,180,616            | 60,180,616            | 60,782,422            | 61,390,246            | 62,004,149            |
| Fire Rescue                              | 34,166,152            | 34,166,152            | 34,507,814            | 34,852,892            | 35,201,421            |
| Parks and Recreation                     | 15,701,165            | 15,701,165            | 15,858,177            | 16,016,758            | 16,176,926            |
| Palm Tran                                | 10,812,286            | 10,812,286            | 10,920,409            | 11,029,613            | 11,139,909            |
| Interdepartmental                        | 150,613,658           | 150,613,658           | 152,119,795           | 153,640,993           | 155,177,402           |
| Other Charges for Services               | 14,155,539            | 14,155,539            | 14,297,094            | 14,440,065            | 14,584,466            |
| <b>Charges for Services</b>              | <b>\$ 521,236,166</b> | <b>\$ 521,236,166</b> | <b>\$ 526,448,528</b> | <b>\$ 531,713,013</b> | <b>\$ 537,030,143</b> |



**FORECAST OF REVENUES & EXPENDITURES**

**Palm Beach County, FL**

|                                | <b>Adopted</b>         |                        | <b>Forecast</b>        |                         |                        |
|--------------------------------|------------------------|------------------------|------------------------|-------------------------|------------------------|
|                                | <b>FY 2012</b>         | <b>FY 2013</b>         | <b>FY 2014</b>         | <b>FY 2015</b>          | <b>FY 2016</b>         |
| <b><u>Revenues</u></b>         |                        |                        |                        |                         |                        |
| <b>Miscellaneous</b>           | \$ 57,154,686          | \$ 57,726,233          | \$ 58,303,495          | \$ 58,886,530           | \$ 59,475,395          |
| <b>Interest</b>                | 40,806,127             | 38,602,438             | 38,958,592             | 39,804,533              | 39,368,319             |
| <b>Debt Proceeds</b>           | 9,797,746              | 9,895,723              | 9,994,680              | 10,094,627              | 10,195,573             |
| <b>Statutory Reserves</b>      | (68,251,174)           | (68,251,174)           | (68,251,174)           | (68,251,174)            | (68,251,174)           |
| <b>Balance Brought Forward</b> | 1,318,190,035          | 1,286,747,928          | 1,298,619,719          | 1,326,817,766           | 1,312,277,303          |
| <b>Interfund Transfers</b>     | 462,572,105            | 485,700,710            | 485,700,710            | 485,700,710             | 485,700,710            |
| <b>Total</b>                   | <b>\$3,925,196,649</b> | <b>\$3,956,926,357</b> | <b>\$4,003,493,537</b> | <b>\$ 4,041,456,210</b> | <b>\$4,049,508,752</b> |
| <b><u>Expenditures</u></b>     |                        |                        |                        |                         |                        |
| Personal Services              | \$ 963,937,026         | \$ 973,576,396         | \$ 993,047,924         | \$ 1,012,908,882        | \$1,033,167,060        |
| Operating Expenses             | 726,771,960            | \$ 734,039,680         | \$ 748,720,474         | \$ 763,694,883          | \$ 778,968,781         |
| Equipment & Capital            | 577,637,277            | \$ 583,413,650         | \$ 589,247,787         | \$ 595,140,265          | \$ 601,091,668         |
| Debt Service                   | 172,690,331            | \$ 166,894,976         | \$ 166,290,004         | \$ 156,267,282          | \$ 115,506,220         |
| Grants and Aids                | 248,882,649            | \$ 251,371,475         | \$ 253,885,190         | \$ 256,424,042          | \$ 258,988,282         |
| Reserves                       | 772,705,301            | \$ 780,432,354         | \$ 780,432,354         | \$ 780,432,354          | \$ 780,432,354         |
| Transfers                      | 462,572,105            | \$ 467,197,826         | \$ 471,869,804         | \$ 476,588,502          | \$ 481,354,387         |
| <b>Total</b>                   | <b>\$3,925,196,649</b> | <b>\$3,956,926,357</b> | <b>\$4,003,493,537</b> | <b>\$ 4,041,456,210</b> | <b>\$4,049,508,752</b> |

The change in fund balance is projected for the major funds; General Fund and the Fire Rescue Fund; and all other (non-major) governmental funds.

|  | <b>General<br/>Fund</b> | <b>Fire Rescue<br/>Fund</b> | <b>Non-Major Funds<br/>(Aggregate)</b> |
|--|-------------------------|-----------------------------|--|
| FY12 Budgeted Revenue and Other Sources    | \$864,184,246           | \$221,151,649               | \$807,945,042                          |
| FY12 Budgeted Expenditures and Other Uses  | (935,251,176)           | (252,867,575)               | (1,148,141,722)                        |
| Adjustment to FY 12 Expenditures           | 37,410,047              | 10,114,703                  | 0                                      |
| <b>Net Change in Fund Balance</b>          | <b>(33,656,883)</b>     | <b>(21,601,223)</b>         | <b>(340,196,680)</b>                   |
| <br>                                       |                         |                             |  |
| FY 11 Projected Ending Fund Balance        | 152,066,930             | 92,346,245                  | 830,429,022                            |
| Adjustment to FY 11 Projected Fund Balance | 27,416,110              | 9,143,291                   | 0                                      |
| FY12 Projected Ending Fund Balance         | <b>\$145,826,157</b>    | <b>\$79,888,313</b>         | <b>\$490,232,342</b>                   |

**Changes in Fund Balances**

Palm Beach County has adhered to a Fund Balance Policy that establishes an acceptable minimum range (15%-20%), 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 a decrease of 18.8% from the prior year. At 16.2% of budgeted expenditures, the General Fund's projected FY12 ending fund balance falls within the 15%-20% range.

|  | <b>General<br/>Fund</b> | <b>Fire Rescue<br/>Fund</b> | <b>Non-Major Funds<br/>(Aggregate)</b> |
|--|-------------------------|-----------------------------|--|
| <b>FY12 Ending Fund Balance</b>          | \$145,826,157           | \$79,888,313                | \$490,232,342                          |
| <b>% Change in Adjusted Fund Balance</b> | 18.8%                   | 21.3%                       | 41.0%                                  |
| <b>% of Budgeted Expenditures</b>        | 16.2%                   | 32.9%                       | 42.7%                                  |

The General Fund balance has decreased by \$33.7 million. The FY 12 total projected expenditures have been adjusted due to position vacancies, cost savings, and expected residual dollars left in each department. In addition, the FY 11 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 2010-2012

## General Fund (Major Fund)

|                                   | <u>Actual</u><br><u>FY 2010</u> | <u>Budget</u><br><u>FY 2011</u> | <u>Estimated</u><br><u>FY 2011</u> | <u>Budget</u><br><u>FY 2012</u> |
|-----------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b><u>Revenues</u></b>            |                                 |                                 |                                    |                                 |
| Ad Valorem Taxes*                 | \$588,413,919                   | \$605,303,606                   | \$581,171,462                      | \$597,388,733                   |
| Utility Services Tax              | 33,837,192                      | 33,100,000                      | 32,863,772                         | 32,864,000                      |
| Communication Tax                 | 25,645,070                      | 25,800,000                      | 24,615,732                         | 24,616,000                      |
| Franchise Fees                    | 34,017,118                      | 35,000,000                      | 32,281,279                         | 32,281,000                      |
| Intergovernmental Revenue         | 30,739,104                      | 23,187,240                      | 26,090,083                         | 92,846,061                      |
| Charges for Services              | 95,270,305                      | 92,598,772                      | 90,388,828                         | 92,318,469                      |
| Miscellaneous Revenues            | 44,721,060                      | 22,016,597                      | 36,546,290                         | 20,410,605                      |
| Interest Earnings                 | 11,974,343                      | 14,533,150                      | 8,328,700                          | 10,532,700                      |
| Operating Transfers In            | 24,035,275                      | 7,921,355                       | 9,611,959                          | 6,100,794                       |
| Statutory Reserves                | -                               | (41,634,046)                    | -                                  | (45,174,116)                    |
| <b>Total Revenues</b>             | <b>\$888,653,386</b>            | <b>\$817,826,674</b>            | <b>\$841,898,105</b>               | <b>\$864,184,246</b>            |
| <b><u>Expenditures</u></b>        |                                 |                                 |                                    |                                 |
| Personal Services                 | \$167,794,390                   | \$165,358,650                   | \$160,669,260                      | \$155,832,496                   |
| Operating Expenses                | 77,014,801                      | 79,151,401                      | 73,922,147                         | 76,471,712                      |
| Capital Outlay                    | 733,463                         | 246,353                         | 336,443                            | 193,851                         |
| Lease Purchase Payments           | 106,308                         | -                               | 0                                  | -                               |
| Grants and Aids                   | 69,924,777                      | 66,424,609                      | 68,037,892                         | 65,403,880                      |
| Non-Operating                     | 584,851,516                     | 566,059,667                     | 553,906,210                        | 637,349,237                     |
| <b>Total Expenditures</b>         | <b>\$900,425,255</b>            | <b>\$877,240,680</b>            | <b>\$856,871,952</b>               | <b>\$935,251,176</b>            |
| <b>Net Change in Fund Balance</b> | <b>(\$11,771,869)</b>           | <b>(\$59,414,006)</b>           | <b>(\$14,973,847)</b>              | <b>(\$71,066,930)</b>           |
| <b>Fund Balance - Beginning</b>   | <b>\$178,812,646</b>            | <b>\$141,414,006</b>            | <b>\$167,040,777</b>               | <b>\$152,066,930</b>            |
| <b>Fund Balance - Ending</b>      | <b>\$167,040,777</b>            | <b>\$82,000,000</b>             | <b>\$152,066,930</b>               | <b>\$81,000,000**</b>           |

\*Includes delinquent taxes

\*\*FY 2012 ending fund balance assumes revenues and expenditures at 100%. FY 2012 ending fund balance on page 78 has been adjusted to reflect projected variances for revenues and expenditures.

## FISCAL YEARS 2010-2012

## Fire Rescue Fund (Major Fund)

|                                   | <u>Actual<br/>FY 2010</u> | <u>Budget<br/>FY 2011</u> | <u>Estimated<br/>FY 2011</u> | <u>Budget<br/>FY 2012</u> |
|-----------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|
| <b><u>Revenues</u></b>            |                           |                           |                              |                           |
| Ad Valorem Taxes*                 | \$188,641,099             | \$179,161,866             | \$171,923,725                | \$175,723,075             |
| Intergovernmental Revenue         | 324,554                   | 283,960                   | 727,460                      | 322,320                   |
| Charges for Services              | 24,891,743                | 23,423,623                | 26,089,419                   | 28,813,408                |
| Miscellaneous Revenues            | 667,743                   | 94,690                    | 162,248                      | 103,985                   |
| Interest Earnings                 | 6,166,122                 | 4,160,000                 | 3,960,000                    | 3,834,000                 |
| Operating Transfers In            | 21,516,562                | 25,550,778                | 23,687,950                   | 22,794,700                |
| Statutory Reserves                | -                         | (10,356,207)              | -                            | (10,439,839)              |
| <b>Total Revenues</b>             | <b>\$242,207,823</b>      | <b>\$222,318,710</b>      | <b>\$226,550,802</b>         | <b>\$221,151,649</b>      |
| <b><u>Expenditures</u></b>        |                           |                           |                              |                           |
| Personal Services                 | \$197,204,596             | \$219,619,911             | \$207,029,309                | \$210,906,344             |
| Operating Expenses                | 24,137,712                | 33,384,747                | 28,769,367                   | 29,920,478                |
| Capital Outlay                    | 6,257,197                 | 7,085,072                 | 2,331,023                    | 9,178,924                 |
| Grants and Aids                   | 1,763,041                 | 1,476,089                 | 1,471,435                    | 1,422,426                 |
| Non-Operating                     | 479,984                   | 1,674,898                 | 1,454,813                    | 1,439,403                 |
| <b>Total Expenditures</b>         | <b>\$229,842,530</b>      | <b>\$263,240,717</b>      | <b>\$241,055,947</b>         | <b>\$252,867,575</b>      |
| <b>Net Change in Fund Balance</b> | <b>\$12,365,293</b>       | <b>(\$40,922,007)</b>     | <b>(\$14,505,145)</b>        | <b>(\$31,715,926)</b>     |
| <b>Fund Balance - Beginning</b>   | <b>\$94,486,096</b>       | <b>\$94,450,426</b>       | <b>\$106,851,390</b>         | <b>\$92,346,245</b>       |
| <b>Fund Balance - Ending</b>      | <b>\$106,851,389</b>      | <b>\$53,528,419</b>       | <b>\$92,346,245</b>          | <b>\$60,630,319**</b>     |

\*Includes delinquent taxes

\*\*FY 2012 ending fund balance assumes revenues and expenditures at 100%. FY 2012 ending fund balance on page 78 has been adjusted to reflect projected variances for revenues and expenditures.

FISCAL YEARS 2010-2012

Non-Major Governmental Funds (Aggregate)

|                                   | <u>Actual<br/>FY 2010</u> | <u>Budget<br/>FY 2011</u> | <u>Estimated<br/>FY 2011</u> | <u>Budget<br/>FY 2012</u> |
|-----------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|
| <b><u>Revenues</u></b>            |                           |                           |                              |                           |
| Ad Valorem Taxes*                 | \$83,922,935              | \$89,153,135              | \$85,243,392                 | \$82,928,081              |
| Utility Tax-Electricity           | -                         | -                         | -                            | -                         |
| Local Option Gas Tax              | 44,945,643                | 44,513,000                | 44,513,000                   | 44,513,000                |
| Permits, Licenses and Other Fees  | 16,227,937                | 17,371,362                | 16,194,790                   | 18,710,643                |
| Tourist Development Tax           | 23,219,185                | 22,109,617                | 24,147,949                   | 25,113,870                |
| Intergovernmental Revenue         | 252,762,056               | 463,345,768               | 243,879,615                  | 348,837,554               |
| Charges for Services              | 93,240,475                | 39,966,318                | 31,758,787                   | 33,755,884                |
| Fines & Forfeitures               | 9,316,860                 | 5,969,203                 | 6,008,489                    | 5,905,856                 |
| Miscellaneous Revenues            | 9,268,990                 | 10,556,605                | 10,164,131                   | 7,571,794                 |
| Interest Earnings                 | 48,500,374                | 29,413,062                | 22,502,606                   | 19,690,727                |
| Developer Fees/Impact Fees        | 21,784,448                | 38,351,639                | 12,492,206                   | 39,110,930                |
| Debt Proceeds                     | 34,017,097                | 17,938,200                | 42,022,890                   | 9,797,746                 |
| Operating Transfers In            | 757,778,037               | 201,069,462               | 198,760,730                  | 184,646,176               |
| Statutory Reserves                | -                         | (15,546,548)              | -                            | (12,637,219)              |
| <b>Total Revenues</b>             | <b>\$1,394,984,037</b>    | <b>\$964,210,823</b>      | <b>\$737,688,585</b>         | <b>\$807,945,042</b>      |
| <b><u>Expenditures</u></b>        |                           |                           |                              |                           |
| Personal Services                 | \$601,133,666             | \$142,442,995             | \$133,965,471                | \$138,303,883             |
| Operating Expenses                | 285,207,837               | 271,406,285               | 158,794,493                  | 279,689,796               |
| Capital Outlay                    | 199,212,816               | 450,211,311               | 122,582,716                  | 323,392,167               |
| Debt                              | 140,112,483               | 137,668,407               | 139,002,717                  | 136,374,913               |
| Grants and Aids                   | 74,776,292                | 229,218,664               | 92,150,189                   | 182,056,343               |
| Transfers Out                     | 261,283,235               | 185,941,865               | 214,701,133                  | 87,064,189                |
| Non-Operating                     | 1,529,731                 | 1,272,246                 | 1,272,246                    | 1,260,431                 |
| <b>Total Expenditures</b>         | <b>\$1,563,256,060</b>    | <b>\$1,418,161,773</b>    | <b>\$862,468,965</b>         | <b>\$1,148,141,722</b>    |
| <b>Net Change in Fund Balance</b> | <b>(\$168,272,023)</b>    | <b>(\$453,950,950)</b>    | <b>(\$124,780,380)</b>       | <b>(\$340,196,680)</b>    |
| <b>Fund Balance - Beginning</b>   | <b>\$1,121,340,710</b>    | <b>\$1,005,538,266</b>    | <b>\$955,209,402</b>         | <b>\$830,903,610</b>      |
| <b>Fund Balance - Ending</b>      | <b>\$953,068,687</b>      | <b>\$551,587,316</b>      | <b>\$830,429,022</b>         | <b>\$490,706,930</b>      |

\*Includes delinquent taxes

**BUDGET COMPARISON BY FUND - FY 2011 AND 2012**  
**Board of County Commissioners**

2010 Non-Exempt Valuation Countywide \$127,011,285,418

2011 Tentative Non-Exempt Valuation Countywide \$124,519,237,190

| Fund Name                                       | 2011 Adopted |             |               |             | 2012 Adopted |             |               |               |
|---|--------------|-------------|---------------|-------------|--------------|-------------|---------------|---------------|
|   | Mills        | Taxes       | Other Revenue | Budget      | Mills        | Taxes       | Other Revenue | Budget        |
| General Fund                                    | 4.7500       | 603,303,606 | 355,937,074   | 959,240,680 | 4.7815       | 595,388,733 | 420,862,443   | 1,016,251,176 |
| Operating Ad Valorem Tax Funds - Countywide     | 4.7500       | 603,303,606 | 355,937,074   | 959,240,680 | 4.7815       | 595,388,733 | 420,862,443   | 1,016,251,176 |
| 25M GO Parks & Cultural Facilities 2003         | 0.0148       | 1,881,364   | (27,658)      | 1,853,706   | 0.0094       | 1,171,526   | 30,456        | 1,201,982     |
| 25M GO Parks & Recreation Facilities 2005       | 0.0156       | 1,983,059   | (26,971)      | 1,956,088   | 0.0091       | 1,134,137   | 67,751        | 1,201,888     |
| 50M GO 06 DS Waterfront Access                  | 0.0304       | 3,864,423   | (138,125)     | 3,726,298   | 0.0305       | 3,801,227   | (74,053)      | 3,727,174     |
| 57.4M GO 94B DS, Ref 3                          | 0.0358       | 4,550,867   | (135,755)     | 4,415,112   | 0.0000       | 0           | 0             | 0             |
| 45.625M GO Refunding 98 Interest & Sinking      | 0.0341       | 4,334,764   | (160,914)     | 4,173,850   | 0.0348       | 4,337,138   | (169,638)     | 4,167,500     |
| 16M GO 05 DS, Ref 25M Rec Fac 99A               | 0.0162       | 2,059,331   | (48,556)      | 2,010,775   | 0.0157       | 1,956,697   | 52,578        | 2,009,275     |
| 115.8M GO Tax 05 DS, Ref 75M Land Acq 99B & 01A | 0.0991       | 12,597,510  | (511,544)     | 12,085,966  | 0.0999       | 12,450,578  | (367,879)     | 12,082,699    |
| 28.7M GO 10 DS, Ref Part 25M Parks GO 03 & 05   | 0.0000       | 0           | 0             | 0           | 0.0116       | 1,445,713   | (44,163)      | 1,401,550     |
| Voted Debt Service Ad Valorem Tax - Countywide  | 0.2460       | 31,271,318  | (1,049,523)   | 30,221,795  | 0.2110       | 26,297,016  | (504,948)     | 25,792,068    |
| Total Ad Valorem Tax Funds - Countywide         | 4.9960       | 634,574,924 | 354,887,551   | 989,462,475 | 4.9925       | 621,685,749 | 420,357,495   | 1,042,043,244 |
| Senior Citizens Centers                         |              | 0           | 679,495       | 679,495     |              | 0           | 643,865       | 643,865       |
| HUD Supportive Housing                          |              | 0           | 1,389,542     | 1,389,542   |              | 0           | 1,369,058     | 1,369,058     |
| Head Start                                      |              | 0           | 28,176,757    | 28,176,757  |              | 0           | 28,472,295    | 28,472,295    |
| Community Action Program                        |              | 0           | 1,312,978     | 1,312,978   |              | 0           | 724,168       | 724,168       |
| Farmworkers Jobs/Education Program              |              | 0           | 452,050       | 452,050     |              | 0           | 396,095       | 396,095       |
| DOSS - Administration                           |              | 0           | 7,999,236     | 7,999,236   |              | 0           | 7,701,308     | 7,701,308     |
| Low Income Home Energy Program                  |              | 0           | 2,783,720     | 2,783,720   |              | 0           | 5,568,796     | 5,568,796     |
| Ryan White Care Program                         |              | 0           | 12,889,898    | 12,889,898  |              | 0           | 14,098,392    | 14,098,392    |
| Affordable Housing Trust Fund                   |              | 0           | 6,987,861     | 6,987,861   |              | 0           | 5,009,609     | 5,009,609     |
| Housing & Community Development                 |              | 0           | 19,233,012    | 19,233,012  |              | 0           | 18,946,449    | 18,946,449    |
| Home Investment Partnership Act                 |              | 0           | 7,483,595     | 7,483,595   |              | 0           | 4,744,429     | 4,744,429     |
| Section 108 Loan Fund                           |              | 0           | 155,000       | 155,000     |              | 0           | 181,228       | 181,228       |
| Disaster Recovery Initiative                    |              | 0           | 9,908,244     | 9,908,244   |              | 0           | 7,531,741     | 7,531,741     |
| Disaster Recovery Initiative #3                 |              | 0           | 19,090,341    | 19,090,341  |              | 0           | 14,893,104    | 14,893,104    |

**BUDGET COMPARISON BY FUND - FY 2011 AND 2012**  
**Board of County Commissioners**

2010 Non-Exempt Valuation Countywide \$127,011,285,418

2011 Tentative Non-Exempt Valuation Countywide \$124,519,237,190

| Fund Name                                     | 2011 Adopted |       |               | 2012 Adopted |       |       |               |            |
|---|--------------|-------|---------------|--------------|-------|-------|---------------|------------|
|   | Mills        | Taxes | Other Revenue | Budget       | Mills | Taxes | Other Revenue | Budget     |
| 2007 Community Development Block Grant        |              | 0     | 12,440,614    | 12,440,614   |       | 0     | 5,596,855     | 5,596,855  |
| 2007 Emergency Shelter Grant                  |              | 0     | 1,820,196     | 1,820,196    |       | 0     | 205,924       | 205,924    |
| 2007 Home Grant                               |              | 0     | 1,725,752     | 1,725,752    |       | 0     | 824,910       | 824,910    |
| Neighborhood Stabilization Program 2          |              | 0     | 49,808,448    | 49,808,448   |       | 0     | 43,043,553    | 43,043,553 |
| Neighborhood Stabilization Program 3          |              | 0     | 0             | 0            |       | 0     | 11,061,386    | 11,061,386 |
| Juvenile Assessment Center Fund               |              | 0     | 309,023       | 309,023      |       | 0     | 39,560        | 39,560     |
| Law Enforcement Trust Fund                    |              | 0     | 2,847,549     | 2,847,549    |       | 0     | 2,562,628     | 2,562,628  |
| Sheriff's Grants                              |              | 0     | 4,760,729     | 4,760,729    |       | 0     | 4,077,628     | 4,077,628  |
| Beautification Maintenance                    |              | 0     | 1,601,995     | 1,601,995    |       | 0     | 1,554,270     | 1,554,270  |
| Co Trans Trust                                |              | 0     | 43,623,870    | 43,623,870   |       | 0     | 39,869,707    | 39,869,707 |
| Street Lighting Maintenance                   |              | 0     | 1,291,204     | 1,291,204    |       | 0     | 1,258,912     | 1,258,912  |
| Red Light Camera Fund                         |              | 0     | 570,000       | 570,000      |       | 0     | 570,000       | 570,000    |
| Natural Areas Stewardship Endowment           |              | 0     | 5,203,876     | 5,203,876    |       | 0     | 5,252,054     | 5,252,054  |
| Ag Reserve Land Management                    |              | 0     | 1,219,544     | 1,219,544    |       | 0     | 1,182,799     | 1,182,799  |
| Environmental Enhance-Freshwater              |              | 0     | 463,743       | 463,743      |       | 0     | 521,610       | 521,610    |
| Environmental Enhance-Saltwater               |              | 0     | 658,994       | 658,994      |       | 0     | 709,313       | 709,313    |
| Environmental Enhance-Non-specific            |              | 0     | 2,506,654     | 2,506,654    |       | 0     | 4,157,221     | 4,157,221  |
| Natural Areas Fund                            |              | 0     | 30,793,418    | 30,793,418   |       | 0     | 23,093,677    | 23,093,677 |
| Pollution Recovery Trust Fund                 |              | 0     | 2,228,790     | 2,228,790    |       | 0     | 2,616,609     | 2,616,609  |
| State Mosquito                                |              | 0     | 198,225       | 198,225      |       | 0     | 201,325       | 201,325    |
| FDEP Lake Worth Lagoon Ecosystem              |              | 0     | 3,268,901     | 3,268,901    |       | 0     | 2,289,561     | 2,289,561  |
| Petroleum Storage Tank Program                |              | 0     | 1,666,110     | 1,666,110    |       | 0     | 1,548,535     | 1,548,535  |
| Petrol Store Tank Compliance                  |              | 0     | 847,212       | 847,212      |       | 0     | 752,027       | 752,027    |
| Handicapped Parking Enforcement               |              | 0     | 341,429       | 341,429      |       | 0     | 396,372       | 396,372    |
| Human Relations Camp                          |              | 0     | 98,871        | 98,871       |       | 0     | 0             | 0          |
| HUD - Fair Housing                            |              | 0     | 479,876       | 479,876      |       | 0     | 362,504       | 362,504    |
| Fair Employment Contract                      |              | 0     | 880,534       | 880,534      |       | 0     | 682,556       | 682,556    |
| Sales Tax Revenue Fund                        |              | 0     | 81,548,265    | 81,548,265   |       | 0     | 0             | 0          |
| Bond Waiver Program R-89/1178                 |              | 0     | 657,829       | 657,829      |       | 0     | 663,487       | 663,487    |
| Intergovernmental Radio Communication Program |              | 0     | 2,084,516     | 2,084,516    |       | 0     | 2,141,763     | 2,141,763  |
| School Impact Fees Zone 1                     |              | 0     | 1,260,128     | 1,260,128    |       | 0     | 597,366       | 597,366    |
| School Impact Fees Zone 2                     |              | 0     | 859,096       | 859,096      |       | 0     | 482,660       | 482,660    |
| School Impact Fees Zone 3                     |              | 0     | 1,262,662     | 1,262,662    |       | 0     | 654,983       | 654,983    |
| School Impact Fees Zone 4                     |              | 0     | 728,287       | 728,287      |       | 0     | 377,088       | 377,088    |
| School Concurrency                            |              | 0     | 2,000         | 2,000        |       | 0     | 2,000         | 2,000      |

**BUDGET COMPARISON BY FUND - FY 2011 AND 2012**  
**Board of County Commissioners**

2010 Non-Exempt Valuation Countywide \$127,011,285,418

2011 Tentative Non-Exempt Valuation Countywide \$124,519,237,190

| Fund Name                                       | 2011 Adopted |       |               | 2012 Adopted |       |       |               |            |
|---|--------------|-------|---------------|--------------|-------|-------|---------------|------------|
|   | Mills        | Taxes | Other Revenue | Budget       | Mills | Taxes | Other Revenue | Budget     |
| Choose Life License Plate Fund                  |              | 0     | 82,541        | 82,541       |       | 0     | 135,313       | 135,313    |
| Intergov't Radio Comm Program - Countywide      |              | 0     | 0             | 0            |       | 0     | 950,000       | 950,000    |
| Law Library                                     |              | 0     | 516,427       | 516,427      |       | 0     | 427,350       | 427,350    |
| Criminal Justice Trust Fund                     |              | 0     | 731,482       | 731,482      |       | 0     | 815,027       | 815,027    |
| Local Requirements & Innovations Fund FS 29.004 |              | 0     | 240,000       | 240,000      |       | 0     | 204,000       | 204,000    |
| Legal Aid Programs Fund FS 29.008(3)a           |              | 0     | 240,000       | 240,000      |       | 0     | 204,000       | 204,000    |
| Teen Court/JAC/Juvenile Programs Fund           |              | 0     | 240,000       | 240,000      |       | 0     | 204,000       | 204,000    |
| Court Information Technology Fund               |              | 0     | 3,541,971     | 3,541,971    |       | 0     | 3,601,960     | 3,601,960  |
| Palm Tran Operations                            |              | 0     | 66,514,242    | 66,514,242   |       | 0     | 67,885,513    | 67,885,513 |
| Palm Tran Grants                                |              | 0     | 70,990,167    | 70,990,167   |       | 0     | 70,546,432    | 70,546,432 |
| Palm Tran Letter of Credit                      |              | 0     | 0             | 0            |       | 0     | 86,306        | 86,306     |
| Metro Planing Organization                      |              | 0     | 3,225,930     | 3,225,930    |       | 0     | 2,414,419     | 2,414,419  |
| Southwinds Golf Course                          |              | 0     | 1,753,673     | 1,753,673    |       | 0     | 1,701,158     | 1,701,158  |
| Okecheelee Golf Course                          |              | 0     | 2,436,610     | 2,436,610    |       | 0     | 2,463,369     | 2,463,369  |
| South County Regional Golf Course               |              | 0     | 2,176,587     | 2,176,587    |       | 0     | 2,156,940     | 2,156,940  |
| Lantana Hills Golf Course                       |              | 0     | 1,609,279     | 1,609,279    |       | 0     | 1,568,422     | 1,568,422  |
| CCRT Street Lighting Maintenance                |              | 0     | 1,206,973     | 1,206,973    |       | 0     | 1,525,086     | 1,525,086  |
| AC & C Mobile Spay/Neuter Program               |              | 0     | 1,087,556     | 1,087,556    |       | 0     | 895,894       | 895,894    |
| Animal Regulation Trust Fund                    |              | 0     | 49,955        | 49,955       |       | 0     | 47,777        | 47,777     |
| Victims Funds                                   |              | 0     | 52,174        | 52,174       |       | 0     | 44,808        | 44,808     |
| E-911 Program Wire Line FS 365.171              |              | 0     | 1,126,677     | 1,126,677    |       | 0     | 1,126,680     | 1,126,680  |
| EMS Award-Grant Program                         |              | 0     | 503,042       | 503,042      |       | 0     | 686,533       | 686,533    |
| Public Safety Grants                            |              | 0     | 242,606       | 242,606      |       | 0     | 287,651       | 287,651    |
| Emergency Management                            |              | 0     | 1,146,206     | 1,146,206    |       | 0     | 120,636       | 120,636    |
| EM Preparedness & Assistance                    |              | 0     | 227,404       | 227,404      |       | 0     | 332,076       | 332,076    |
| Regulation Of Towing Business                   |              | 0     | 226,521       | 226,521      |       | 0     | 209,875       | 209,875    |
| Vehicle For Hire Ordinance                      |              | 0     | 960,605       | 960,605      |       | 0     | 636,555       | 636,555    |
| Moving Ordinance                                |              | 0     | 81,257        | 81,257       |       | 0     | 92,070        | 92,070     |
| E-911 Wireless FS365.172/173                    |              | 0     | 2,798,866     | 2,798,866    |       | 0     | 107,321       | 107,321    |
| E-911 Carryforward FS 365.172/173               |              | 0     | 8,739,598     | 8,739,598    |       | 0     | 11,447,481    | 11,447,481 |
| 911 Grant Fund                                  |              | 0     | 9,756,189     | 9,756,189    |       | 0     | 0             | 0          |
| Justice Service Grant Fund                      |              | 0     | 293,484       | 293,484      |       | 0     | 0             | 0          |
| Family Drug Court Grant Fund                    |              | 0     | 484,907       | 484,907      |       | 0     | 307,880       | 307,880    |
| Urban Areas Security Initiative Grant           |              | 0     | 0             | 0            |       | 0     | 690,773       | 690,773    |
| Radiological Emergency Preparedness-FPL         |              | 0     | 109,802       | 109,802      |       | 0     | 96,558        | 96,558     |



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**Board of County Commissioners**

2010 Non-Exempt Valuation Countywide \$127,011,285,418

2011 Tentative Non-Exempt Valuation Countywide \$124,519,237,190

| Fund Name  | 2011 Adopted |       |               | 2012 Adopted |       |       |               |            |
|--|--------------|-------|---------------|--------------|-------|-------|---------------|------------|
|  | Mills        | Taxes | Other Revenue | Budget       | Mills | Taxes | Other Revenue | Budget     |
| High Ridge Activity Fund                                 |              | 0     | 26,496        | 26,496       |       | 0     | 26,496        | 26,496     |
| TDC-Convention Center Operations                         |              | 0     | 6,343,130     | 6,343,130    |       | 0     | 6,451,807     | 6,451,807  |
| TDC-Film Commission                                      |              | 0     | 592,042       | 592,042      |       | 0     | 690,656       | 690,656    |
| TDC-Special Projects                                     |              | 0     | 264,756       | 264,756      |       | 0     | 382,586       | 382,586    |
| TDC-4th Cent Local Option Tax                            |              | 0     | 9,365,276     | 9,365,276    |       | 0     | 10,419,368    | 10,419,368 |
| TDC-Tourism  |              | 0     | 9,377,563     | 9,377,563    |       | 0     | 11,007,236    | 11,007,236 |
| TDC-Cultural Arts  |              | 0     | 3,289,444     | 3,289,444    |       | 0     | 4,190,158     | 4,190,158  |
| TDC-Beaches  |              | 0     | 1,830,888     | 1,830,888    |       | 0     | 1,972,725     | 1,972,725  |
| TDC-Sports Commission                                    |              | 0     | 1,244,486     | 1,244,486    |       | 0     | 1,425,259     | 1,425,259  |
| TDC-1st Cent Tourist Local Option Tax                    |              | 0     | 10,904,348    | 10,904,348   |       | 0     | 14,139,240    | 14,139,240 |
| Drug Abuse Trust Fund                                    |              | 0     | 360,429       | 360,429      |       | 0     | 305,154       | 305,154    |
| Driver Ed Trust Fund                                     |              | 0     | 1,715,816     | 1,715,816    |       | 0     | 1,409,968     | 1,409,968  |
| Cooperative Extension Revenue                            |              | 0     | 310,896       | 310,896      |       | 0     | 372,061       | 372,061    |
| PBC Office of Inspector General                          |              | 0     | 1,474,825     | 1,474,825    |       | 0     | 3,299,643     | 3,299,643  |
| PBC Commission on Ethics                                 |              | 0     | 475,626       | 475,626      |       | 0     | 637,022       | 637,022    |
| Crime Prevention Fund                                    |              | 0     | 373,596       | 373,596      |       | 0     | 463,329       | 463,329    |
| Domestic Violence Fund                                   |              | 0     | 112,627       | 112,627      |       | 0     | 160,757       | 160,757    |
| JAG-Local Law Enfor BG FY 2005                           |              | 0     | 250,568       | 250,568      |       | 0     | 87,511        | 87,511     |
| Local Law Enfor Bg Tr Fund 2002                          |              | 0     | 206,000       | 206,000      |       | 0     | 108,710       | 108,710    |
| Local Law Enfor Bg Tr Fund 1998                          |              | 0     | 287,336       | 287,336      |       | 0     | 68,836        | 68,836     |
| Criminal Justice Reserve Fund                            |              | 0     | 30,146        | 30,146       |       | 0     | 1,420,451     | 1,420,451  |
| Justice & Mental Health Collab Prg Grant                 |              | 0     | 102,942       | 102,942      |       | 0     | 95,902        | 95,902     |
| Public Affairs Replacement Frequency                     |              | 0     | 1,681,069     | 1,681,069    |       | 0     | 1,539,563     | 1,539,563  |
| Economic Development                                     |              | 0     | 6,112,075     | 6,112,075    |       | 0     | 5,103,477     | 5,103,477  |
| EOD-Section 108 Loan Fund                                |              | 0     | 17,817,955    | 17,817,955   |       | 0     | 10,508,732    | 10,508,732 |
| Energy Efficiency & Consvr Blk Grant                     |              | 0     | 6,307,060     | 6,307,060    |       | 0     | 1,670,185     | 1,670,185  |
| 233.6M Criminal Justice Facility 90 DS                   |              | 0     | 2,961,646     | 2,961,646    |       | 0     | 2,913,296     | 2,913,296  |
| 92.475M General Government Facilities 2003               |              | 0     | 7,835,659     | 7,835,659    |       | 0     | 7,818,952     | 7,818,952  |
| 145M Scripps Construction Trust Fund Nav 2004 DS         |              | 0     | 10,807,416    | 10,807,416   |       | 0     | 10,787,994    | 10,787,994 |
| 30M Scripps/Mecca Farms Land Acq. Nav 2004 Tax Exempt DS |              | 0     | 2,839,607     | 2,839,607    |       | 0     | 2,832,047     | 2,832,047  |
| 24.3M NAV 04 Taxable Scripps Ld Acq DS                   |              | 0     | 2,821,377     | 2,821,377    |       | 0     | 2,736,514     | 2,736,514  |
| 11.5M BAN Tax Refunding 07 DS, Conv Cntr Hotel           |              | 0     | 420,532       | 420,532      |       | 0     | 0             | 0          |
| 15M Judicial Parking Garage Expansion 2006 DS            |              | 0     | 1,144,433     | 1,144,433    |       | 0     | 1,139,824     | 1,139,824  |
| 13M 2nd FAU/Scripps Sunshine 2005 DS                     |              | 0     | 1,623,480     | 1,623,480    |       | 0     | 1,637,199     | 1,637,199  |
| 105.5M NAV 07 DS, Scripps/Briger                         |              | 0     | 7,736,219     | 7,736,219    |       | 0     | 7,720,300     | 7,720,300  |

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**Board of County Commissioners**

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2011 Tentative Non-Exempt Valuation Countywide \$124,519,237,190

| Fund Name  | 2011 Adopted |       |               | 2012 Adopted |       |       |               |            |
|--|--------------|-------|---------------|--------------|-------|-------|---------------|------------|
|  | Mills        | Taxes | Other Revenue | Budget       | Mills | Taxes | Other Revenue | Budget     |
| \$177.1M Public Improvement Revenue Bond 2008 DS             |              | 0     | 12,648,350    | 12,648,350   |       | 0     | 11,268,550    | 11,268,550 |
| \$177.1M Public Improvement Revenue Bond 2008 DSR            |              | 0     | 12,083,777    | 12,083,777   |       | 0     | 11,738,429    | 11,738,429 |
| \$35M PBSO Mobile Data                                       |              | 0     | 6,394,351     | 6,394,351    |       | 0     | 6,394,351     | 6,394,351  |
| \$1.8M Sunshine#12 08 DS, Sheriff Technology                 |              | 0     | 1,006,000     | 1,006,000    |       | 0     | 883,175       | 883,175    |
| \$26.375M Public Improvement Rev Bond Gov Bldg 2009 DS       |              | 0     | 645,630       | 645,630      |       | 0     | 484,223       | 484,223    |
| \$43.08M Public Improvement Rev Bond Max Planck 2008 DS      |              | 0     | 7,629,830     | 7,629,830    |       | 0     | 7,630,930     | 7,630,930  |
| \$43.08M Public Improvement Rev Bond Max Planck 2008 DSR     |              | 0     | 8,467,060     | 8,467,060    |       | 0     | 7,920,165     | 7,920,165  |
| 40.6M NAV 11 DS, Ocean Ave Bridge & Max Planck2              |              | 0     | 0             | 0            |       | 0     | 3,300,000     | 3,300,000  |
| 32.775M CJC Rev Ref 1997 DS                                  |              | 0     | 1,878,248     | 1,878,248    |       | 0     | 17,748,248    | 17,748,248 |
| 117.485M CJF Ref 1993 DS                                     |              | 0     | 14,084,159    | 14,084,159   |       | 0     | 0             | 0          |
| 22.425M Admin Complex Ref 1993 DS                            |              | 0     | 1,984,042     | 1,984,042    |       | 0     | 0             | 0          |
| 18.560M CJFAC Ref 2002 DS                                    |              | 0     | 2,119,100     | 2,119,100    |       | 0     | 2,121,100     | 2,121,100  |
| 6.525M Public Improv Recreation Ref Bonds 2003               |              | 0     | 713,931       | 713,931      |       | 0     | 714,331       | 714,331    |
| Convention Center Refunding Bonds 2004                       |              | 0     | 5,394,080     | 5,394,080    |       | 0     | 5,240,364     | 5,240,364  |
| 17.455M NAV 05 DS, Ref 26M Parks & Rec Fac 96                |              | 0     | 2,047,113     | 2,047,113    |       | 0     | 2,050,763     | 2,050,763  |
| 16M NAV 05 DS, Ref 22M N.C Court & PBSO MP 97                |              | 0     | 1,663,645     | 1,663,645    |       | 0     | 1,659,645     | 1,659,645  |
| 11.5M NAV 05 DS, Ref 15M Judicial Parking 95                 |              | 0     | 1,158,925     | 1,158,925    |       | 0     | 1,156,585     | 1,156,585  |
| 20.07M NAV 05 DS, Ref 28M Stadium Fac 96                     |              | 0     | 2,152,764     | 2,152,764    |       | 0     | 2,155,369     | 2,155,369  |
| Registered Coupon 2006 Non-Ad Valorem Debt Service           |              | 0     | 491,241       | 491,241      |       | 0     | 395,844       | 395,844    |
| 2.58M NAV 07A, Biomed Research Park DS                       |              | 0     | 188,062       | 188,062      |       | 0     | 187,987       | 187,987    |
| 5.18M NAV 07B, Refunding Biomed Research Park DS             |              | 0     | 430,305       | 430,305      |       | 0     | 430,052       | 430,052    |
| 30M NAV 08A, Ref SS#1,3,&5                                   |              | 0     | 2,954,797     | 2,954,797    |       | 0     | 2,909,446     | 2,909,446  |
| 11.5M NAV Tax 10 DS, Ref 11M Conv Hotel BAN 07               |              | 0     | 1,420,782     | 1,420,782    |       | 0     | 1,110,131     | 1,110,131  |
| 25M GO Rec/Cul 1999 Ctf                                      |              | 0     | 325,819       | 325,819      |       | 0     | 979,699       | 979,699    |
| 80.705M Convention Center Bond 00 Project                    |              | 0     | 7,165,885     | 7,165,885    |       | 0     | 7,207,690     | 7,207,690  |
| 26.3M Park & Recreation Facility Series 1996 C&A             |              | 0     | 67,646        | 67,646       |       | 0     | 35,453        | 35,453     |
| 92.475 General Govt Facilities 2003                          |              | 0     | 601,367       | 601,367      |       | 0     | 471,765       | 471,765    |
| 25M GO Parks & Culture Improv 2003                           |              | 0     | 4,726,248     | 4,726,248    |       | 0     | 3,431,517     | 3,431,517  |
| 25M GO Parks & Culture Improv 2005                           |              | 0     | 18,578,529    | 18,578,529   |       | 0     | 13,727,286    | 13,727,286 |
| 145M Scripps Construction Trust Fund Nav 2004                |              | 0     | 7,000         | 7,000        |       | 0     | 7,405         | 7,405      |
| South County Regional Park Golf Course Nav 2005              |              | 0     | 54,653        | 54,653       |       | 0     | 35,612        | 35,612     |
| 5.6M Scripps/Mecca Farms/BeeLine Bridge Nav 2004             |              | 0     | 227,097       | 227,097      |       | 0     | 99,873        | 99,873     |
| 10.5M BAN 05 Taxable Convention Center Hotel SiteAcquisition |              | 0     | 367,672       | 367,672      |       | 0     | 375,022       | 375,022    |
| 50M GO Waterfront Access 2005                                |              | 0     | 18,585,734    | 18,585,734   |       | 0     | 13,779,561    | 13,779,561 |
| 15M Public Improvement Rev Bond 2006 - Judicial Parking      |              | 0     | 1,155,030     | 1,155,030    |       | 0     | 1,168,418     | 1,168,418  |

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**Board of County Commissioners**

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2011 Tentative Non-Exempt Valuation Countywide \$124,519,237,190

| Fund Name   | 2011 Adopted |       |               | 2012 Adopted |       |       |               |             |
|---|--------------|-------|---------------|--------------|-------|-------|---------------|-------------|
|   | Mills        | Taxes | Other Revenue | Budget       | Mills | Taxes | Other Revenue | Budget      |
| 13M FAU Scripps Grant - 2nd Building                  |              | 0     | 78,017        | 78,017       |       | 0     | 0             | 0           |
| 6.125M Sunshine #8 '06, Park & Marina Improvements    |              | 0     | 901,089       | 901,089      |       | 0     | 375,181       | 375,181     |
| 10M Sunshine#9 06, So County Golf Course CTF          |              | 0     | 1,291,800     | 1,291,800    |       | 0     | 78,870        | 78,870      |
| 7.5M Sunshine#7B 06, CTF                              |              | 0     | 954           | 954          |       | 0     | 0             | 0           |
| \$105.5M Scripps Briger Rev Bonds 2007                |              | 0     | 10,804,738    | 10,804,738   |       | 0     | 4,041,629     | 4,041,629   |
| 177.1M Public Improvement Revenue Bonds 2008          |              | 0     | 73,012,750    | 73,012,750   |       | 0     | 32,917,213    | 32,917,213  |
| \$35M NAV 08 CP, PBSO Mobile Data                     |              | 0     | 25,940,687    | 25,940,687   |       | 0     | 19,532,570    | 19,532,570  |
| 11.6M Note Payable 08 CP, ESL Jupiter                 |              | 0     | 59,375        | 59,375       |       | 0     | 34,375        | 34,375      |
| \$26.375M Public Improvement Rev Bonds Govt Bldg 2009 |              | 0     | 7,827,364     | 7,827,364    |       | 0     | 0             | 0           |
| \$43.08M Public Improvement Max Planck                |              | 0     | 37,871,227    | 37,871,227   |       | 0     | 15,160,111    | 15,160,111  |
| Transportation Improvement Fund                       |              | 0     | 250,987,877   | 250,987,877  |       | 0     | 239,160,219   | 239,160,219 |
| Road Impact Fee Zone 1                                |              | 0     | 58,670,131    | 58,670,131   |       | 0     | 46,383,686    | 46,383,686  |
| Road Impact Fee Zone 2                                |              | 0     | 46,355,505    | 46,355,505   |       | 0     | 39,843,890    | 39,843,890  |
| Road Impact Fee Zone 3                                |              | 0     | 46,432,647    | 46,432,647   |       | 0     | 37,464,000    | 37,464,000  |
| Road Impact Fee Zone 4                                |              | 0     | 24,636,632    | 24,636,632   |       | 0     | 22,282,549    | 22,282,549  |
| Road Impact Fee Zone 5                                |              | 0     | 41,917,526    | 41,917,526   |       | 0     | 36,380,871    | 36,380,871  |
| Abacoa Impact Fee Account                             |              | 0     | 1,437,816     | 1,437,816    |       | 0     | 758,245       | 758,245     |
| Abacoa Trust Sub Account                              |              | 0     | 4,464,787     | 4,464,787    |       | 0     | 4,728,779     | 4,728,779   |
| Northlake Blvd Agreement W/NPBCID                     |              | 0     | 7,521         | 7,521        |       | 0     | 26,628        | 26,628      |
| Proportionate Share Trust Fund                        |              | 0     | 17,707,142    | 17,707,142   |       | 0     | 23,102,357    | 23,102,357  |
| Impact Fee Program-Roads Zone 1                       |              | 0     | 1,037,000     | 1,037,000    |       | 0     | 1,097,815     | 1,097,815   |
| Park Improvement Fund                                 |              | 0     | 6,375,989     | 6,375,989    |       | 0     | 4,862,623     | 4,862,623   |
| Park Impact Fees Z-1                                  |              | 0     | 1,690,223     | 1,690,223    |       | 0     | 1,399,495     | 1,399,495   |
| Park Impact Fees Z-2                                  |              | 0     | 1,367,530     | 1,367,530    |       | 0     | 1,261,170     | 1,261,170   |
| Park Impact Fees Z-3                                  |              | 0     | 4,997,634     | 4,997,634    |       | 0     | 3,964,693     | 3,964,693   |
| Unit 11 Acquisition/Enhancement                       |              | 0     | 3,723,230     | 3,723,230    |       | 0     | 3,372,230     | 3,372,230   |
| South Loxahatchee Slough Wetland Restoration          |              | 0     | 218,474       | 218,474      |       | 0     | 235,781       | 235,781     |
| Beach Improvement                                     |              | 0     | 40,265,625    | 40,265,625   |       | 0     | 38,541,059    | 38,541,059  |
| South Lake Worth Inlet                                |              | 0     | 4,209,124     | 4,209,124    |       | 0     | 2,513,122     | 2,513,122   |
| Environmental Resources Capital Projects              |              | 0     | 16,401,406    | 16,401,406   |       | 0     | 12,815,199    | 12,815,199  |
| PUD Civic Site Cash Out                               |              | 0     | 2,777,169     | 2,777,169    |       | 0     | 2,794,677     | 2,794,677   |
| 800 Mhz RR+I Fund                                     |              | 0     | 35,082,182    | 35,082,182   |       | 0     | 38,133,180    | 38,133,180  |
| Law Enforcement/Impact Fees Z2 Road Patrol            |              | 0     | 4,261,349     | 4,261,349    |       | 0     | 1,553,189     | 1,553,189   |
| Public Building Improvement Fund                      |              | 0     | 70,644,982    | 70,644,982   |       | 0     | 42,795,017    | 42,795,017  |
| Public Building Impact Fees                           |              | 0     | 5,389,783     | 5,389,783    |       | 0     | 2,981,914     | 2,981,914   |

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| Fund Name  | 2011 Adopted |       |               | 2012 Adopted |       |       |               |             |
|--|--------------|-------|---------------|--------------|-------|-------|---------------|-------------|
|  | Mills        | Taxes | Other Revenue | Budget       | Mills | Taxes | Other Revenue | Budget      |
| TDC-Bldg Renewal & Replacement                         |              | 0     | 10,974,948    | 10,974,948   |       | 0     | 11,172,838    | 11,172,838  |
| Capital Outlay   |              | 0     | 27,153,989    | 27,153,989   |       | 0     | 20,395,042    | 20,395,042  |
| Information Technology Capital                         |              | 0     | 10,840,390    | 10,840,390   |       | 0     | 8,910,694     | 8,910,694   |
| Court Related Info Technology Capital                  |              | 0     | 746,271       | 746,271      |       | 0     | 386,838       | 386,838     |
| Energy Efficiency and Conservation Block Grant         |              | 0     | 3,809,049     | 3,809,049    |       | 0     | 1,110,913     | 1,110,913   |
| WUD Revenue  |              | 0     | 159,246,000   | 159,246,000  |       | 0     | 165,154,000   | 165,154,000 |
| Operation & Maintenance                                |              | 0     | 117,223,355   | 117,223,355  |       | 0     | 124,371,405   | 124,371,405 |
| Renewal & Replacement                                  |              | 0     | 1,000,000     | 1,000,000    |       | 0     | 1,000,000     | 1,000,000   |
| Capital Improvements                                   |              | 0     | 98,394,317    | 98,394,317   |       | 0     | 144,945,866   | 144,945,866 |
| Connection Charge Account                              |              | 0     | 4,516,000     | 4,516,000    |       | 0     | 3,700,000     | 3,700,000   |
| Special Assessment Program WUD                         |              | 0     | 2,628,000     | 2,628,000    |       | 0     | 2,802,216     | 2,802,216   |
| WUD FPL Reclaimed Water Renewal & Replacement          |              | 0     | 583,000       | 583,000      |       | 0     | 843,000       | 843,000     |
| Debt Service WUD Ecr Loan                              |              | 0     | 316,000       | 316,000      |       | 0     | 316,000       | 316,000     |
| Debt Service WUD 2012                                  |              | 0     | 0             | 0            |       | 0     | 1,041,000     | 1,041,000   |
| Debt Service WUD 98                                    |              | 0     | 1,797,800     | 1,797,800    |       | 0     | 5,500         | 5,500       |
| Debt Service Reserve WUD All                           |              | 0     | 4,438,000     | 4,438,000    |       | 0     | 4,438,000     | 4,438,000   |
| Debt Service WUD 2003                                  |              | 0     | 1,077,500     | 1,077,500    |       | 0     | 1,183,200     | 1,183,200   |
| Debt Service WUD 2004                                  |              | 0     | 4,091,000     | 4,091,000    |       | 0     | 3,500         | 3,500       |
| Debt Service Wud 2006                                  |              | 0     | 8,566,900     | 8,566,900    |       | 0     | 10,364,400    | 10,364,400  |
| Debt Service \$6.5M WUD 08                             |              | 0     | 1,887,500     | 1,887,500    |       | 0     | 1,887,500     | 1,887,500   |
| Constuction Trust Fund Wud 2009                        |              | 0     | 17,500,000    | 17,500,000   |       | 0     | 1,000,000     | 1,000,000   |
| Debt Service WUD 2009                                  |              | 0     | 4,435,000     | 4,435,000    |       | 0     | 4,044,000     | 4,044,000   |
| Debt ServiceCoverage Fund                              |              | 0     | 275,000       | 275,000      |       | 0     | 634,000       | 634,000     |
| Airport Operations                                     |              | 0     | 76,699,499    | 76,699,499   |       | 0     | 81,795,911    | 81,795,911  |
| Airport Capital Projects                               |              | 0     | 1,813,297     | 1,813,297    |       | 0     | 3,003,593     | 3,003,593   |
| Airports Improvement & Development Fund                |              | 0     | 90,338,330    | 90,338,330   |       | 0     | 166,132,349   | 166,132,349 |
| Airports Passenger Facility Charges                    |              | 0     | 49,473,857    | 49,473,857   |       | 0     | 58,210,128    | 58,210,128  |
| Noise Abatement & Mitigation                           |              | 0     | 1,729,705     | 1,729,705    |       | 0     | 1,937,766     | 1,937,766   |
| Airports Restricted Assets Fund                        |              | 0     | 2,698,687     | 2,698,687    |       | 0     | 1,660,696     | 1,660,696   |
| 8M Subordinated Debt 2006 CTF                          |              | 0     | 295,170       | 295,170      |       | 0     | 307,587       | 307,587     |
| 69.08M Airport System Rev Bonds, Series 2006A Cap Proj |              | 0     | 0             | 0            |       | 0     | 3,411,273     | 3,411,273   |
| DOA 60.15M Refunding DS 2002                           |              | 0     | 13,307,030    | 13,307,030   |       | 0     | 13,207,968    | 13,207,968  |
| Debt Service DOA 2001                                  |              | 0     | 29,186        | 29,186       |       | 0     | 15,485        | 15,485      |
| 8M Subordinated Indebtedness 2006 DS                   |              | 0     | 89,999        | 89,999       |       | 0     | 89,628        | 89,628      |
| Debt Serv 69M PBIA Rev Bonds 2006A                     |              | 0     | 3,436,318     | 3,436,318    |       | 0     | 3,435,881     | 3,435,881   |

**BUDGET COMPARISON BY FUND - FY 2011 AND 2012**  
**Board of County Commissioners**

2010 Non-Exempt Valuation Countywide \$127,011,285,418

2011 Tentative Non-Exempt Valuation Countywide \$124,519,237,190

| Fund Name                                    | 2011 Adopted |             |               |               | 2012 Adopted |             |               |               |
|--|--------------|-------------|---------------|---------------|--------------|-------------|---------------|---------------|
|  | Mills        | Taxes       | Other Revenue | Budget        | Mills        | Taxes       | Other Revenue | Budget        |
| Debt Serv 16M PBIA Tax Rev Ref 2006B         |              |             | 1,009,920     | 1,009,920     |              | 0           | 1,011,163     | 1,011,163     |
| Fleet Management                             |              | 0           | 47,817,638    | 47,817,638    |              | 0           | 48,422,449    | 48,422,449    |
| Property & Casualty Insurance                |              | 0           | 20,065,742    | 20,065,742    |              | 0           | 19,864,447    | 19,864,447    |
| Risk Management Fund                         |              | 0           | 19,453,149    | 19,453,149    |              | 0           | 16,151,474    | 16,151,474    |
| Employee Health Insurance                    |              | 0           | 76,269,109    | 76,269,109    |              | 0           | 70,207,542    | 70,207,542    |
| <b>Gross Total Countywide Funds</b>          | 4.9960       | 634,574,924 | 2,910,220,927 | 3,544,795,851 | 4.9925       | 621,685,749 | 2,787,538,274 | 3,409,224,023 |
| Less: Interfund Transfers                    |              | 0           | (428,400,413) | (428,400,413) |              | 0           | (444,108,407) | (444,108,407) |
| Less: Interdepartmental Charges              |              | 0           | (12,123,599)  | (12,123,599)  |              | 0           | (11,389,402)  | (11,389,402)  |
| Less: Internal Service Charges               |              | 0           | (125,145,342) | (125,145,342) |              | 0           | (133,891,512) | (133,891,512) |
| <b>Net Total Countywide Funds</b>            | 4.9960       | 634,574,924 | 2,344,551,573 | 2,979,126,497 | 4.9925       | 621,685,749 | 2,198,148,953 | 2,819,834,702 |
| MSTD - Building                              |              | 0           | 11,225,000    | 11,225,000    |              | 0           | 13,694,929    | 13,694,929    |
| County Library                               | 0.5491       | 37,686,348  | 9,463,680     | 47,150,028    | 0.5491       | 37,048,595  | 10,491,323    | 47,539,918    |
| 30.5M GO 03 DS, Library District Improvement | 0.0203       | 1,393,249   | 159,152       | 1,552,401     | 0.0210       | 1,416,901   | (24,413)      | 1,392,488     |
| 22.3M GO 06 DS, Library District Improvement | 0.0258       | 1,770,730   | (33,571)      | 1,737,159     | 0.0264       | 1,781,247   | (45,878)      | 1,735,369     |
| 19.53M GO 10 DS, Ref Part 30M Library GO 03  | 0.0117       | 803,005     | 0             | 762,149       | 0.0116       | 782,669     | (20,444)      | 762,225       |
| 30.5M GO Libraries Improvements 2003         |              | 0           | 4,878,090     | 4,878,090     |              | 0           | 3,284,561     | 3,284,561     |
| 22.3M GO Library Improvements 2006           |              | 0           | 13,921,614    | 13,921,614    |              | 0           | 8,613,221     | 8,613,221     |
| Library Improvement Fund                     |              | 0           | 6,749,525     | 6,749,525     |              | 0           | 5,189,960     | 5,189,960     |
| Library Expansion Program                    |              | 0           | 24,835,892    | 24,835,892    |              | 0           | 21,483,355    | 21,483,355    |
| Library Impact Fees                          |              | 0           | 4,763,908     | 4,763,908     |              | 0           | 4,869,423     | 4,869,423     |
| Library Capital Grants                       |              | 0           | 493,660       | 493,660       |              | 0           | 0             | 0             |
| Fire Rescue MSTU                             | 3.4581       | 179,036,866 | 137,732,270   | 316,769,136   | 3.4581       | 175,610,575 | 137,887,319   | 313,497,894   |
| Fire Rescue Jupiter MSTU                     | 2.2489       | 16,068,485  | (203,944)     | 15,864,541    | 2.1600       | 15,441,653  | (439,932)     | 15,001,721    |
| Aviation Battalion                           |              | 0           | 6,881,392     | 6,881,392     |              | 0           | 6,452,450     | 6,452,450     |
| F/R Long-Term Disability Plan                |              | 0           | 16,493,676    | 16,493,676    |              | 0           | 16,690,567    | 16,690,567    |
| MSBU-Hydrant Rental Boca Raton               |              | 0           | 560,814       | 560,814       |              | 0           | 555,858       | 555,858       |
| MSBU-Hydrant Rental-Riviera Beach            |              | 0           | 58,042        | 58,042        |              | 0           | 56,332        | 56,332        |
| Fire Rescue Improvement                      |              | 0           | 41,362,744    | 41,362,744    |              | 0           | 38,190,171    | 38,190,171    |
| Fire Rescue Impact Fees                      |              | 0           | 5,936,214     | 5,936,214     |              | 0           | 6,910,110     | 6,910,110     |
| Unicorp Improvement Fund                     |              | 0           | 11,469,077    | 11,469,077    |              | 0           | 10,052,074    | 10,052,074    |
| <b>Gross-Total Dependent Districts</b>       |              | 236,758,683 | 296,747,235   | 533,465,062   |              | 232,081,640 | 283,890,986   | 515,972,626   |

**BUDGET COMPARISON BY FUND - FY 2011 AND 2012**  
**Board of County Commissioners**

2010 Non-Exempt Valuation Countywide \$127,011,285,418

2011 Tentative Non-Exempt Valuation Countywide \$124,519,237,190

| Fund Name                               | 2011 Adopted |             |               |               | 2012 Adopted |             |               |               |
|---|--------------|-------------|---------------|---------------|--------------|-------------|---------------|---------------|
|   | Mills        | Taxes       | Other Revenue | Budget        | Mills        | Taxes       | Other Revenue | Budget        |
| Less: Interfund Transfers               |              |             | (18,367,499)  | (18,367,499)  |              |             | (18,463,698)  | (18,463,698)  |
| Less: Interdepartmental Charges         |              |             | (5,802,125)   | (5,802,125)   |              |             | (5,537,744)   | (5,537,744)   |
| Net-Total Dependent Districts           |              | 236,758,683 | 272,577,611   | 509,295,438   |              | 232,081,640 | 259,889,544   | 491,971,184   |
| Net-Total County Funds & Dep. Districts |              | 871,333,607 | 2,617,129,184 | 3,488,421,935 |              | 853,767,389 | 2,458,038,497 | 3,311,805,886 |
| Gross Total - All Funds                 |              | 871,333,607 | 3,206,968,162 | 4,078,260,913 |              | 853,767,389 | 3,071,429,260 | 3,925,196,649 |

| <b>Department</b>                           | <b>Adopted<br/>FY 2011</b> | <b>Modified<br/>FY 2011</b> | <b>Additions</b> | <b>Deletions</b> | <b>Transfers</b> | <b>Budget<br/>FY 2012</b> |
|---|----------------------------|-----------------------------|------------------|------------------|------------------|---------------------------|
| <b><u>Board of County Commissioners</u></b> |                            |                             |                  |                  |                  |                           |
| Airports                                    | 158                        | 158                         |                  | 9                |                  | 149                       |
| Community Services                          | 471                        | 478                         | 6                | 38               |                  | 440                       |
| County Administration                       | 11                         | 11                          |                  |                  |                  | 11                        |
| County Attorney                             | 46                         | 46                          |                  | 2                |                  | 44                        |
| County Commission                           | 27                         | 27                          |                  |                  |                  | 27                        |
| County Cooperative Extension Service        | 28                         | 29                          |                  |                  |                  | 29                        |
| County Library                              | 452                        | 452                         |                  | 33               |                  | 419                       |
| Engineering & Public Works                  | 450                        | 450                         |                  | 17               |                  | 433                       |
| Environmental Resources Management          | 139                        | 139                         |                  | 12               |                  | 127                       |
| Facilities Development & Operations         | 378                        | 378                         |                  | 12               |                  | 366                       |
| Financial Management & Budget               | 34                         | 34                          |                  | 2                |                  | 32                        |
| Fire-Rescue                                 | 1,511                      | 1,511                       |                  |                  |                  | 1,511                     |
| Housing & Community Development             | 51                         | 51                          |                  | 3                |                  | 48                        |
| Human Resources                             | 33                         | 33                          |                  |                  |                  | 33                        |
| Information Systems Services                | 189                        | 192                         |                  | 9                |                  | 183                       |
| Internal Auditor                            | 10                         | 10                          |                  | 2                |                  | 8                         |
| Legislative Affairs                         | 3                          | 3                           |                  |                  |                  | 3                         |
| Medical Examiner                            | 20                         | 20                          |                  | 1                |                  | 19                        |
| Metropolitan Planning Organization          | 10                         | 10                          | 1                |                  |                  | 11                        |
| Palm Tran                                   | 549                        | 549                         |                  |                  |                  | 549                       |
| Parks & Recreation                          | 595                        | 595                         |                  | 26               |                  | 569                       |
| Planning, Zoning & Building                 | 263                        | 263                         |                  | 11               |                  | 252                       |
| Public Affairs                              | 45                         | 45                          |                  | 3                |                  | 42                        |
| Public Safety                               | 331                        | 334                         |                  | 22               |                  | 312                       |
| Purchasing                                  | 43                         | 43                          |                  |                  |                  | 43                        |
| Risk Management                             | 30                         | 30                          |                  |                  |                  | 30                        |
| Tourist Development                         | 4                          | 4                           |                  |                  |                  | 4                         |
| Water Utilities                             | 558                        | 558                         |                  |                  |                  | 558                       |
| <b>Non-Departmental:</b>                    |                            |                             |                  |                  |                  |                           |
| Criminal Justice Commission                 | 12                         | 12                          |                  | 1                |                  | 11                        |
| Commission on Ethics                        | 4                          | 4                           | 2                |                  |                  | 6                         |
| Economic Development                        | 11                         | 11                          |                  | 1                |                  | 10                        |
| Office of Community Revitalization          | 6                          | 6                           |                  |                  |                  | 6                         |
| Office of Equal Opportunity                 | 12                         | 12                          |                  |                  |                  | 12                        |
| Office of Inspector General                 | 18                         | 34                          |                  |                  |                  | 34                        |
| Office of Small Business Assistance         | 7                          | 7                           |                  |                  |                  | 7                         |
| <b>Total BCC</b>                            | <b>6,509</b>               | <b>6,539</b>                | <b>9</b>         | <b>204</b>       | <b>0</b>         | <b>6,338</b>              |
| <b><u>Constitutional Officers</u></b>       |                            |                             |                  |                  |                  |                           |
| Clerk & Comptroller                         | 137                        | 137                         |                  | 3                |                  | 134                       |
| 15th Judicial Circuit                       | 24                         | 24                          |                  | 3                |                  | 21                        |
| Property Appraiser                          | 266                        | 266                         |                  |                  |                  | 266                       |
| Sheriff                                     | 3,919                      | 3,924                       |                  |                  |                  | 3,924                     |
| Supervisor of Elections                     | 42                         | 42                          | 3                |                  |                  | 45                        |
| Tax Collector                               | 264                        | 264                         | 41               |                  |                  | 305                       |
| <b>Total Constitutional Officers</b>        | <b>4,652</b>               | <b>4,657</b>                | <b>44</b>        | <b>6</b>         | <b>0</b>         | <b>4,695</b>              |
| <b>Grand Total</b>                          | <b>11,161</b>              | <b>11,196</b>               | <b>53</b>        | <b>210</b>       | <b>0</b>         | <b>11,033</b>             |

Following is a list of each new approved position, the reason the position was added, and the FY 2012 cost. Generally, because of the time required to fill a new position, the personal services costs have been computed at 75% of the full year cost, unless otherwise noted.

**Commission on Ethics (COE)**

- |   |   |                 |
|---|---|-----------------|
| 1 | <b>Investigator I</b><br>To research, interview and conduct investigations for the COE regarding alleged violations of the Palm Beach County (PBC) Code of Ethics, the PBC Lobbyist Ordinance and the PBC Post-Employment Ordinance.                              | <b>\$56,800</b> |
| 1 | <b>Clerical Specialist (part-time)</b><br>To maintain a variety of office files and records, to compile data and to prepare reports. Assignments may include gathering of information in order to facilitate updating or maintaining various databases and files. | <b>\$13,000</b> |

**Community Services**

- |   |  |                  |
|---|--|------------------|
| 5 | <b>Community Outreach Specialists</b><br>To perform duties in direct relation to the Community Action Program (CAP). Responsibilities include increasing public knowledge of mainstream public assistance programs, especially Food Stamps and Medicaid.     | <b>\$249,000</b> |
| 1 | <b>Grant Compliance Specialist I</b><br>To coordinate and implement CAP by monitoring and evaluating services and federal and state grant projects. The GCS will work with other agencies to ensure their knowledge and understanding of grant requirements. | <b>\$46,909</b>  |

**Metropolitan Planning Organization **\$87,370****

- |   |   |  |
|---|---|--|
| 1 | <b>Deputy Director</b><br>To apply professional planning which will involve the development and maintenance of the Long Range Transportation Plan combining highway and mass transit systems. |  |
|---|---|--|

**\$453,079**



**BUDGETED POSITION HISTORY BY DEPARTMENT**

**Palm Beach County, FL**

| <b>Board of County Commissioners</b>   | <b>FY 2008</b> | <b>FY 2009</b> | <b>FY 2010</b> | <b>FY 2011</b> | <b>FY 2012</b> |
|--|----------------|----------------|----------------|----------------|----------------|
| Airports                               | 159            | 161            | 158            | 158            | 149            |
| Community Services                     | 469            | 471            | 461            | 471            | 440            |
| County Administration                  | 13             | 12             | 11             | 11             | 11             |
| County Attorney                        | 55             | 51             | 46             | 46             | 44             |
| County Commission                      | 28             | 28             | 27             | 27             | 27             |
| County Cooperative Extension Service   | 39             | 36             | 32             | 28             | 29             |
| County Library                         | 481            | 452            | 452            | 452            | 419            |
| Engineering & Public Works             | 499            | 487            | 470            | 450            | 433            |
| Environmental Resources Management     | 151            | 145            | 145            | 139            | 127            |
| Facilities Development & Operations    | 458            | 429            | 394            | 378            | 366            |
| Financial Management & Budget          | 43             | 38             | 36             | 34             | 32             |
| Fire-Rescue                            | 1,471          | 1,473          | 1,542          | 1,511          | 1,511          |
| Housing & Community Development        | 55             | 55             | 43             | 51             | 48             |
| Human Resources                        | 39             | 38             | 35             | 33             | 33             |
| Information Systems Services           | 225            | 211            | 204            | 189            | 183            |
| Internal Auditor                       | 12             | 11             | 10             | 10             | 8              |
| Legislative Affairs                    | 4              | 4              | 4              | 3              | 3              |
| Medical Examiner                       | 22             | 22             | 20             | 20             | 19             |
| Metropolitan Planning Organization     | 10             | 10             | 10             | 10             | 11             |
| Palm Tran                              | 570            | 555            | 548            | 549            | 549            |
| Parks & Recreation                     | 699            | 657            | 624            | 595            | 569            |
| Planning, Zoning & Building            | 400            | 333            | 278            | 263            | 252            |
| Public Affairs                         | 56             | 54             | 51             | 45             | 42             |
| Public Safety                          | 372            | 345            | 341            | 331            | 312            |
| Purchasing                             | 51             | 46             | 43             | 43             | 43             |
| Risk Management                        | 37             | 36             | 32             | 30             | 30             |
| Tourist Development                    | 4              | 5              | 4              | 4              | 4              |
| Water Utilities                        | 518            | 499            | 559            | 558            | 558            |
| <b><u>Non-Departmental:</u></b>        |                |                |                |                |                |
| Ethics Commission                      | N/A            | N/A            | N/A            | 4              | 6              |
| Criminal Justice Commission            | 19             | 17             | 17             | 12             | 11             |
| Economic Development                   | 6              | 5              | 7              | 11             | 10             |
| Office of Community Revitalization     | 9              | 7              | 6              | 6              | 6              |
| Office of Equal Opportunity            | 12             | 12             | 12             | 12             | 12             |
| Office of Inspector General            | N/A            | N/A            | N/A            | 18             | 34             |
| Office of Small Business Assistance    | 8              | 8              | 7              | 7              | 7              |
| <b>Total BCC</b>                       | <b>6,994</b>   | <b>6,713</b>   | <b>6,629</b>   | <b>6,509</b>   | <b>6,338</b>   |
| <b><u>Constitutional Officers:</u></b> |                |                |                |                |                |
| Clerk & Comptroller                    | 144            | 144            | 141            | 137            | 134            |
| 15th Judicial Circuit                  | 20             | 20             | 21             | 24             | 21             |
| Property Appraiser                     | 280            | 280            | 266            | 266            | 266            |
| Sheriff                                | 3,812          | 3,848          | 4,011          | 3,919          | 3,924          |
| Supervisor of Elections                | 45             | 45             | 42             | 42             | 45             |
| Tax Collector                          | 269            | 264            | 264            | 264            | 305            |
| <b>Total Constitutional Officers</b>   | <b>4,570</b>   | <b>4,601</b>   | <b>4,745</b>   | <b>4,652</b>   | <b>4,695</b>   |
| <b>Grand Total</b>                     | <b>11,564</b>  | <b>11,314</b>  | <b>11,374</b>  | <b>11,161</b>  | <b>11,033</b>  |

**Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department**

**FY 2011 Adopted Budget and FY 2012 Adopted Budget**

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

**BCC Countywide Departments and Agencies**

**Community Services**

|                       |            |            |             |       |
|-----------------------|------------|------------|-------------|-------|
| Gross                 | 64,208,726 | 67,204,378 | 2,995,652   | 4.7%  |
| Ad Valorem Equivalent | 19,985,541 | 18,976,388 | (1,009,153) | -5.0% |
| Positions             | 471        | 440        | (31)        | -6.6% |

The decrease in ad valorem equivalent is primarily due to the elimination of 41 positions across Community Services and a reduction in FRS contributions. The eliminations have been offset by the creation of 10 new positions in Community Action Program (CAP). Additional savings are due to an increase in grant revenue in CAP and Ryan White Programs.

**County Administration**

|                       |           |           |           |       |
|-----------------------|-----------|-----------|-----------|-------|
| Gross                 | 1,935,371 | 1,823,945 | (111,426) | -5.8% |
| Ad Valorem Equivalent | 1,548,656 | 1,426,287 | (122,369) | -7.9% |
| Positions             | 11        | 11        | 0         | 0.0%  |

The decrease in ad valorem equivalent is due to a decrease in expenses from attrition and a reduction of FRS contributions, offset by higher insurance premiums and higher charges for interdepartmental services

**County Attorney**

|                       |           |           |           |       |
|-----------------------|-----------|-----------|-----------|-------|
| Gross                 | 5,979,428 | 5,556,784 | (422,644) | -7.1% |
| Ad Valorem Equivalent | 4,102,828 | 3,880,134 | (222,694) | -5.4% |
| Positions             | 46        | 44        | (2)       | -4.3% |

The decrease in ad valorem equivalent is due to the elimination of one Senior County Attorney and one Legal Assistant II, a reduction in FRS contributions and reductions in various operating expenditures. Decrease in revenues is due to the reduction in interdepartmental billing.

**County Commission**

|                       |           |           |          |       |
|-----------------------|-----------|-----------|----------|-------|
| Gross                 | 2,790,816 | 2,762,360 | (28,456) | -1.0% |
| Ad Valorem Equivalent | 2,790,816 | 2,762,360 | (28,456) | -1.0% |
| Positions             | 27        | 27        | 0        | 0.0%  |

The decrease is due to attrition and a reduction of FRS contributions, offset by higher insurance premiums.

## Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department

### FY 2011 Adopted Budget and FY 2012 Adopted Budget

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

**BCC Countywide Departments and Agencies**

**County Cooperative Extension Service**

|                       |           |           |           |       |
|-----------------------|-----------|-----------|-----------|-------|
| Gross                 | 2,645,476 | 2,600,205 | (45,271)  | -1.7% |
| Ad Valorem Equivalent | 2,297,714 | 2,190,167 | (107,547) | -4.7% |
| Positions             | 28        | 29        | 1         | 3.6%  |

The decrease in gross budget is due to attrition and a reduction in FRS contributions, offset by higher insurance premiums. The decrease in ad valorem equivalent includes an increase in revenues from the Special Revenue Fund. The increase in positions occurred during FY 2011.

**Engineering and Public Works**

|                       |            |            |             |       |
|-----------------------|------------|------------|-------------|-------|
| Gross                 | 58,742,006 | 53,116,913 | (5,625,093) | -9.6% |
| Ad Valorem Equivalent | 10,049,196 | 10,919,944 | 870,748     | 8.7%  |
| Positions             | 450        | 433        | (17)        | -3.8% |

The decrease in gross budget is due to the elimination of 17 vacant positions, a reduction in FRS contributions and a significant reduction in Pavement Management/Roadway Striping, Thoroughfare Resurfacing, and Signs & Controller budgets. The increase in ad valorem equivalent is due to the decrease in the transfers from the Transportation Improvement Fund and the Unincorporated Improvement Fund.

**Environmental Resource Management**

|                       |            |            |             |        |
|-----------------------|------------|------------|-------------|--------|
| Gross                 | 58,408,249 | 50,339,359 | (8,068,890) | -13.8% |
| Ad Valorem Equivalent | 9,241,250  | 8,249,947  | (991,303)   | -10.7% |
| Positions             | 139        | 127        | (12)        | -8.6%  |

The change in gross budget is due to a decrease in funding for capital projects, decreases in grant operations due to the completion of grant activities, the elimination of 12 positions, a reduction in FRS contributions, and a \$250,000 reduction in the Manatee Protection Program.

**Facilities Development and Operations**

|                       |            |            |             |       |
|-----------------------|------------|------------|-------------|-------|
| Gross                 | 39,604,067 | 37,859,914 | (1,744,153) | -4.4% |
| Ad Valorem Equivalent | 35,193,067 | 33,665,914 | (1,527,153) | -4.3% |
| Positions             | 318        | 307        | (11)        | -3.5% |

The decrease in ad valorem equivalent is due to the elimination of eleven positions and a reduction in FRS contributions.

## Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department

### FY 2011 Adopted Budget and FY 2012 Adopted Budget

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

**BCC Countywide Departments and Agencies**

**Fleet Management**

|                       |            |            |         |       |
|-----------------------|------------|------------|---------|-------|
| Gross                 | 47,817,638 | 48,422,449 | 604,811 | 1.3%  |
| Ad Valorem Equivalent | 0          | 0          | 0       | 0.0%  |
| Positions             | 60         | 59         | (1)     | -1.7% |

The increase in gross budget is due to one-time transfers to County Library, Fire Rescue, Airport Operations and County General Fund offset by the reclassification of two vacant positions and elimination of one vacant position.

**Financial Management and Budget**

|                       |           |           |           |       |
|-----------------------|-----------|-----------|-----------|-------|
| Gross                 | 3,364,211 | 3,123,611 | (240,600) | -7.2% |
| Ad Valorem Equivalent | 3,146,711 | 2,919,497 | (227,214) | -7.2% |
| Positions             | 34        | 32        | (2)       | -5.9% |

The decrease in ad valorem equivalent is due to the elimination of one vacant Budget Analyst I and one filled Financial Analyst I positions. Impact Fee revenues were reduced based on prior year actuals.

**Housing and Community Development**

|                       |             |             |              |        |
|-----------------------|-------------|-------------|--------------|--------|
| Gross                 | 128,786,691 | 112,149,872 | (16,636,819) | -12.9% |
| Ad Valorem Equivalent | 141,520     | 241,520     | 100,000      | 70.7%  |
| Positions             | 51          | 48          | (3)          | -5.9%  |

The decrease in gross budget is due to lower amounts of available grant funding and the increase in ad valorem support is to cover costs not reimbursable by the grants. The three eliminated positions were grant funded.

**Human Resources**

|                       |           |           |          |       |
|-----------------------|-----------|-----------|----------|-------|
| Gross                 | 3,077,856 | 3,006,482 | (71,374) | -2.3% |
| Ad Valorem Equivalent | 3,069,356 | 2,991,982 | (77,374) | -2.5% |
| Positions             | 33        | 33        | 0        | 0.0%  |

The decrease in ad valorem equivalent is primarily due to a reduction in FRS contributions offset by increases in life and health insurance premiums. Increase in revenue is due to an increase in direct training services provided to departments.

## Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department

### FY 2011 Adopted Budget and FY 2012 Adopted Budget

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

**BCC Countywide Departments and Agencies**

**Information Systems Services**

|                       |            |            |             |        |
|-----------------------|------------|------------|-------------|--------|
| Gross                 | 28,338,874 | 25,955,361 | (2,383,513) | -8.4%  |
| Ad Valorem Equivalent | 23,187,671 | 20,641,930 | (2,545,741) | -11.0% |
| Positions             | 189        | 183        | (6)         | -3.2%  |

The decrease in ad valorem equivalent is due to the elimination of six positions, a reduction in FRS contributions, and reduced contractual services, maintenance, and software costs. The increase in revenues is due to an increase in charges for services and an increase in the number of outside connections to the

**Internal Auditor**

|                       |           |         |           |        |
|-----------------------|-----------|---------|-----------|--------|
| Gross                 | 1,190,414 | 995,334 | (195,080) | -16.4% |
| Ad Valorem Equivalent | 1,122,914 | 995,334 | (127,580) | -11.4% |
| Positions             | 10        | 8       | (2)       | -20.0% |

The decrease in the ad valorem equivalent is due to the elimination of two positions.

**Legislative Affairs**

|                       |         |         |          |       |
|-----------------------|---------|---------|----------|-------|
| Gross                 | 516,314 | 487,176 | (29,138) | -5.6% |
| Ad Valorem Equivalent | 516,314 | 487,176 | (29,138) | -5.6% |
| Positions             | 3       | 3       | 0        | 0.0%  |

The decrease in ad valorem equivalent is primarily attributable to a reduction in FRS contributions offset by an increase in operating costs.

**Medical Examiner**

|                       |           |           |           |       |
|-----------------------|-----------|-----------|-----------|-------|
| Gross                 | 2,646,404 | 2,476,247 | (170,157) | -6.4% |
| Ad Valorem Equivalent | 2,310,904 | 2,126,247 | (184,657) | -8.0% |
| Positions             | 20        | 19        | (1)       | -5.0% |

A large portion of the decrease is due to a reduction in FRS contributions. Although the vacant Manager position was eliminated, this was offset by including overtime in the budget this year, so minimal savings were realized. The department also reduced machinery and equipment costs and UASI grant expenses.

## Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department

### FY 2011 Adopted Budget and FY 2012 Adopted Budget

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

**BCC Countywide Departments and Agencies**

**Metropolitan Planning Organization**

|                       |           |           |           |        |
|-----------------------|-----------|-----------|-----------|--------|
| Gross                 | 3,225,930 | 2,414,419 | (811,511) | -25.2% |
| Ad Valorem Equivalent | 58,438    | 56,500    | (1,938)   | -3.3%  |
| Positions             | 10        | 11        | 1         | 10.0%  |

The decrease in ad valorem equivalent is due to a decrease in grant funding. The increase in positions is due to the addition of one new MPO Deputy Director position for the period July 2012 through February 2013, created due to the impending retirement of the MPO Director in FY 2013. Upon retirement, the vacant position will be eliminated.

**Palm Tran**

|                       |             |             |         |      |
|-----------------------|-------------|-------------|---------|------|
| Gross                 | 130,734,894 | 130,733,864 | (1,030) | 0.0% |
| Ad Valorem Equivalent | 15,514,940  | 16,511,376  | 996,436 | 6.4% |
| Positions             | 549         | 549         | 0       | 0.0% |

The increase in ad valorem equivalent is due to the expiration of several FTA grants. This is offset by an increase in interfund transfers from the road program and a decrease in fund balance.

**Parks and Recreation**

|                       |            |            |             |       |
|-----------------------|------------|------------|-------------|-------|
| Gross                 | 63,249,397 | 60,983,176 | (2,266,221) | -3.6% |
| Ad Valorem Equivalent | 47,123,270 | 44,531,238 | (2,592,032) | -5.5% |
| Positions             | 595        | 569        | (26)        | -4.4% |

The decrease in ad valorem equivalent is due to the elimination of 26 permanent positions and 10 non-permanent positions, a reduction in FRS contributions, and an increase in fees for pools, parking, and special facilities.

**Planning, Zoning and Building**

|                       |            |            |             |       |
|-----------------------|------------|------------|-------------|-------|
| Gross                 | 25,115,564 | 26,535,113 | 1,419,549   | 5.7%  |
| Ad Valorem Equivalent | 11,443,134 | 10,384,750 | (1,058,384) | -9.2% |
| Positions             | 263        | 252        | (11)        | -4.2% |

The decrease in ad valorem equivalent is due to the elimination of 11 positions, a reduction in FRS contributions, and a reduction in operating expenses. The increase in gross budget is primarily due to an increase in fund balance and an increase in License & Permit applications.

## Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department

### FY 2011 Adopted Budget and FY 2012 Adopted Budget

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

**BCC Countywide Departments and Agencies**

**Public Affairs**

|                       |           |           |           |       |
|-----------------------|-----------|-----------|-----------|-------|
| Gross                 | 6,319,402 | 5,886,476 | (432,926) | -6.9% |
| Ad Valorem Equivalent | 4,099,133 | 3,875,713 | (223,420) | -5.5% |
| Positions             | 45        | 42        | (3)       | -6.7% |

The decrease in ad valorem equivalent is due to the elimination of three positions in the Organization Improvement and Information Desk divisions and a reduction in FRS contributions.

**Public Safety**

|                       |            |            |              |        |
|-----------------------|------------|------------|--------------|--------|
| Gross                 | 51,115,447 | 39,765,162 | (11,350,285) | -22.2% |
| Ad Valorem Equivalent | 18,958,744 | 17,573,641 | (1,385,103)  | -7.3%  |
| Positions             | 331        | 312        | (19)         | -5.7%  |

The decrease in ad valorem equivalent is due to the outsourcing of the tag division, the elimination of positions throughout all divisions, and a reduction in FRS contributions. The outsourcing of the tag division has allowed for higher revenue due to an increase in the number of tags being sold.

**Purchasing**

|                       |           |           |           |       |
|-----------------------|-----------|-----------|-----------|-------|
| Gross                 | 3,574,615 | 3,471,010 | (103,605) | -2.9% |
| Ad Valorem Equivalent | 3,561,415 | 3,462,510 | (98,905)  | -2.8% |
| Positions             | 43        | 43        | 0         | 0.0%  |

The decrease in ad valorem equivalent is due to downgrading a Senior Buyer position to a Buyer position, a reduction in FRS contributions, and a decrease in Casualty Self Insurance premiums.

**Non-Departmental**

**Commission on Ethics**

|                       |         |         |         |       |
|-----------------------|---------|---------|---------|-------|
| Gross                 | 475,626 | 637,022 | 161,396 | 33.9% |
| Ad Valorem Equivalent | 475,626 | 475,626 | 0       | 0.0%  |
| Positions             | 4       | 6       | 2       | 50.0% |

The increase in the gross budget is primarily due to the addition of one Investigator position and one Research Assistant position.

**Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department**

**FY 2011 Adopted Budget and FY 2012 Adopted Budget**

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

**Non-Departmental**

**Community Revitalization**

|                       |           |           |         |       |
|-----------------------|-----------|-----------|---------|-------|
| Gross                 | 1,798,603 | 2,109,291 | 310,688 | 17.3% |
| Ad Valorem Equivalent | 591,630   | 584,205   | (7,425) | -1.3% |
| Positions             | 6         | 6         | 0       | 0.0%  |

The increase in gross budget is primarily due to an increase in reserves in the Street Lighting program. The decrease in ad valorem equivalent is the net cost savings from FRS and insurance rate changes.

**Criminal Justice Commission**

|                       |           |           |          |        |
|-----------------------|-----------|-----------|----------|--------|
| Gross                 | 2,619,778 | 2,989,378 | 369,600  | 14.1%  |
| Ad Valorem Equivalent | 831,622   | 744,639   | (86,983) | -10.5% |
| Positions             | 12        | 11        | (1)      | -8.3%  |

The increase in gross budget and decrease in ad valorem support is due to an increase in grant support of programs.

**Economic Development**

|                       |            |            |              |        |
|-----------------------|------------|------------|--------------|--------|
| Gross                 | 30,392,090 | 17,463,622 | (12,928,468) | -42.5% |
| Ad Valorem Equivalent | 1,606,114  | 1,808,647  | 202,533      | 12.6%  |
| Positions             | 11         | 10         | (1)          | -9.1%  |

The decrease in gross budget is primarily due to a reduction in available funding for the Section 108 Loan Program. The increase in ad valorem equivalent is due to additional funding in FY2012 for the Business Development Board and Film Commission offset by the elimination of one position.

**Equal Opportunity**

|                       |           |           |           |         |
|-----------------------|-----------|-----------|-----------|---------|
| Gross                 | 2,030,188 | 1,315,399 | (714,789) | -35.2%  |
| Ad Valorem Equivalent | 229,478   | (198,033) | (427,511) | -186.3% |
| Positions             | 12        | 12        | 0         | 0.0%    |

The decrease in ad valorem equivalent is due to closing the Fair Employment Contract Fund. The revenues, expenses, and balance brought forward were transferred to the General Fund which will cover the costs of Fair Housing, as well as provide additional funding for the General Fund.



## Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department

### FY 2011 Adopted Budget and FY 2012 Adopted Budget

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

**Non-Departmental**

**Office of Inspector General**

|                       |           |           |           |        |
|-----------------------|-----------|-----------|-----------|--------|
| Gross                 | 1,474,825 | 3,299,643 | 1,824,818 | 123.7% |
| Ad Valorem Equivalent | 0         | 1,546,247 | 1,546,247 | 100.0% |
| Positions             | 18        | 34        | 16        | 88.9%  |

The increase in gross budget and ad valorem equivalent is primarily due to the addition of 16 new positions for the anticipated increase in workload with the County, municipalities, and other outside entities. On May 17, 2011, Ordinance No. 2011-009 was adopted and among the changes was an update to the funding mechanism for payment of the fee from the County and municipalities. Ad valorem support is the County's general fund portion. The FY2011 adopted budget did not reflect ad valorem funding of \$740,504 which was established mid-year.

**Public Health Department**

|                       |           |           |           |       |
|-----------------------|-----------|-----------|-----------|-------|
| Gross                 | 2,160,459 | 1,992,586 | (167,873) | -7.8% |
| Ad Valorem Equivalent | 2,160,459 | 1,992,586 | (167,873) | -7.8% |

The decrease in ad valorem equivalent is attributable to a 5% reduction in ad valorem funding and the transfer of the Rabies Investigation Program to the Public Safety Department for FY 2012.

**Small Business Assistance**

|                       |         |         |          |        |
|-----------------------|---------|---------|----------|--------|
| Gross                 | 844,492 | 759,841 | (84,651) | -10.0% |
| Ad Valorem Equivalent | 797,692 | 711,841 | (85,851) | -10.8% |
| Positions             | 7       | 7       | 0        | 0.0%   |

The decrease in gross budget and ad valorem equivalent is a result of decreasing various operating expenses including contractual services for training, books and publications. \$34,000 of this reduction was reinstated in early FY2012

**Value Adjustment Board**

|                       |         |         |   |      |
|-----------------------|---------|---------|---|------|
| Gross                 | 838,549 | 838,549 | 0 | 0.0% |
| Ad Valorem Equivalent | 326,249 | 326,249 | 0 | 0.0% |

| <b>Total BCC Countywide Departments/Agencies</b> |             |             |              |       |
|--|-------------|-------------|--------------|-------|
| Gross  | 776,022,400 | 719,074,941 | (56,947,459) | -7.3% |
| Ad Valorem Equivalent                            | 226,482,402 | 216,862,562 | (9,619,840)  | -4.2% |
| Positions  | 3,796       | 3,667       | (129)        | -3.4% |

## Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department

### FY 2011 Adopted Budget and FY 2012 Adopted Budget

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

**BCC Dependent Taxing District Departments**

**County Library**

|                                   |            |            |           |       |
|-----------------------------------|------------|------------|-----------|-------|
| Gross                             | 47,150,028 | 47,539,918 | 389,890   | 0.8%  |
| Ad Valorem Equivalent:<br>Library | 37,686,348 | 37,048,595 | (637,753) | -1.7% |
| Positions                         | 452        | 419        | (33)      | -7.3% |

The decrease in ad valorem equivalent includes a transfer from the Library Expansion Fund to return ad valorem dollars for operations along with an increase in reserves. The reduction in positions did not have an ad valorem effect since they were not budgeted for in FY 2011.

**Fire-Rescue**

|   |             |             |             |        |
|---|-------------|-------------|-------------|--------|
| Gross   | 356,627,602 | 352,254,822 | (4,372,780) | -1.2%  |
| Ad Valorem Equivalent:<br>Countywide<br>Fire Rescue | 9,423,026   | 7,637,868   | (1,785,158) | -18.9% |
|   | 195,105,351 | 191,052,228 | (4,053,123) | -2.1%  |
| Positions   | 1,511       | 1,511       | 0           | 0.0%   |

The decrease in ad valorem equivalent is primarily due to decreases in operating expenses and decreases in interest revenue, revenue from Jupiter MSTU, revenue for Aviation Battalion and for the Common Dispatch Program.

| <b>Total BCC Dependent Taxing District Departments</b> |             |             |             |        |
|--|-------------|-------------|-------------|--------|
| Gross  | 403,777,630 | 399,794,740 | (3,982,890) | -1.0%  |
| Ad Valorem Equivalent                                  | 9,423,026   | 7,637,868   | (1,785,158) | -18.9% |
| Positions  | 1,963       | 1,930       | (33)        | -1.7%  |

**BCC Proprietary (non tax supported) Departments**

**Airports**

|                       |            |            |           |       |
|-----------------------|------------|------------|-----------|-------|
| Gross                 | 76,699,499 | 81,795,911 | 5,096,412 | 6.6%  |
| Ad Valorem Equivalent | 0          | 0          | 0         | 0.0%  |
| Positions             | 158        | 149        | (9)       | -5.7% |

The increase in gross budget is due to an increase in revenues from additional fees charged to commercial customers for rentals and concessions. The increase in expenditures is attributable to increases in multiple interfund transfers offset by the elimination of nine vacant positions in the maintenance and operations departments and the reduction in FRS contributions.

**Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department**

**FY 2011 Adopted Budget and FY 2012 Adopted Budget**

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

**BCC Proprietary (non tax supported) Departments**

**Risk Management**

|                       |             |             |              |        |
|-----------------------|-------------|-------------|--------------|--------|
| Gross                 | 116,163,775 | 101,804,513 | (14,359,262) | -12.4% |
| Ad Valorem Equivalent | 375,775     | 367,789     | (7,986)      | -2.1%  |
| Positions             | 30          | 30          | 0            | 0.0%   |

The decrease in gross budget is due to a decrease in reserves. This decrease is due to an increase in insurance claims expense.

**Tourist Development**

|                       |            |            |           |       |
|-----------------------|------------|------------|-----------|-------|
| Gross                 | 40,611,933 | 47,179,035 | 6,567,102 | 16.2% |
| Ad Valorem Equivalent | 0          | 0          | 0         | 0.0%  |
| Positions             | 4          | 4          | 0         | 0.0%  |

The increase in gross budget is primarily a result of increased Tourist Development Taxes over FY 2011, the majority of which was used to rebuild reserves.

**Water Utilities**

|                       |             |             |           |      |
|-----------------------|-------------|-------------|-----------|------|
| Gross                 | 117,223,355 | 124,371,405 | 7,148,050 | 6.1% |
| Ad Valorem Equivalent | 0           | 0           | 0         | 0.0% |
| Positions             | 558         | 558         | 0         | 0.0% |

The increase in gross budget is due to the effect of in-line rate indexing from 5.677 to 5.6828 CPI, additional FPL reclaimed funding, and other charges such as bulk agreement revenues for Lake Clarke Shores and Seacoast Utility Authority.

| <b>Total BCC Proprietary (non tax supported) Departments</b> |             |             |           |       |
|--|-------------|-------------|-----------|-------|
| Gross  | 350,698,562 | 355,150,864 | 4,452,302 | 1.3%  |
| Ad Valorem Equivalent  | 375,775     | 367,789     | (7,986)   | -2.1% |
| Positions  | 750         | 741         | (9)       | -1.2% |

| <b>Total All BCC Funds</b> |               |               |              |       |
|----------------------------|---------------|---------------|--------------|-------|
| Gross                      | 1,530,498,592 | 1,474,020,545 | (56,478,047) | -3.7% |
| Ad Valorem Equivalent      | 236,281,203   | 224,868,219   | (11,412,984) | -4.8% |
| Positions                  | 6,509         | 6,338         | (171)        | -2.6% |

## Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department

### FY 2011 Adopted Budget and FY 2012 Adopted Budget

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

#### Judicial

##### 15th Judicial Circuit (Court Admin.)

|                       |           |           |          |        |
|-----------------------|-----------|-----------|----------|--------|
| Gross                 | 1,213,859 | 1,175,079 | (38,780) | -3.2%  |
| Ad Valorem Equivalent | 1,023,468 | 928,111   | (95,357) | -9.3%  |
| Positions             | 9         | 8         | (1)      | -11.1% |

The decrease in the ad valorem equivalent is due to the reduction of casualty insurance premiums, copy machine rental cost, and other various operating expenses.

#### Law Library

|                       |         |         |          |        |
|-----------------------|---------|---------|----------|--------|
| Gross                 | 516,427 | 427,350 | (89,077) | -17.2% |
| Ad Valorem Equivalent | 0       | 0       | 0        | 0.0%   |
| Positions             | 4       | 2       | (2)      | -50.0% |

The decrease in gross budget is due to a decrease in contributions/donations from private sources, service charges and other miscellaneous revenue sources.

#### Public Defender

|                       |         |         |         |       |
|-----------------------|---------|---------|---------|-------|
| Gross                 | 477,430 | 535,398 | 57,968  | 12.1% |
| Ad Valorem Equivalent | 283,930 | 276,898 | (7,032) | -2.5% |

The decrease in ad valorem equivalent is due to a decrease in casualty insurance. The increase in gross budget is due to an increase in revenue for the Re-Entry Program.

#### State Attorney

|                       |         |         |        |      |
|-----------------------|---------|---------|--------|------|
| Gross                 | 278,052 | 303,629 | 25,577 | 9.2% |
| Ad Valorem Equivalent | 278,052 | 303,629 | 25,577 | 9.2% |

The increase in ad valorem equivalent is due to the carry forward funding for storage cost reduction offset by a decrease in various operating expenses.

#### Court Related Information Technology

|                       |           |           |           |        |
|-----------------------|-----------|-----------|-----------|--------|
| Gross                 | 3,541,971 | 3,601,960 | 59,989    | 1.7%   |
| Ad Valorem Equivalent | 583,395   | 1,913,279 | 1,329,884 | 228.0% |
| Positions             | 11        | 11        | 0         | 0.0%   |

The increase in ad valorem equivalent is due to the loss of the General Fund transfer carry forward.

**Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department**

**FY 2011 Adopted Budget and FY 2012 Adopted Budget**

| Department            | Adopted Budget |           | Change    |        |
|-----------------------|----------------|-----------|-----------|--------|
|                       | FY 2011        | FY 2012   | Amount    | %      |
| <b>Total Judicial</b> |                |           |           |        |
| Gross                 | 6,027,739      | 6,043,416 | 15,677    | 0.3%   |
| Ad Valorem Equivalent | 2,168,845      | 3,421,917 | 1,253,072 | 57.8%  |
| Positions             | 24             | 21        | (3)       | -12.5% |

**Constitutional Officers**

**Clerk & Comptroller-BCC Only**

|                       |            |            |           |       |
|-----------------------|------------|------------|-----------|-------|
| Gross                 | 12,861,632 | 12,070,761 | (790,871) | -6.1% |
| Ad Valorem Equivalent | 12,361,632 | 11,570,761 | (790,871) | -6.4% |
| Positions             | 137        | 134        | (3)       | -2.2% |

The decrease is due to three positions eliminated in FY 2012 and the decrease in Information Service Systems service cost for enterprise and professional services.

**Property Appraiser**

|                       |            |            |             |       |
|-----------------------|------------|------------|-------------|-------|
| Gross                 | 17,976,815 | 16,277,210 | (1,699,605) | -9.5% |
| Ad Valorem Equivalent | 17,976,815 | 16,277,210 | (1,699,605) | -9.5% |
| Positions             | 266        | 266        | 0           | 0.0%  |

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 did not change compared to last year. However, the Property Appraiser's appropriation budget is down 6.8%, from \$23.1 million to \$21.6 million. This resulted in a reduction in commissions paid to the Property Appraiser.

**Sheriff**

|                       |             |             |             |       |
|-----------------------|-------------|-------------|-------------|-------|
| Gross                 | 477,508,995 | 474,133,623 | (3,375,372) | -0.7% |
| Ad Valorem Equivalent | 399,599,811 | 398,828,191 | (771,620)   | -0.2% |
| Positions             | 3,919       | 3,924       | 5           | 0.1%  |

The decrease in gross budget is primarily due to a reduction in the carry forward request. The increase in positions occurred during FY 2011.

## Comparison of Gross Budget, Tax Equivalent Funding, and Positions by Department

### FY 2011 Adopted Budget and FY 2012 Adopted Budget

| Department | Adopted Budget |         | Change |   |
|------------|----------------|---------|--------|---|
|            | FY 2011        | FY 2012 | Amount | % |

#### Constitutional Officers

##### Supervisor of Elections

|                       |            |            |           |       |
|-----------------------|------------|------------|-----------|-------|
| Gross                 | 10,664,400 | 12,012,340 | 1,347,940 | 12.6% |
| Ad Valorem Equivalent | 10,664,400 | 12,012,340 | 1,347,940 | 12.6% |
| Positions             | 42         | 45         | 3         | 7.1%  |

The increase is due to the addition of personnel needed to improve operating capacity resulting from the State of Florida's mandate to change the timing for Early Voting. Expenses also increased due to the need to conduct two countywide elections in FY 2012 versus only one in FY 2011.

##### Tax Collector

|                       |           |           |           |        |
|-----------------------|-----------|-----------|-----------|--------|
| Gross                 | 3,906,555 | 3,326,378 | (580,177) | -14.9% |
| Ad Valorem Equivalent | 3,906,555 | 3,326,378 | (580,177) | -14.9% |
| Positions             | 264       | 305       | 41        | 15.5%  |

The decrease in ad valorem equivalent is directly related to an estimated increase in Tax Collector's

| <b>Total Constitutional Officers</b> |             |             |             |       |
|--------------------------------------|-------------|-------------|-------------|-------|
| Gross                                | 522,918,397 | 517,820,312 | (5,098,085) | -1.0% |
| Ad Valorem Equivalent                | 444,509,213 | 442,014,880 | (2,494,333) | -0.6% |
| Positions                            | 4,628       | 4,674       | 46          | 1.0%  |

| <b>Grand Total BCC Departments/Agencies, Judicial and Constitutional Officers</b> |               |               |              |       |
|---|---------------|---------------|--------------|-------|
| Gross   | 2,059,444,728 | 1,997,884,273 | (61,560,455) | -3.0% |
| Ad Valorem Equivalent   | 682,959,261   | 670,305,016   | (12,654,245) | -1.9% |
| Positions   | 11,161        | 11,033        | (128)        | -1.1% |

## DEPARTMENT SUMMARY

### 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 is made up of seven Commissioners, each representing a single-member district. Commissioners are elected to four-year terms by voters in the district in which they reside. Effective in FY 2009, Commissioners annually elect a Chair to preside over meetings and serve as ceremonial head of the County. A Vice Chair is also selected to assume these duties in the absence of the Chair. Previously this was done semi-annually.

The County Commission 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; 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; adoption and enforcement of building and housing codes and regulations; preservation of natural resources; and provision of cultural and recreational facilities and programs.

### FY 11 Highlights & Accomplishments

- Directed staff to proceed with a public participation plan aimed at obtaining suggested changes to the Palm Beach County Charter to be placed on the November 2012 ballot.
- Approved an application by West Palm Beach Hotel Group, LLC for \$25 million in Federal Recovery Zone bond funds to ward construction of a Marriott Residence Inn in downtown West Palm Beach. No county funds, its taxing power, faith or credit are involved.
- Adopted an ordinance requiring banks and mortgage companies to register properties in foreclosure, inspect those properties, and identify a property maintenance company for each foreclosed property.
- Approved the voluntary annexation of an enclave totaling 1.21 acres on Kirk Road into the Village of Palm Springs and a 3.44 acre parcel on Indiantown Road into the Town of Jupiter.

### FY 12 Objectives

- Maintain appropriate resources to protect the health, safety and welfare of the residents of and visitors to Palm Beach County.
- Focus on the creation of jobs and economic development in the County.
- Preserve and protect the local natural environment, including threatened resources, ecosystems and animal species.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual | FY 11 Budget | FY 12 Budget | Change (FY 11-FY 12) |      |
|---------------------------------------|--------------|--------------|--------------|----------------------|------|
|                                       |              |              |              | \$                   | %    |
| <b><u>Non-Ad Valorem Revenues</u></b> |              |              |              |                      |      |
| Other                                 | \$ 456       | \$ -         | \$ -         | \$ -                 | -    |
| SubTotal                              | \$ 456       | \$ -         | \$ -         | \$ -                 | -    |
| <b><u>Appropriations</u></b>          |              |              |              |                      |      |
| Personal Services                     | \$ 2,507,929 | \$ 2,556,571 | \$ 2,525,459 | \$ (31,112)          | (1%) |
| Operating Expenses                    | 216,939      | 234,245      | 236,901      | 2,656                | 1%   |
| SubTotal                              | \$ 2,724,868 | \$ 2,790,816 | \$ 2,762,360 | \$ (28,456)          | (1%) |
| Ad Valorem Funding                    | \$ 2,724,412 | \$ 2,790,816 | \$ 2,762,360 | \$ (28,456)          | (1%) |
| Positions                             | 27           | 27           | 27           | -                    | -    |

**Budget Variance Explanation**

|                           |   |
|---------------------------|---|
| \$ (31,112)               | Decrease due to staff turnover and FRS reductions, offset by higher insurance premiums. |
| \$ 2,656                  | Increases in Dues & Memberships offset by decreases in various operating expenses.      |
| <b><u>\$ (28,456)</u></b> | <b>Total Decrease</b>   |



## DEPARTMENT SUMMARY

### Mission Statement

The mission of the County Attorney's Office is 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, serves at the pleasure of the Board, and is responsible directly to the Board. The Office is charged with conducting all legal affairs for the Board of County Commissioners, County Administration, departments, boards, and commissions. In addition, the Office provides legal advice and general counsel to other agencies of County Government and the Solid Waste Authority. The County Attorney's Office defends the County in all civil actions and coordinates all outside legal services. The Office provides legal advice and opinions, prepares and reviews legislation, and drafts and/or reviews all legal documents required in conducting business for the County including contracts, resolutions, ordinances, bonds, and leases.

### Emerging Issues

- As County Government continues to experience the effects of its budgetary crisis, as well as the effects of the national and statewide economic crises, the Office will be challenged to continue to provide the same level of timely, high quality legal service.
- The implementation of the Office of the Inspector General, the Commission on Ethics, and the Code of Ethics has resulted in an increased workload for the County Attorney's Office.
- The continued reduction in County personnel and the elimination of services performed by certain County offices will result in work and responsibilities being redirected to the County Attorney's Office.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |              |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                     |                     |                     | \$                   | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                     |                     |                     |                      |              |
| Charges for Services                  | \$ 2,092,596        | \$ 1,856,500        | \$ 1,654,000        | \$ (202,500)         | (11%)        |
| Other                                 | 41,634              | 20,100              | 22,650              | 2,550                | 13%          |
| <b>SubTotal</b>                       | <b>\$ 2,134,230</b> | <b>\$ 1,876,600</b> | <b>\$ 1,676,650</b> | <b>\$ (199,950)</b>  | <b>(11%)</b> |

**Appropriations**

|                    |                     |                     |                     |                     |             |
|--------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| Personal Services  | \$ 5,689,744        | \$ 5,742,058        | \$ 5,348,192        | \$ (393,866)        | (7%)        |
| Operating Expenses | 182,160             | 237,370             | 208,592             | (28,778)            | (12%)       |
| <b>SubTotal</b>    | <b>\$ 5,871,904</b> | <b>\$ 5,979,428</b> | <b>\$ 5,556,784</b> | <b>\$ (422,644)</b> | <b>(7%)</b> |

|                           |                     |                     |                     |                     |             |
|---------------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| <b>Ad Valorem Funding</b> | <b>\$ 3,737,674</b> | <b>\$ 4,102,828</b> | <b>\$ 3,880,134</b> | <b>\$ (222,694)</b> | <b>(5%)</b> |
| <b>Positions</b>          | <b>48</b>           | <b>46</b>           | <b>44</b>           | <b>(2)</b>          | <b>(4%)</b> |

**Budget Variance Explanation**

|                     |   |
|---------------------|---|
| \$ 199,950          | Decrease in revenues is attributable to a decrease in the number of service hours provided to other departments due to increased focus on major litigation settlements. |
| \$ (393,866)        | Decrease in personal services is due to the elimination of one Senior County Attorney and one Legal Assistant II and a reduction in FRS contributions.                  |
| \$ (28,778)         | Decrease in operating expenses is due to a reduction of various operating expenses.   |
| <b>\$ (222,694)</b> | <b>Total Decrease</b>   |

**Programs/Services**

The County Attorney's Office represents and provides legal advice to the Board of County Commissioners, 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 official documents (e.g., ordinances, leases, contracts, etc); 3) Providing legal advice and representation on matters overseen by the Boards and Commissions; 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 the Board of County Commissioners.

**FY 11 Highlights & Accomplishments**

- The County Attorney's Office provided extensive legal services related to the Neighborhood Stabilization Program Grant Awards (I-III), which now total nearly \$90 million.
- The County Attorney's Office took an active role in the revision of ethics-related Ordinances: the Code of Ethics, the Office of Inspector General, and the Commission on Ethics.
- The Litigation section obtained positive results in several administrative proceedings, including cases related to the environmental resource permit process, code enforcement, and zoning rules.
- The County Attorney's Office continued to provide extensive services to the Solid Waste Authority (SWA) construction program, including the new Waste-to-Energy Facility and other expansion projects.

**FY 12 Objectives**

- The County Attorney's Office will continue to meet the challenges brought about by the financial crises within the County by successfully responding to the increased demands of the Board and County Departments.
- The County Attorney's Office will effectively and efficiently manage its modest staff to provide a continued high level of service.
- The County Attorney's Office will provide assistance with the implementation of the Palm Beach County Office of Inspector General, the Palm Beach County Commission on Ethics, and the Code of Ethics.



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## 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

The Internal Auditor's Office (Office) conducts 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 Office reports to an Audit Committee appointed by the Board of County Commissioners. The Audit Committee approves the annual work plan for the Office and individual audit reports prior to issuance.

### Emerging Issues

- The BCC gave preliminary direction to the Internal Auditor and Audit Committee to expand the scope and coverage provided by audits, with particular emphasis on effectiveness and efficiency and fraud related internal controls. This direction will be the subject of continuing planning and discussion with the Audit Committee to develop program and resource requirements. The BCC also requested enhanced coordination with the Inspector General.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual | FY 11 Budget | FY 12 Budget | Change (FY 11-FY 12) |        |
|---------------------------------------|--------------|--------------|--------------|----------------------|--------|
|                                       |              |              |              | \$                   | %      |
| <b><u>Non Ad-Valorem Revenues</u></b> |              |              |              |                      |        |
| Charges for Services                  | \$ 47,378    | \$ 67,500    | \$ -         | \$ (67,500)          | (100%) |
| SubTotal                              | \$ 47,378    | \$ 67,500    | \$ -         | \$ (67,500)          | (100%) |

**Appropriations**

|                    |              |              |            |              |       |
|--------------------|--------------|--------------|------------|--------------|-------|
| Personal Services  | \$ 1,111,643 | \$ 1,130,305 | \$ 940,048 | \$ (190,257) | (17%) |
| Operating Expenses | 42,361       | 60,109       | 55,286     | (4,823)      | (8%)  |
| SubTotal           | \$ 1,154,004 | \$ 1,190,414 | \$ 995,334 | \$ (195,080) | (16%) |

|                    |              |              |            |              |       |
|--------------------|--------------|--------------|------------|--------------|-------|
| Ad Valorem Funding | \$ 1,106,626 | \$ 1,122,914 | \$ 995,334 | \$ (127,580) | (11%) |
| Positions          | 10           | 10           | 8          | (2)          | (20%) |

**Budget Variance Explanation**

|                     |   |
|---------------------|---|
| \$ 67,500           | Decrease in revenue due to elimination of internal audit services to other agencies for FY 2012.  |
| \$ (190,257)        | Elimination of one filled and one vacant Auditor positions, and reduction in FRS Rates offset by an increase to life and health insurance benefits. |
| \$ (4,823)          | Reduction of various operating expenses.  |
| <b>\$ (127,580)</b> | <b>Total Decrease</b>   |

**INTERNAL AUDITOR****Programs/Services**

To conduct audits to determine if operations are performed in accordance with laws, contracts, policies, and procedures; financial and other reports are accurate and reliable; activities have been properly authorized; operations are performed in an efficient and effective manner; assets are adequately safeguarded and stated goals are being accomplished.

**FY 11 Highlights & Accomplishments**

- Established a new Audit Committee consisting of five citizen members, independent of the Board of County Commissioners and County Management.
- Initiated development of a countywide risk assessment model with the assistance of the Audit Committee and County Management.
- Received a positive peer review, as required by Government Auditing Standards, from the Association of Local Government Auditors.
- All professional staff members successfully completed continuing education requirements established in Government Auditing Standards.

**FY 12 Objectives**

- Initiate 90% of audits included in the annual audit work plan within the fiscal year planned.
- Conduct follow-up reviews on 100% of all audit recommendations within one year of audit report issuance.
- Complete audit projects within an average of sixty days from the beginning of field work to the issuance of a draft audit report.

| <b>Performance Measures</b>  | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|--|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Percentage of audits from approved plan started within the plan year         | 100%                      | 95%                       | 90%                       | 82%                                | 90%                       |
| Percentage of follow-up reviews conducted within one year of report issuance | 95%                       | 98%                       | 100%                      | 100%                               | 100%                      |
| Average number of days to complete audit projects                            | 45 days                   | 55 days                   | 60 days                   | 50 days                            | 60 days                   |





## DEPARTMENT SUMMARY

### 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 measurement and organizational excellence will be encouraged by example and sponsorship of quality improvement programs. This mission requires effective communication with County Commissioners, constitutional officers, employees, citizens, the media, and others through open access and sharing of information.

### 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 11 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.

### Emerging Issues

- State mandated property tax reform and unfunded state mandates.
- Declining property tax values.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |             |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-------------|
|                                       |                     |                     |                     | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |             |
| Charges for Services                  | \$ 306,400          | \$ 386,715          | \$ 397,658          | \$ 10,943            | 3%          |
| <b>SubTotal</b>                       | <b>\$ 306,400</b>   | <b>\$ 386,715</b>   | <b>\$ 397,658</b>   | <b>\$ 10,943</b>     | <b>3%</b>   |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |             |
| Personal Services                     | \$ 1,847,979        | \$ 1,847,241        | \$ 1,732,116        | \$ (115,125)         | (6%)        |
| Operating Expenses                    | 99,848              | 88,130              | 91,829              | 3,699                | 4%          |
| <b>SubTotal</b>                       | <b>\$ 1,947,827</b> | <b>\$ 1,935,371</b> | <b>\$ 1,823,945</b> | <b>\$ (111,426)</b>  | <b>(6%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,641,427</b> | <b>\$ 1,548,656</b> | <b>\$ 1,426,287</b> | <b>\$ (122,369)</b>  | <b>(8%)</b> |
| <b>Positions</b>                      | <b>11</b>           | <b>11</b>           | <b>11</b>           | <b>-</b>             | <b>-</b>    |

**Budget Variance Explanation**

|                     |   |
|---------------------|---|
| \$ (10,943)         | Increase in charges for services to be billed to Internal Service and Enterprise funds. |
| \$ (115,125)        | Decrease is due to a reduction in FRS rates and staff turnover.                         |
| \$ 3,699            | Increase in various operating expenses.   |
| <b>\$ (122,369)</b> | <b>Total Decrease</b>   |

**Programs/Services**

County Administration is responsible for the overall supervision of Board departments. Primary services involve 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 11 Highlights & Accomplishments**

- Provided assistance to the Board in the creation of the Palm Beach County Inspector General Office and Ethics Commission.
- Maintained financial strength in the face of tax cuts.
- Encouraged local preference and small business retention.
- Provided leadership direction to address current financial uncertainties and the current economic climate.

**FY 12 Objectives**

- Provide the Board with the best information possible in regard to issues that come before them.
- Implement major Board initiatives, including Convention Center Hotel and social service efficiencies.
- Balance the FY 2013 Budget while maintaining services to citizens and minimizing revenue demands on taxpayers of Palm Beach County.



## DEPARTMENT SUMMARY

### Mission Statement

To provide convenient, efficient facilities and services to the public. Provide access to air transportation in a customer friendly, safe and secure environment and to operate in a cost efficient manner while working with Airport neighbors to mitigate environmental concerns whenever possible.

### 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 Galaxy aviation serving general aviation customers. PBIA is one of the busiest general aviation airports in the country. The Department of Airports receives no Ad Valorem support; revenues are generated from tenants, users, concession providers, Federal Aviation Grants and State Aviation Transportation Grants. Total annual economic activity for PBIA is \$3.4 billion with over 37,000 aviation and support activity jobs. Our General Aviation Airports generate annual economic activity of \$87.5 million while providing for over 1,000 jobs.

### Emerging Issues

- The recessionary economy is difficult for airports. With fuel prices approaching \$100 per barrel, airlines are reluctant to add additional flights, except to major hubs. To maintain profitability, airlines are increasing ticket prices and baggage fees and merging and consolidating operations to larger hubs. As a result, medium sized airports, like PBIA, have lost flights over the past three years and of the ten domestic airports with two to three million annual enplanements, eight lost or were unchanged in passenger traffic for 2010. Conversely, large hub airports, in excess of 10 million enplanements, gained traffic at 17 of 23 airports. Decreases in air service and passengers make it increasingly difficult to maintain service levels without increasing costs. The Department has cut staffing and operating costs and developed alternative revenues to lessen the cost impacts to airlines. Additionally, the Department has maintained costs to the travelling public to decrease the impact of increasing airfare prices.
- Airport annual debt service is currently at \$17.5 million and is scheduled to be at that level through fiscal year 2014. This level is higher than prior year's amounts which averaged \$15.5 million. The debt service schedule was set several years ago but is occurring at a difficult economic time. Annual debt service will decrease substantially in 2015 to \$6.8 million. The Department has responded by making additional cuts to the operating budget to insure financial stability going forward.
- The Department has increased collaborative efforts with the Convention and Visitors Bureau to improve the marketing of PBIA and our destinations by meeting with airlines and tour operators.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12) |             |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|
|                                       |                      |                      |                      | \$                   | %           |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                      |                      |                      |             |
| Charges for Services                  | \$ 62,968,196        | \$ 63,111,500        | \$ 63,968,250        | \$ 856,750           | 1%          |
| Other                                 | 1,027,970            | 948,600              | 774,400              | (174,200)            | (18%)       |
| Transfers                             | 5,384,021            | 3,903,500            | 4,015,878            | 112,378              | 3%          |
| Fund Balance                          | 17,890,145           | 8,735,899            | 13,037,383           | 4,301,484            | 49%         |
| <b>SubTotal</b>                       | <b>\$ 87,270,332</b> | <b>\$ 76,699,499</b> | <b>\$ 81,795,911</b> | <b>\$ 5,096,412</b>  | <b>7%</b>   |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |             |
| Personal Services                     | \$ 11,711,431        | \$ 11,816,459        | \$ 10,923,149        | \$ (893,310)         | (8%)        |
| Operating Expenses                    | 32,333,916           | 33,663,427           | 33,185,603           | (477,824)            | (1%)        |
| Transfers                             | 27,383,686           | 22,376,018           | 26,510,492           | 4,134,474            | 18%         |
| Reserves                              | -                    | 8,843,595            | 11,176,667           | 2,333,072            | 26%         |
| <b>SubTotal</b>                       | <b>\$ 71,429,033</b> | <b>\$ 76,699,499</b> | <b>\$ 81,795,911</b> | <b>\$ 5,096,412</b>  | <b>7%</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>-</b>    |
| <b>Positions</b>                      | <b>158</b>           | <b>158</b>           | <b>149</b>           | <b>(9)</b>           | <b>(6%)</b> |

**Budget Variance Explanation**

|                |   |
|----------------|---|
| \$ (5,096,412) | Increase in revenues is due to additional fees charged to commercial customers for rentals and concessions and increased balance brought forward due to better than expected results for FY 2011.   |
| \$ (893,310)   | Decrease is primarily attributable to the elimination of nine vacant positions in the maintenance and operations departments. Additional savings are due to the reduction in FRS rates.   |
| \$ (477,824)   | Decrease in operating expenses is due to reduced budget estimates for contractual legal services, Fire Rescue, terminal electrical utilities, and maintenance costs.  |
| \$ 4,134,474   | Increase in transfers is due to multiple interfund transfers, the most significant being the transfer to the Improvement and Development fund. Airport bond resolution requires remaining funds after consideration of debt service, operating expenses, and Operations and Maintenance (O&M) reserves to be transferred to Improvement and Development fund. |
| \$ 2,333,072   | Increase in reserves is due to better than expected results in FY 2011 for the Operating Fund.  |

|             |                       |
|-------------|-----------------------|
| <b>\$ -</b> | <b>Total Decrease</b> |
|-------------|-----------------------|

## AIRPORT OPERATIONS

### Programs/Services

To provide for all services to passengers, tenants, aircraft operators and regulatory agencies. This includes various airport functions such as planning, finance, properties management, communications, security, safety, and maintenance. Services include commercial air service, hangar leasing, parking, shuttle operations, food and beverage, and car rentals. Most of these services are provided through concession agreements with nationally known firms.

### FY 11 Highlights & Accomplishments

- By Request for Proposal process, Landmark Aviation was selected to operate North County and Pahokee Airports through a contract similar to a traditional Fixed Base Operator agreement. As a result, the Department shifted significant costs and operating responsibilities to the contractor, decreasing Department costs. The contractor will now receive the majority of revenues from these operations but the Department increased net profitability by approximately \$400,000 per year.
- Increased service to key markets, including Chicago via United/Continental, Montreal via Air Canada, and the Bahamas with Gulfstream and, new carrier, IBC. Another new carrier, Direct Air, began service to PBI from four northern cities including Worcester, Massachusetts, and Niagara Falls, NY, bringing 20,000 deplanements to the Palm Beach area in 2011, primarily tourists. Late announcements for new air service in 2011 include Air Canada to provide additional air service to Toronto.

### FY 12 Objectives

- Achieve Cost per Enplanement (CPE) at \$7.80 or less. Airline CPE is a key airport metric which takes into variability associated with changing passenger traffic.
- Maintain the level of Operating Revenue per Enplanement at \$21.70 or more. Operating Revenue per Enplanement measures overall revenue productivity from all sources.
- Maintain the Operating Ratio at 69% or less. The Operating Ratio measures the relationship of operating expenses to operating revenue.
- Maintain Concession Revenue per Enplanement at \$9.91 per passenger or more (recent surveys show comparable average to be \$9.44). This measures the profitability of variable revenues dependent on passenger traffic.

| Performance Measures   | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|--|----------------|----------------|----------------|-------------------------|----------------|
| Airline Cost per Enplanement   | \$6.93         | \$7.62         | \$7.50         | \$7.92                  | \$7.80         |
| Operating Revenue Per Enplanement  | \$20.82        | \$21.73        | \$21.15        | \$22.09                 | \$21.70        |
| Percentage of Operating Expenses to Operating Revenue                                      | 72%            | 72%            | 71%            | 61%                     | 69%            |
| Concession Revenue per Enplanement (includes parking, terminal concessions, & car rentals) | \$9.77         | \$9.91         | \$9.91         | \$10.50                 | \$9.91         |





## DEPARTMENT SUMMARY

### Mission Statement

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

### Department Overview

The Department of Community Services provides administrative supervision for programs that provide services to Palm Beach County residents in need. In pursuit of the mission, the Department provides an array of services. Farm workers receive the necessary skills to find employment year-round. Emergency Shelter and Homeless Prevention services, as well as Self-Sufficiency services, are provided to individuals and families. Senior citizens receive vital services such as personal care, congregate and home-delivered meals, and transportation. Preschoolers develop their learning abilities, while children requiring special care receive appropriate therapies. Veterans, their widows and/or their dependents receive assistance in securing compensation, pensions, and on-the-job training. Case management is provided as a key service to assist residents in achieving and maintaining self-sufficiency and independent living. The full spectrum of local services are provided at the neighborhood level. The Department is also responsible for monitoring and administering funding awarded to financially assisted agencies and County sponsored programs.

### Emerging Issues

- The Federal Budget is experiencing significant financial cut backs to programs. Many of our programs are heavily reliant on federal funding.
- The slow economic recovery and high unemployment rate is creating a greater demand and an increase in clients requiring more services than the department is able to provide. Due to diminishing resources there is the threat of clients experiencing longer waiting periods or the provision of no services.
- Due to budget cuts, staff is at the minimum level where any employee's absence could result in delays in processing workloads and cases.
- The uncertainty of funding has lead to delays in grant award notifications. The likelihood of more emergency requests by the Department are eminent in order to secure funding within the deadlines required by the grantor.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual             | FY 11 Budget             | FY 12 Budget             | Change (FY 11-FY 12)      |                 |  |
|---------------------------------------|--------------------------|--------------------------|--------------------------|---------------------------|-----------------|--|
|                                       |                          |                          |                          | \$                        | %               |  |
| <b><u>Non Ad-Valorem Revenues</u></b> |                          |                          |                          |                           |                 |  |
| Grants                                | \$ 41,691,865            | \$ 43,114,321            | \$ 47,022,276            | \$ 3,907,955              | 9%              |  |
| Other                                 | 816,454                  | 960,411                  | 923,433                  | (36,978)                  | (4%)            |  |
| Interfund Transfer                    | -                        | 51,295                   | 48,369                   | (2,926)                   | (6%)            |  |
| Fund Balance                          | 123,103                  | 97,158                   | 233,912                  | 136,754                   | 141%            |  |
| <b>SubTotal</b>                       | <b>\$ 42,631,422</b>     | <b>\$ 44,223,185</b>     | <b>\$ 48,227,990</b>     | <b>\$ 4,004,805</b>       | <b>9%</b>       |  |
| <br><b><u>Appropriations</u></b>      |                          |                          |                          |                           |                 |  |
| Personal Services                     | \$ 26,054,426            | \$ 26,456,082            | \$ 25,440,505            | \$ (1,015,577)            | (4%)            |  |
| Operating Expenses                    | 20,732,578               | 21,471,474               | 22,694,902               | 1,223,428                 | 6%              |  |
| Capital Outlay                        | 419,456                  | 25,403                   | 139,568                  | 114,165                   | 449%            |  |
| Grants and Aids                       | 14,456,292               | 16,250,217               | 18,923,853               | 2,673,636                 | 16%             |  |
| Transfers                             | 247,388                  | 5,550                    | 5,550                    | -                         | -               |  |
| <b>SubTotal</b>                       | <b>\$ 61,910,140</b>     | <b>\$ 64,208,726</b>     | <b>\$ 67,204,378</b>     | <b>\$ 2,995,652</b>       | <b>5%</b>       |  |
| <br><b>Ad Valorem Funding</b>         | <br><b>\$ 18,189,182</b> | <br><b>\$ 19,985,541</b> | <br><b>\$ 18,976,388</b> | <br><b>\$ (1,009,153)</b> | <br><b>(5%)</b> |  |
| <br><b>Positions</b>                  | <br><b>490</b>           | <br><b>471</b>           | <br><b>440</b>           | <br><b>(31)</b>           | <br><b>(7%)</b> |  |

ADMINISTRATION

|                              | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                         |
| Personal Services            | \$ 1,690,246        | \$ 1,688,045        | \$ 1,413,884        | \$ (274,161)            |
| Operating Expenses           | 246,368             | 218,264             | 280,934             | 62,670                  |
| Capital Outlay               | -                   | -                   | 3,000               | 3,000                   |
| <b>SubTotal</b>              | <b>\$ 1,936,614</b> | <b>\$ 1,906,309</b> | <b>\$ 1,697,818</b> | <b>\$ (208,491)</b>     |
| <b>Ad Valorem Funding</b>    | <b>\$ 1,936,614</b> | <b>\$ 1,906,309</b> | <b>\$ 1,697,818</b> | <b>\$ (208,491)</b>     |
| <b>Positions</b>             | <b>25</b>           | <b>21</b>           | <b>18</b>           | <b>(3)</b>              |

**Budget Variance Explanation**

\$ (274,161) Decrease is attributable to the consolidation, restructuring and centralization of administrative and fiscal staff. One Administrative Assistant and one Administrative Secretary positions were eliminated. A Secretary position was re-assigned to Ryan White. Two System Administrator positions were transferred to ISS, one Training Coordinator position was transferred from Head Start, and one Fiscal Specialist position was transferred from DOSS. Additional savings are due to a reduction in FRS rates offset by an increase in health insurance.

\$ 62,670 Increase is primarily due to increased expenditures on the Health Data Portal, Services and Activity Management Information Services (SAMIS) contracts and an increase in Casualty Self Insurance premiums.

\$ 3,000 Increase is due to the purchase of machinery and data processing equipment.

**\$ (208,491) Total Decrease**

**DIVISION OF SENIOR SERVICES**

**Programs/Services**

Division of Senior Services (DOSS) provides every stage of assistance needed to seniors for the continuum of care through the senior years. From active Senior Centers to structured Adult Day Care and In-Home Services, the goal is to maintain independence while avoiding costly institutional care. In-Home Services provides assessments to determine crucial needs and coordinates/manages in home services, such as companionship, personal care, respite, homemaker and home delivered meals. Adult Day Care provides group social/recreational activities with health monitoring. Senior Centers provide classes, programs and activities for healthy, independent living. Additional programs are Congregate Meals, which provide nutritious meals to seniors; Emergency Home Energy Assistance; Substance Intervention & Treatment; Volunteers, Outreach, Case Management, Grandparent Medical and Caregiver services.

**FY 11 Highlights & Accomplishments**

- Utilized stipend, trained volunteers to expand services for frail home bound seniors. Stipend volunteers replaced some paid vendor in-home services.
- Created a partnership with Alzheimer's Community Care to operate a dementia-specific unit resulting in the enhancement of services at Mid-County Adult Day Care.
- Implemented a County Affordable Private Pay fee option based on a sliding scale. Therefore, in addition to grant funds, DOSS will offer services for participants with the ability to pay based on income. The assessment will include a financial evaluation that will determine ability to pay full or reduced rates.

**FY 12 Objectives**

- Maintain the current level of services and programs within the constraints of limited resources.
- Seek additional revenue sources such as private pay options; generate membership fees and propose Case Management private pay services.
- Increase the number of senior volunteers to assist with providing services to home bound seniors, such as respite to caregivers, while providing them with training and economic assistance.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Hours of in home services to afford independence and avoid institutionalization | 325,729               | 396,921               | 355,000               | 193,401                        | 326,729               |
| Hours of case management (need assessment, service coordination & management).  | 14,156                | 14,594                | 14,250                | 7,265                          | 14,160                |
| Number of home delivered meals provided to homebound seniors.                   | 684,653               | 722,273               | 800,000               | 212,997                        | 432,067               |

**DIVISION OF SENIOR SERVICES**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Grants                                | \$ 5,029,550        | \$ 4,181,267        | \$ 4,031,267        | \$ (150,000)            |
| Other                                 | 532,700             | 580,574             | 600,633             | 20,059                  |
| <b>SubTotal</b>                       | <b>\$ 5,562,250</b> | <b>\$ 4,761,841</b> | <b>\$ 4,631,900</b> | <b>\$ (129,941)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 3,560,617        | \$ 3,705,471        | \$ 3,275,725        | \$ (429,746)            |
| Operating Expenses                    | 4,851,640           | 4,907,371           | 5,003,559           | 96,188                  |
| Capital Outlay                        | 20,963              | -                   | -                   | -                       |
| Grant and Aids                        | 52,095              | 65,889              | 65,889              | -                       |
| <b>SubTotal</b>                       | <b>\$ 8,485,315</b> | <b>\$ 8,678,731</b> | <b>\$ 8,345,173</b> | <b>\$ (333,558)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,811,517</b> | <b>\$ 3,916,890</b> | <b>\$ 3,713,273</b> | <b>\$ (203,617)</b>     |
| <b>Positions</b>                      | <b>67</b>           | <b>64</b>           | <b>53</b>           | <b>(11)</b>             |

**Budget Variance Explanation**

\$ 150,000 Decrease is due to a reduction in grant funding, primarily from a three year BRITE grant that ended on September 30, 2011.

\$ (20,059) Increase in program income and donations.

\$ (429,746) Decrease is primarily due to the elimination of ten positions: one Senior Aide Program Coordinator, one Site Manager, one Outreach Worker, one Clerical Specialist, two Case Manager Is, two Licensed Practical Nurses, one Secretary, and one Assistant Community Center Manager. One Fiscal Specialist was transferred to Administration. Additional savings are due to a reduction in FRS rates offset by an increase in health insurance.

\$ 96,188 Increase is due to an increase in existing vendor contracts.

**\$ (203,617) Total Decrease**

**HUMAN AND VETERAN SERVICES**

**Programs/Services**

Palm Beach County Division of Human and Veteran Services has forty-six years of experience providing services to residents who are economically disadvantaged. Services are provided through five program components: 1) Intervention including private, State and Federal grants 2) Emergency Services including the Deceased Indigent Program 3) Self-Sufficiency Services 4) Homeless Services and 5) Veteran Services. The key to the success of the Division’s outcome oriented service delivery model is strong Case Management. Additional services include the Summer Food Program, the Summer Camp Scholarship Program, and Disaster Recovery Case Management. The Division serves as the lead entity for homeless services in Palm Beach County. Division staff provide support to the Homeless Advisory Board, Homeless Coalition and the Veterans Coalition.

**FY 11 Highlights & Accomplishments**

- The Division administered the SHIP/REAP (Rental Entry Assistance Program) in partnership with the Housing and Community Development department. A total of \$700,000 was used to support residents with first, last and security deposits. As a result of the effort, a total of 368 individuals and families remained housed.
- Division staff worked closely with members of the Homeless Advisory Board and Homeless Coalition to develop a Working Agreement that was approved by the BCC on August 16, 2011. This Agreement more closely aligns efforts towards implementation of the Ten-Year Plan to End Homelessness in the County.
- The Deceased Indigent Program successfully transitioned to a cremation only service this year. Staff worked with two entities assisting with the provision of services for those who are unclaimed.
- The Division added a Veteran Student intern and AmeriCorps VISTA staff, as well as numerous volunteers to support program operations. These individuals have already become an invaluable asset to the Division.

**FY 12 Objectives**

- Prevent homelessness by stabilizing the crisis experienced by 80% of the individuals and families served.
- Homeless clients in emergency shelters will complete initial services and move to transitional or permanent housing.
- Increase awareness among homeless individuals regarding the services available for them and encourage their acceptance by society.
- Generate \$2 million in award benefits for veterans and their dependents.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Move clients served from crisis or at risk to stable or at least 1 service plan objective | 80%                   | 85%                   | 80%                   | 94%                            | 80%                   |
| Homeless clients moved from Emergency Shelter to Transitional or Permanent Housing        | 36%                   | 42%                   | 50%                   | 43%                            | 50%                   |
| Homeless clients aware of services. 20% will accept services after 5 contacts             | N/A                   | N/A                   | N/A                   | N/A                            | 50%                   |
| Veteran award benefits generated (calculation method used counting annual awards)         | \$3,684,666           | \$2,206,302           | \$2,000,000           | \$1,084,572                    | \$2,000,000           |

**HUMAN AND VETERAN SERVICES**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Grants                                | \$ 1,373,453        | \$ 2,095,164        | \$ 2,206,255        | \$ 111,091              |
| Other                                 | 251,023             | 379,837             | 322,800             | (57,037)                |
| Interfund Transfer                    | -                   | 51,295              | 48,369              | (2,926)                 |
| <b>SubTotal</b>                       | <b>\$ 1,624,476</b> | <b>\$ 2,526,296</b> | <b>\$ 2,577,424</b> | <b>\$ 51,128</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 3,201,592        | \$ 3,375,079        | \$ 3,377,159        | \$ 2,080                |
| Operating Expenses                    | 2,048,660           | 3,051,527           | 2,943,448           | (108,079)               |
| Capital Outlay                        | 2,142               | -                   | -                   | -                       |
| Grants and Aids                       | 1,459,524           | 1,581,677           | 1,581,034           | (643)                   |
| <b>SubTotal</b>                       | <b>\$ 6,711,918</b> | <b>\$ 8,008,283</b> | <b>\$ 7,901,641</b> | <b>\$ (106,642)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 5,076,235</b> | <b>\$ 5,481,987</b> | <b>\$ 5,324,217</b> | <b>\$ (157,770)</b>     |
| <b>Positions</b>                      | <b>54</b>           | <b>53</b>           | <b>53</b>           | <b>-</b>                |

**Budget Variance Explanation**

- \$ (51,128) Increase in revenue is primarily due to an increase in the Summer Food Program funding, offset by decreases in program income and donations.
- \$ 2,080 Slight increase is due to the change in cost allocation between programs and a reduction in FRS rates offset by an increase in health insurance.
- \$ (108,079) Decrease is attributable to the reduction in services provided by the Indigent Burial/Cremation program, offset by an increase in Casualty Self Insurance premiums and various operating expenses.
- \$ (643) Decrease is attributable to the reduction in services provided by the Self Sufficiency Program.

**\$ (157,770) Total Decrease**

## HEAD START/EARLY HEAD START AND CHILDREN'S SERVICES

### Programs/Services

Head Start and Early Head Start services are for pregnant women and children, from newborn to three-years old, and their families. Services are designed to promote school readiness for low-income children by enhancing their cognitive, social and emotional development. Children participate in daily or yearly appropriate developmental early care and education programs in a learning environment that supports children's growth. At least ten percent of those enrolled are children with disabilities. Children are provided, on a daily basis, with breakfast, lunch and afternoon snack comprising one-half to two-thirds of the U.S. Department of Agriculture (USDA) requirements. Nutritional assessment, special diets and nutritional counseling are also provided. Other services to children and their families include health (medical, dental, mental) and social services.

### FY 11 Highlights & Accomplishments

- Completed a comprehensive re-organization by streamlining the administrative function. Appointed a new Head Start/Early Head Start Director and conducted a successful four-day staff training (Pre-Service).
- Nine out of ten Head Start Centers scored above the Voluntary Pre Kindergarten (VPK) Readiness Rate cut-off score. The Department maintained an average daily attendance above 85%.
- Improved staff accountability (sign-in/sign-out) and child security by installing a Bio-Metrics System in each facility.
- Improved salary competitiveness by creating a reclassification of jobs based on credentials, and not title.

### FY 12 Objectives

- At least 10% of total enrollment will be children with disabilities. This is inclusive of the grantee, delegates and contracted child care agencies.
- The Head Start/Early Head Start program will maintain full enrollment at all times with vacant slots filled within 30 days.
- The Head Start/Early Head Start program will receive full reimbursement for meals and snacks for 100% of the children in attendance for grantee sites.

| Performance Measures                 | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|--------------------------------------|----------------|----------------|----------------|-------------------------|----------------|
| Number of Children with Disabilities | 359            | 213            | 377            | 213                     | 205            |
| Number of Reimbursed Meals (HS/EHS)  | 526,240        | 508,610        | 516,840        | 255,272                 | 508,610        |
| Children Enrolled (HS/EHS)           | 2,051          | 2,705          | 2,296          | 2,296                   | 2,296          |



**HEADSTART/EARLY HEADSTART AND CHILDREN'S SERVICES**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Grants                                | \$ 19,109,705        | \$ 19,913,639        | \$ 20,250,363        | \$ 336,724              |
| Other                                 | 5,455                | -                    | -                    | -                       |
| Fund Balance                          | -                    | -                    | 160,000              | 160,000                 |
| <b>SubTotal</b>                       | <b>\$ 19,115,160</b> | <b>\$ 19,913,639</b> | <b>\$ 20,410,363</b> | <b>\$ 496,724</b>       |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 14,920,167        | \$ 15,837,990        | \$ 15,544,250        | \$ (293,740)            |
| Operating Expenses                    | 11,667,717           | 12,310,814           | 12,793,427           | 482,613                 |
| Capital Outlay                        | 390,772              | 22,403               | 129,068              | 106,665                 |
| Transfers                             | 247,388              | 5,550                | 5,550                | -                       |
| <b>SubTotal</b>                       | <b>\$ 27,226,044</b> | <b>\$ 28,176,757</b> | <b>\$ 28,472,295</b> | <b>\$ 295,538</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ 7,979,907</b>  | <b>\$ 8,263,118</b>  | <b>\$ 8,061,932</b>  | <b>\$ (201,186)</b>     |
| <b>Positions</b>                      | <b>304</b>           | <b>304</b>           | <b>289</b>           | <b>(15)</b>             |

**Budget Variance Explanation**

- \$ (496,724) Increase in revenues is primarily due to increases in Early Head Start, Voluntary Pre Kindergarten (VPK) and Child Care Food Program funding.
- \$ (293,740) Decrease is attributable to restructuring the department culminating in the net decrease of 13 positions: six School Bus Rider, Cook II, Cook I, Food Service Manager, Field Operations Manager, Training Specialist, two Messengers. One Computer Specialist II position transferred to ISS and one Training Coordinator position transferred to Administration. Additional savings are due to a reduction in FRS rates offset by an increase in health insurance.
- \$ 482,613 Increase is attributable to an increase in contractual services for the Nutrition Contract and Food Services Contract, the reclassification of teachers, and an increase in Casualty Self Insurance premiums.
- \$ 106,665 Increase in purchases of data processing equipment.

**\$ (201,186) Total Decrease**

**RYAN WHITE**

**Programs/Services**

The Division administers the Ryan White Act, Part A funds. Part A funding is for eligible metropolitan areas (EMA's) hardest hit by the HIV/AIDS epidemic. Funds may be used to provide a wide range of community-based services including outpatient medical care, pharmacy, oral health care, medical case management and other support services. In addition, community based and governmental agencies are contracted to assist in the provision of the following services: outpatient medical care, laboratory, specialty medical outpatient care, nurse care coordination, health insurance continuation, home health care, mental health counseling, treatment adherence, outpatient and residential substance abuse, food banks, emergency financial assistance, medical transportation, outreach and legal services.

**FY 11 Highlights & Accomplishments**

- Revised and updated the Medical and Social Standards of Care.
- Completed agency program and fiscal site visits by achieving visits to all ten agencies.
- Connected all providers to the client database system, CAREWare. The program has seen improved communication among providers, as well as, an improved ability to analyze client level data system-wide.

**FY 12 Objectives**

- Continue to restructure the program to increase efficiency and effectiveness. Changes include bringing additional work to the County which will provide cost savings and serve as an internal control measure.
- Implement a new monitoring tool and new processes to better track fiscal and programmatic measures within the Ryan White system of care.
- Implement the Quality Management program's newly developed Standards of Care to increase efforts to measure the quality of services, particularly health outcomes.

| <b>Performance Measures</b>                              | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| On site monitoring at least once/year with all agencies. | 1 time/year           | 1-2 times/year        | 2 times/year          | 1 time/year                    | 2 times/year          |
| Unduplicated Clients served at all agencies              | 6,186                 | 6,890                 | 6,890                 | 3,450                          | 3,600                 |
| Database providers on board                              | 10                    | 10                    | 11                    | 10                             | 10                    |

**RYAN WHITE**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                      |                      |                         |
| Grants                                | \$ 8,165,711        | \$ 12,889,898        | \$ 14,098,392        | \$ 1,208,494            |
| <b>SubTotal</b>                       | <b>\$ 8,165,711</b> | <b>\$ 12,889,898</b> | <b>\$ 14,098,392</b> | <b>\$ 1,208,494</b>     |
| <b><u>Appropriations</u></b>          |                     |                      |                      |                         |
| Personal Services                     | \$ 448,852          | \$ 521,905           | \$ 579,575           | \$ 57,670               |
| Operating Expenses                    | 46,991              | 431,455              | 890,283              | 458,828                 |
| Capital Outlay                        | -                   | 3,000                | 3,000                | -                       |
| Grants and Aids                       | 8,592,008           | 11,933,538           | 12,625,534           | 691,996                 |
| <b>SubTotal</b>                       | <b>\$ 9,087,851</b> | <b>\$ 12,889,898</b> | <b>\$ 14,098,392</b> | <b>\$ 1,208,494</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>7</b>            | <b>7</b>             | <b>8</b>             | <b>1</b>                |

**Budget Variance Explanation**

\$ (1,208,494) Increase in Ryan White grant funding.

\$ 57,670 Increase is due to the re-assigned Secretary position from Administration and an increase in health insurance, offset by a reduction in FRS rates.

\$ 458,828 Increase is primarily due to increases in contractual services and indirect charges.

\$ 691,996 Increase in grants and aids is due to the increase in grant funding to external agencies.

**\$ - Total Decrease**

## FARMWORKER JOBS AND EDUCATION PROGRAM

### Programs/Services

The mission of the Farmworker Program is to assist farm workers and their dependents to obtain the education and supportive services they need to enter or advance in the workforce. The program may help participants in the following areas: career counseling, referral to vocational training, English for Speakers of Other Languages (ESOL), General Educational Development (GED), tuition assistance, related assistance, employment skills and job placement assistance upon completion of training.

### FY 11 Highlights & Accomplishments

- Surpassed program goal for the third quarter of 2011, with an additional 21% over the target of participants receiving training services.
- 22 participants attained full time employment.
- On June 2, 2011, ten participants graduated as either a Nurse Assistant or a Licensed Practical Nurse (LPN), with tuitions paid by Workforce Alliance. This partnership has enabled the Farmworker Program to accomplish savings totaling \$77,386 in school tuition.
- Hired a new Farmworker Counselor to assist with job search, outreach, and the recruitment of new participants.

### FY 12 Objectives

- Enroll 89 farm worker participants in education and job skills training to prepare for employment.
- Place 31 farm worker participants in full time, year-round, unsubsidized employment.

| Performance Measures  | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|---|----------------|----------------|----------------|-------------------------|----------------|
| Number of participants enrolled in education and job skills training. | 87             | 132            | 132            | 46                      | 89             |
| Number of participants placed in unsubsidized employment              | N/A            | 52             | 52             | 20                      | 31             |

**FARMWORKER JOBS AND EDUCATION PROGRAM**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Grants                                | \$ 323,955          | \$ 354,892          | \$ 322,183          | \$ (32,709)             |
| Other                                 | 3,021               | -                   | -                   | -                       |
| Fund Balance                          | 123,103             | 97,158              | 73,912              | (23,246)                |
| <b>SubTotal</b>                       | <b>\$ 450,079</b>   | <b>\$ 452,050</b>   | <b>\$ 396,095</b>   | <b>\$ (55,955)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 248,646          | \$ 293,694          | \$ 243,945          | \$ (49,749)             |
| Operating Expenses                    | 75,308              | 61,198              | 78,238              | 17,040                  |
| Grants and Aids                       | 25,944              | 97,158              | 73,912              | (23,246)                |
| <b>SubTotal</b>                       | <b>\$ 349,898</b>   | <b>\$ 452,050</b>   | <b>\$ 396,095</b>   | <b>\$ (55,955)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>5</b>            | <b>5</b>            | <b>4</b>            | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ 32,709 Decrease is due to the reduction in Adult Migrant grant funding.
- \$ 23,246 Decrease in fund balance.
- \$ (49,749) Decrease is due the elimination of one Job Developer position and a reduction in FRS rates offset by an increase in health insurance.
- \$ 17,040 Increase in operating expenses are attributable to the increase in Casualty Insurance premiums and various operating expenses.
- \$ (23,246) Decrease in grants and aids is a result of reduced funding for Adult Migrants and their families.

**\$ - Total Decrease**

**COMMUNITY ACTION PROGRAM**

**Programs/Services**

The Community Action Program (CAP) has been the recipient of the Community Services Block Grant (CSBG) funds since 1974. Community Action is primarily comprised of services related to family self-sufficiency and providing assistance under the Community Services Block Grant and the Low Income Home Energy Assistance Program (LIHEAP) grants which provides eligible clients with electric bill assistance. The program follows six established National Goals to accomplish its overall mission of helping low income residents of Palm Beach County to become self-sufficient by providing opportunities through combining, organizing and adjusting the available resources to tailor programs to the genuine needs of low income residents. The program offers employment support, rental and mortgage assistance, utility assistance and referrals. To qualify for the Community Service Block Grant, a client's income must be at or below 200% of the federal poverty guideline.

**FY 11 Highlights & Accomplishments**

- Converted from paper to electronic transactions, saving the agency thousands of dollars. Implemented internal processes that increased productivity by 35% and improved the level of customer service and delivery.
- Exceeded program goals in creating and obtaining employment, obtaining job skills and certifications leading to employment.
- Mission statement changed to "Removing barriers and creating opportunities for low income individuals and families that enables them to become more self-sufficient".
- Increased community-based collaboration enabling the program to provide more services to individuals and families. Expanded certification and training programs.

**FY 12 Objectives**

- Prevent utility disconnection of 80% of households served.
- Prevent eviction of 70% of households served.
- Help enable 60% of Pathways for Achieving Self Sufficiency (PASS) participants to become more self-sufficient.
- Have 90% of successful referrals by increasing partnerships with community-based agencies and expanding the program's resource/referral base.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Households served will maintain electric service for at least six months after assistance | N/A                   | 91%                   | 80%                   | 90%                            | 80%                   |
| Eviction prevention recipients remain in home at least six months after assistance.       | N/A                   | 83%                   | 75%                   | 71%                            | 70%                   |
| Individuals/Families will have successful referral outcomes                               | N/A                   | 90%                   | 85%                   | 92%                            | 90%                   |
| Self Sufficiency participants move further away from government assistance                | N/A                   | 60%                   | 60%                   | 55%                            | 60%                   |

COMMUNITY ACTION PROGRAM

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change 2011-2012    |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                     |
| Grants                                | \$ 7,689,491        | \$ 3,679,461        | \$ 6,113,816        | \$ 2,434,355        |
| Other                                 | 24,255              | -                   | -                   | -                   |
| <b>SubTotal</b>                       | <b>\$ 7,713,746</b> | <b>\$ 3,679,461</b> | <b>\$ 6,113,816</b> | <b>\$ 2,434,355</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                     |
| Personal Services                     | \$ 1,984,306        | \$ 1,033,898        | \$ 1,005,967        | \$ (27,931)         |
| Operating Expenses                    | 1,795,894           | 490,845             | 705,013             | 214,168             |
| Capital Outlay                        | 5,579               | -                   | 4,500               | 4,500               |
| Grants and Aids                       | 4,326,721           | 2,571,955           | 4,577,484           | 2,005,529           |
| <b>SubTotal</b>                       | <b>\$ 8,112,500</b> | <b>\$ 4,096,698</b> | <b>\$ 6,292,964</b> | <b>\$ 2,196,266</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 384,909</b>   | <b>\$ 417,237</b>   | <b>\$ 179,148</b>   | <b>\$ (238,089)</b> |
| <b>Positions</b>                      | <b>28</b>           | <b>17</b>           | <b>15</b>           | <b>(2)</b>          |

**Budget Variance Explanation**

\$ (2,434,355) Increase is primarily due to an increase in Low Income Home Energy Assistance Program (LIHEAP) grant funding offset by a 50% decrease in Community services Block Grant (CSBG) grant funding.

\$ (27,931) Decrease in personal services is due to the reduction of two Community Action Specialist positions and a reduction in FRS rates offset by an increase in health insurance.

\$ 214,168 Increase in contractual services as a result of the increase in LIHEAP grant funding.

\$ 4,500 Increase in data processing charges.

\$ 2,005,529 Increase in direct client services as a result of the increase in LIHEAP grant funding.

**\$ (238,089) Total Decrease**





## DEPARTMENT SUMMARY

### Mission Statement

The mission of the Cooperative Extension Service is to deliver research based education from the University of Florida/Institute of Food and Agricultural Sciences (UF/IFAS) and the national land grant university system to the community in the areas of agriculture, horticulture, human sciences and youth development. Education initiatives are guided by local advisory committees to meet the greatest needs of the community.

### Department Overview

Cooperative Extension Service, in partnership with the UF/IFAS and the Palm Beach County Board of County Commissioners (BCC), provides the conduit for education delivery to County residents in a unique non-duplicative manner. Individuals are served through classes, outreach into the community, and direct contact. Others are served through group instruction, demonstration projects, publications, technology access, and the media. Services include individual consultations, group problem solving and solution applications. Access to these services is provided throughout the County. Delivery of education and services is through professional faculty, support staff and trained volunteers.

### Emerging Issues

- Florida Statute 373.62, enacted July 2009, requires training and certification for commercial fertilizer applicators; this is an unfunded mandate. The Department will continue to develop an acceptable fertilizer ordinance to bring before the BCC for approval.
- There continues to be an unprecedented demand for education and technical assistance in food production by individuals, schools and community organizations. Vegetable production programs were presented to school teachers, community garden leaders and participants, and individuals to meet this demand.
- There's a continuing need for multi-lingual materials. The first Spanish language instructional design module for Hispanic agricultural workers has been developed for the website. More will follow as they are developed, which will include video, audio and test components in both English and Spanish.
- Fractured and intergenerational families have become a phenomenon of a depressed economy. A five year grant to support educational initiatives for grandparents raising grandchildren and other intergenerational families has been received.
- A 6% loss of nursery acreage has occurred due to a downturn in the economy. Programs to strengthen agricultural/horticultural businesses are ongoing.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |             |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-------------|
|                                       |                     |                     |                     | \$                   | %           |
| <b><u>Non Ad-Valorem Revenues</u></b> |                     |                     |                     |                      |             |
| Other                                 | \$ 123,147          | \$ 129,016          | \$ 165,902          | \$ 36,886            | 29%         |
| Fund Balance                          | 154,573             | 218,746             | 247,136             | 28,390               | 13%         |
| <b>SubTotal</b>                       | <b>\$ 277,720</b>   | <b>\$ 347,762</b>   | <b>\$ 413,038</b>   | <b>\$ 65,276</b>     | <b>19%</b>  |
| <br><b><u>Appropriations</u></b>      |                     |                     |                     |                      |             |
| Personal Services                     | \$ 1,504,129        | \$ 1,726,377        | \$ 1,679,337        | \$ (47,040)          | (3%)        |
| Operating Expenses                    | 393,750             | 574,203             | 609,622             | 35,419               | 6%          |
| Capital Outlay                        | 1,637               | -                   | -                   | -                    | -           |
| Grants and Aids                       | 79,000              | 79,000              | 79,000              | -                    | -           |
| Reserves                              | -                   | 265,896             | 232,246             | (33,650)             | (13%)       |
| <b>SubTotal</b>                       | <b>\$ 1,978,516</b> | <b>\$ 2,645,476</b> | <b>\$ 2,600,205</b> | <b>\$ (45,271)</b>   | <b>(2%)</b> |
| <br><b>Ad Valorem Funding</b>         |                     |                     |                     |                      |             |
|                                       | <b>\$ 1,933,550</b> | <b>\$ 2,297,714</b> | <b>\$ 2,187,167</b> | <b>\$ (110,547)</b>  | <b>(5%)</b> |
| <b>Positions</b>                      | <b>31</b>           | <b>28</b>           | <b>29</b>           | <b>1</b>             | <b>4%</b>   |

**ADMINISTRATION & INFORMATION TECHNOLOGY**

**Programs/Services**

Extension administration works cooperatively in support of Palm Beach County government and the University of Florida/Institute of Food and Agricultural Sciences (UF/IFAS) to guide faculty and staff to proactively offer educational opportunities to the residents and visitors of Palm Beach County toward solutions that improve quality of life, protection of food, water and environmental resources and greater economic stability. Programs include: Commercial Agriculture, Family, Youth and Consumer Sciences, of which 4-H Development is a part, Environmental Horticulture, of which the Mounts Botanical Garden is a part, and Agriculture Economic Development.

**FY 11 Highlights & Accomplishments**

- On-line registration became "live" in mid-February; faculty and staff have been trained in its use. Once the public embraces this technology, it will reduce registration processing times.
- Total grant support through UF/IFAS and other grantors equals \$302,832.
- Volunteers are ever more valuable to assist in educating the community. A total of 4,841 volunteers contributed 16,716 hours of service to residents in our community.

**FY 12 Objectives**

- Increase website visits by 5%.
- Encourage participants to use the new on-line registration system on the Cooperative Extension Service website to register for classes and other educational opportunities. This system went live in February 2011.
- Increase customer satisfaction. Customer satisfaction will be measured through a UF/IFAS comprehensive random Customer Satisfaction Survey which measures overall satisfaction, information accuracy, timeliness, relevance and ease of understanding.
- Seek and obtain \$200,000 in grant support through UF/IFAS or other grantors to enhance programmatic service to the community.

| <b>Performance Measures</b>             | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of website visits                | N/A                   | 372,253               | 409,478               | 249,190                        | 429,950               |
| Participants using on-line registration | N/A                   | N/A                   | N/A                   | 22                             | 3,000                 |
| Customer Satisfaction                   | N/A                   | 94%                   | 94%                   | 94%                            | 95%                   |
| Grant dollars received                  | N/A                   | \$332,411             | \$200,000             | \$302,832                      | \$200,000             |

**ADMINISTRATION & INFORMATION TECHNOLOGY**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 123,147          | \$ 92,150           | \$ 3,425            | \$ (88,725)             |
| Fund Balance                          | 154,573             | 218,746             | 247,136             | 28,390                  |
| <b>SubTotal</b>                       | <b>\$ 277,720</b>   | <b>\$ 310,896</b>   | <b>\$ 250,561</b>   | <b>\$ (60,335)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 287,622          | \$ 292,477          | \$ 284,187          | \$ (8,290)              |
| Operating Expenses                    | 145,863             | 175,821             | 212,252             | 36,431                  |
| Reserves                              | -                   | 265,896             | 232,246             | (33,650)                |
| <b>SubTotal</b>                       | <b>\$ 433,485</b>   | <b>\$ 734,194</b>   | <b>\$ 728,685</b>   | <b>\$ (5,509)</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ 155,765</b>   | <b>\$ 423,298</b>   | <b>\$ 478,124</b>   | <b>\$ 54,826</b>        |
| <b>Positions</b>                      | <b>4</b>            | <b>4</b>            | <b>4</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ 60,335 Decrease due to change in reporting of revenues received from Administration to all individual divisions.
- \$ (8,290) Decrease in FRS rates offset by the increase in Insurance costs.
- \$ 36,431 Increase in operating expenses due to consolidation of building maintenance and office supplies from all divisions to Administration in order to efficiently manage expenses.
- \$ (33,650) Decrease to reserves in the Cooperative Extension revenue fund as these funds are used to support County Cooperative programs.

**\$ 54,826 Total Increase**

**AGRICULTURE**

**Programs/Services**

Agriculture provides timely, accurate and relevant research-based information to agricultural business industries, regardless of size, ethnicity, or type of crop grown. Services include crop production, regulatory and agricultural safety training to clientele via educational programs, seminars, workshops, field days, consultations and by electronic media; technology transfer between the University of Florida/IFAS and clientele for the dissemination of current "best" information; training and testing restricted use pesticide applicators in 19 categories for required state licensure; conducting field trials to improve crop production and disease/pest resistance and to better understand management requirements for new specialty and energy crops.

**FY 11 Highlights & Accomplishments**

- Orange Rust continues to impact yield of sugarcane. Economic losses to Orange Rust effects were reduced by \$150/acre as a result of Extension recommended fungicide controls thus improving revenues from 1,800 treated acres by \$270,000.
- 87% of agriculture businesses surveyed responded that farm accidents decreased as a result of Extension Farm Safety trainings.
- The Cooperative offers one of the very few pesticide certification classes in Spanish in the state of Florida. As a result of successful certification, the annual direct positive economic impact for an Hispanic certified pesticide applicator is \$2,454.40 per individual.
- Aerial spray program participants indicate a greatly improved spray accuracy as a result of aerial spray calibration field days. Following aerial spray calibration field days, participants reported greatly improved spray accuracy.

**FY 12 Objectives**

- Provide field visits to resolve problems and improve technology understanding for growers experiencing crop management/production problems.
- Increase worker protection, pesticide safety/licensing and agriculture safety training emphasizing human safety and environmental stewardship protecting precious soil and water resources.
- Increase attendance to educational programs on new technologies and improved production practices for an ever-changing agricultural landscape to growers and agriculture personnel.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of people earning CEU's leading to licensure impacting food and water safety      | N/A                   | N/A                   | N/A                   | 224                            | 1,200                 |
| Number of individuals receiving safety training  | 1,825                 | 3,112                 | 1,500                 | 1,516                          | 1,575                 |
| Number of personnel attending agriculture-related educations events, group presentations | 1,969                 | 4,194                 | 1,700                 | 2,210                          | 1,785                 |

**AGRICULTURE**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | -                   | -                   | 8,500               | 8,500                   |
| <b>SubTotal</b>                       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 8,500</b>     | <b>\$ 8,500</b>         |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 277,223          | \$ 296,455          | \$ 299,739          | \$ 3,284                |
| Operating Expenses                    | 43,267              | 65,431              | 61,199              | (4,232)                 |
| Grants and Aids                       | 79,000              | 79,000              | 79,000              | -                       |
| <b>SubTotal</b>                       | <b>\$ 399,490</b>   | <b>\$ 440,886</b>   | <b>\$ 439,938</b>   | <b>\$ (948)</b>         |
| <b>Ad Valorem Funding</b>             | <b>\$ 399,490</b>   | <b>\$ 440,886</b>   | <b>\$ 431,438</b>   | <b>\$ (9,448)</b>       |
| <b>Positions</b>                      | <b>6</b>            | <b>6</b>            | <b>6</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ (8,500) Increase due to change in reporting of revenues received from Administration to all individual divisions.
  - \$ 3,284 Increase in Insurance costs offset by the decrease in FRS rates.
  - \$ (4,232) Decrease in various operating expenses.
- \$ (9,448) Total Decrease**

**FAMILY, YOUTH AND CONSUMER SCIENCES**

**Programs/Services**

Family, Youth and Consumer Sciences programs provide accurate, relevant evidence-based education in food safety and nutrition, financial sustainability, 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 so they can be more self-sufficient in challenging economic times. Youth development programs provide youth educational opportunities that assist youth in acquiring knowledge, developing life skills and forming attitudes that will enable them to become self-directing, productive and contributing members of society. The 4-H Youth program encourages guidance and support from caring adults becoming mentors, advisors, leaders and counselors. Cooperative Extension staff serves to deliver progressive educational youth programs, to recruit and educate adult volunteers and to coordinate learning events and activities that complement the youth program objectives.

**FY 11 Highlights & Accomplishments**

- A grant of \$22,706 was received to teach nutrition and fitness to high risk youth and their families at Highland Elementary Bridges Center.
- Over 9,000 grandparents in PBC are responsible for raising their grandchildren. Extension has received a five year grant to reach grandparents with in-depth educational support for intergenerational families.
- Extension faculty, staff and volunteers have maintained the 4-H program throughout the year, serving 387 members and 569 additional youth. Reduced 4-H participation is a result of the vacant Program Leader and two vacant Program Assistant positions for most of FY 2011.
- 59 Palm Beach County 4-H youth participated in 4-H Day at the Capitol, learning about their government, meeting legislators, lobbyists and Governor Scott.

**FY 12 Objectives**

- Improve participants' nutrition practices.
- Provide training to child care providers and other employees, leading to licensure/certification.
- Maintain the number of youth participating in 4-H educational encounters including school enrichment, after school, camps and community service projects at the level attained in FY 2010.
- Maintain the number of volunteer hours contributed to youth clubs and learning events attained in FY 2010.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of participants reporting improved nutrition practices.  | 90%                   | 90%                   | 87%                   | 90%                            | 85%                   |
| Number participants in trainings leading to licensure/certification | N/A                   | 189                   | 200                   | 121                            | 250                   |
| Number of youth participating as 4-H educational encounters         | 37,001                | 10,496                | 10,000                | 569                            | 10,496                |
| Number of volunteer hours   | 59,545                | 28,132                | 30,000                | 2,107                          | 28,132                |

**FAMILY, YOUTH AND CONSUMER SCIENCES**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | -                   | -                   | 83,000              | 83,000                  |
| <b>SubTotal</b>                       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 83,000</b>    | <b>\$ 83,000</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 307,436          | \$ 382,780          | \$ 375,280          | \$ (7,500)              |
| Operating Expenses                    | 47,397              | 91,976              | 101,256             | 9,280                   |
| <b>SubTotal</b>                       | <b>\$ 354,833</b>   | <b>\$ 474,756</b>   | <b>\$ 476,536</b>   | <b>\$ 1,780</b>         |
| <b>Ad Valorem Funding</b>             | <b>\$ 354,833</b>   | <b>\$ 474,756</b>   | <b>\$ 393,536</b>   | <b>\$ (81,220)</b>      |
| <b>Positions</b>                      | <b>7</b>            | <b>7</b>            | <b>8</b>            | <b>1</b>                |

**Budget Variance Explanation**

- \$ (83,000) Increase due to change in reporting of revenues received from Administration to all individual divisions.
- \$ (7,500) Decrease in FRS rates offset by the increase in Insurance costs.
- \$ 9,280 Increase due to consolidation of Family and Consumer Sciences with 4-H to create the division of Family, Youth and Consumer Sciences. Increase in operating expenses is paid from the Cooperative Extension revenue fund.

**\$ (81,220) Total Decrease**



**MOUNTS BOTANICAL GARDEN/ENVIRONMENTAL HORTICULTURE**

**Programs/Services**

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

**FY 11 Highlights & Accomplishments**

- 4,441 volunteers have contributed a total of 13,187 hours to provide gardening and horticulture education to the community.
- The Esther B. O'Keefe Foundation donation provided an enhancement to the island bridge and overlook of the Mounts Botanical Garden through the Art in Public Places process.
- 36 Florida Friendly Landscaping Yard Advisors were trained and certified to work with residents throughout the County to protect ground water resources.

**FY 12 Objectives**

- Provide customers with educational information to improve their pesticide, fertilizer and irrigation practices, and reduce the potential for negative impacts.
- Aggressively recruit, train and utilize volunteers to help meet the mission of the program. Volunteers will be effectively trained in key principles of landscape best management practices.
- Increase knowledge of the nine Florida-Friendly principles among departmental educational visitors.
- Increase the percentage of Educational visitors implementing Florida-Friendly principles.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| % of customers implementing landscape, pest, garden, or nursery best management practices. | N/A                   | N/A                   | N/A                   | 80%                            | 75%                   |
| Number of hours contributed to program by volunteers.                                      | N/A                   | 23,919                | 15,000                | 13,187                         | 15,000                |
| Number of educational visitors informed of Florida-Friendly principles.                    | N/A                   | N/A                   | N/A                   | 42,124                         | 35,000                |
| Percent of educational visitors implementing one or more Florida-Friendly principles.      | N/A                   | N/A                   | N/A                   | 24%                            | 15%                   |

**MOUNTS BOTANICAL GARDEN/ENVIRONMENTAL HORTICULTURE**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | -                   | 36,866              | 70,977              | 34,111                  |
| <b>SubTotal</b>                       | <b>\$ -</b>         | <b>\$ 36,866</b>    | <b>\$ 70,977</b>    | <b>\$ 34,111</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 464,725          | \$ 596,607          | \$ 562,357          | \$ (34,250)             |
| Operating Expenses                    | 126,278             | 132,766             | 126,678             | (6,088)                 |
| <b>SubTotal</b>                       | <b>\$ 591,003</b>   | <b>\$ 729,373</b>   | <b>\$ 689,035</b>   | <b>\$ (40,338)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ 591,003</b>   | <b>\$ 692,507</b>   | <b>\$ 618,058</b>   | <b>\$ (74,449)</b>      |
| <b>Positions</b>                      | <b>12</b>           | <b>9</b>            | <b>9</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (34,111) Increase in revenue from contributions to the Special Revenue Fund to support the program position in Mounts Botanical Garden.

\$ (34,250) Decrease in FRS rates offset by the increase in insurance costs and position, vacant due to retirement, filled at entry level of salary grade.

\$ (6,088) Decrease in various operating expenses.

**\$ (74,449) Total Decrease**

**AGRICULTURE ECONOMIC DEVELOPMENT**

**Programs/Services**

Agriculture Economic Development promotes job creation and growth by increasing uses and yields of agricultural land and related resources; providing agronomic research and financial viability assistance to new crop establishment and renewable fuel projects; identifying and developing potential new value-added agricultural products and providing assistance to other County departments on agricultural-related issues.

**FY 11 Highlights & Accomplishments**

- Provided assistance to the University of Florida's Department of Urban and Regional Planning on a proposal to the Village of Wellington's request for an Equestrian Master Plan project. Furthermore, assisted countywide interests on a number of agronomic issues relating to polo fields establishments and maintenance.
- In view of the soaring interest in local community, school and private urban vegetable gardens, programs were developed and offered intensive education on the subject. Collaboration with the School District of PBC to offer this program to faculty interested in school gardens has yielded attendance exceeding 400
- Currently researching, in conjunction with PBC Property and Real Estate Management Division, potential agricultural-use options for Mecca Farms.
- Promotional support and guidance has been offered to Palm Beach County GreenMarkets.

**FY 12 Objectives**

- Provide assistance for general business and product development projects.
- Provide research and educational information on new renewable fuel crops.
- Identify new possible value-added options on crops currently grown in the county.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Businesses receiving general business/product development information       | N/A                   | N/A                   | 165                   | 159                            | 160                   |
| Companies seeking renewable fuel crop information                           | N/A                   | N/A                   | N/A                   | 2                              | 20                    |
| Individuals receiving information related to value-added agricultural crops | N/A                   | N/A                   | N/A                   | 35                             | 50                    |

**AGRICULTURE ECONOMIC DEVELOPMENT**

|                              | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                         |
| Personal Services            | \$ 167,123          | \$ 158,058          | \$ 157,774          | \$ (284)                |
| Operating Expenses           | 30,945              | 108,209             | 108,237             | 28                      |
| Capital Outlay               | 1,637               | -                   | -                   | -                       |
| <b>SubTotal</b>              | <b>\$ 199,705</b>   | <b>\$ 266,267</b>   | <b>\$ 266,011</b>   | <b>\$ (256)</b>         |
| <b>Ad Valorem Funding</b>    | <b>\$ 199,705</b>   | <b>\$ 266,267</b>   | <b>\$ 266,011</b>   | <b>\$ (256)</b>         |
| <b>Positions</b>             | <b>2</b>            | <b>2</b>            | <b>2</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (284) Decrease in FRS rates offset by the increase in Insurance costs.

\$ 28 Increase in various miscellaneous operating expenses.

**\$ (256) Total Decrease**

## DEPARTMENT SUMMARY

### Mission Statement

The mission of the Palm Beach County Library System is to continually improve our service to the public 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 for 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 cities that do not provide their residents with library facilities. Service is provided through the Main Library, fifteen 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 Day Care programs. The Library provides access to holdings of 1.7 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 \$100,000+ 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.

In FY 2011 the Gardens, Greenacres, and Main Library reopened after renovations.

### Emerging Issues

- As revenues for operating expenses continue to decline, the Library works to complete all Library Expansion Program II (LEP II) capital projects to expand square footage and comply with Comprehensive Plan Goals while attempting to maintain levels of service and meet the constantly growing public demand in all program areas due, in part, to the economic downturn.
- By the end of FY 2012, all sixteen projects included in the LEP II will be completed, adding 174,868 sq. ft. or 74% more space to the library system.
- The Library has returned to the FY 2007 level of staffing by reducing FTE's from 452 to 419.
- From FY 2007 to FY 2010, ad valorem revenue has decreased by \$12.5 million or 26%. During that same time period, operating expenses have increased due to larger facilities coming on line, increases in contract costs, and Indirect Charges.
- The Library has reduced work-load levels for public service staff by adding automated materials handling equipment to sort and check-in materials that are returned through book-drops. Installation of all equipment is scheduled to be completed during FY 2012.
- Reductions in State Aid threaten local cooperation between libraries in the Library Cooperative of the Palm Beaches.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual         | FY 11 Budget        | FY 12 Budget         | Change (FY 11-FY 12) |            |
|---------------------------------------|----------------------|---------------------|----------------------|----------------------|------------|
|                                       |                      |                     |                      | \$                   | %          |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                     |                      |                      |            |
| Charges for Services                  | \$ 7,336             | \$ 7,000            | \$ 1,150             | \$ (5,850)           | (84%)      |
| Fines & Forfeitures                   | 546,424              | 450,000             | 450,000              | -                    | -          |
| Grants                                | 891,125              | 889,077             | 1,006,270            | 117,193              | 13%        |
| Licenses & Permits                    | 23,379               | 40,000              | 25,000               | (15,000)             | (38%)      |
| Other                                 | 1,279,407            | (1,274,617)         | (1,251,206)          | 23,411               | (2%)       |
| Interfund Transfers                   | 474,068              | -                   | 2,204,350            | 2,204,350            | -          |
| Fund Balance                          | 12,929,719           | 9,352,220           | 8,055,759            | (1,296,461)          | (14%)      |
| <b>SubTotal</b>                       | <b>\$ 16,151,458</b> | <b>\$ 9,463,680</b> | <b>\$ 10,491,323</b> | <b>\$ 1,027,643</b>  | <b>11%</b> |

**Appropriations**

|                    |                      |                      |                      |                   |           |
|--------------------|----------------------|----------------------|----------------------|-------------------|-----------|
| Personal Services  | \$ 23,403,104        | \$ 24,716,416        | \$ 24,171,919        | \$ (544,497)      | (2%)      |
| Operating Expenses | 13,105,461           | 14,240,456           | 14,200,352           | (40,104)          | -         |
| Capital Outlay     | 3,445,090            | 4,672,654            | 4,038,252            | (634,402)         | (14%)     |
| Transfers          | 215,396              | 10,396               | 9,937                | (459)             | (4%)      |
| Reserves           | -                    | 3,510,106            | 5,119,458            | 1,609,352         | 46%       |
| <b>SubTotal</b>    | <b>\$ 40,169,051</b> | <b>\$ 47,150,028</b> | <b>\$ 47,539,918</b> | <b>\$ 389,890</b> | <b>1%</b> |

**Ad Valorem Funding**

|                  |               |               |               |              |      |
|------------------|---------------|---------------|---------------|--------------|------|
| Library          | \$ 35,633,662 | \$ 37,686,348 | \$ 37,048,595 | \$ (637,753) | (2%) |
| <b>Positions</b> | <b>452</b>    | <b>452</b>    | <b>419</b>    | <b>(33)</b>  |      |

**CIRCULATION**

**Programs/Services**

The Circulation Program provides free access to all library holdings in a variety of formats: books, DVDs, music CDs, books on CD, and e-books. 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.

**FY 11 Highlights & Accomplishments**

- After reopening in October 2010, 917,257 items were checked out of the newly expanded (40,000 sq. ft.) Palm Beach Gardens branch.
- In FY 2011, two thousand Talking Books for the Blind patrons used their newly issued digital players to listen to 78,747 digital books.
- Since reopening last fall, the Greenacres and Palm Beach Gardens branches have issued 10,859 new library cards.

**FY 12 Objectives**

- Increase total circulation by 2% over FY 2010.
- Increase circulation of outreach materials to daycare centers, Talking Books for the Blind, Books-by-Mail and Bookmobile patrons by 1% over FY 2010.
- Increase the number of library card holders by 1% over FY 2010.
- Increase the materials collection to 2.1 holdings per capita.

| <b>Performance Measures</b> | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|-----------------------------|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Circulation                 | 8,302,394             | 8,551,190             | 8,634,490             | 4,216,380                      | 8,722,214             |
| Outreach circulation        | 231,612               | 239,136               | 233,928               | 134,170                        | 241,527               |
| Library card holders        | 534,986               | 555,991               | 545,686               | 545,753                        | 561,551               |
| Holdings per capita         | 1.83                  | 2.05                  | 1.85                  | 2.08                           | 2.10                  |

**CIRCULATION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 4,381            | \$ 4,180            | \$ 687              | \$ (3,493)              |
| Fines & Forfeitures                   | 326,325             | 268,740             | 268,740             | -                       |
| Grants                                | 532,180             | 530,957             | 600,944             | 69,987                  |
| Licenses & Permits                    | 13,963              | 23,888              | 14,930              | (8,958)                 |
| Other                                 | 764,062             | (761,201)           | (747,220)           | 13,981                  |
| Interfund Transfers                   | 283,113             | -                   | 1,316,438           | 1,316,438               |
| Fund Balance                          | 7,721,629           | 5,585,145           | 4,810,899           | (774,246)               |
| <b>SubTotal</b>                       | <b>\$ 9,645,653</b> | <b>\$ 5,651,709</b> | <b>\$ 6,265,418</b> | <b>\$ 613,709</b>       |

|                              |                      |                      |                      |                   |
|------------------------------|----------------------|----------------------|----------------------|-------------------|
| <b><u>Appropriations</u></b> |                      |                      |                      |                   |
| Personal Services            | \$ 13,976,334        | \$ 14,760,643        | \$ 14,435,469        | \$ (325,174)      |
| Operating Expenses           | 7,826,581            | 8,504,400            | 8,480,450            | (23,950)          |
| Capital Outlay               | 2,057,407            | 2,790,509            | 2,411,644            | (378,865)         |
| Transfers                    | 128,634              | 6,208                | 5,935                | (273)             |
| Reserves                     | -                    | 2,096,235            | 3,057,340            | 961,105           |
| <b>SubTotal</b>              | <b>\$ 23,988,956</b> | <b>\$ 28,157,996</b> | <b>\$ 28,390,839</b> | <b>\$ 232,843</b> |

|                                  |                      |                      |                      |                     |
|----------------------------------|----------------------|----------------------|----------------------|---------------------|
| <b><u>Ad Valorem Funding</u></b> |                      |                      |                      |                     |
| <b>Library</b>                   | <b>\$ 21,280,423</b> | <b>\$ 22,506,287</b> | <b>\$ 22,125,421</b> | <b>\$ (380,866)</b> |
| <b>Positions</b>                 | <b>259</b>           | <b>259</b>           | <b>250</b>           | <b>(9)</b>          |

**Budget Variance Explanation**

- \$ 3,493 Decrease in estimated revenues for Certifying, Copying, and Searching.
  - \$(69,987) Increase in the State Aid to Libraries Grant.
  - \$ 8,958 Decrease in revenues for Licenses and Permits.
  - \$(13,981) Decrease in investment income offset by an increase in other miscellaneous income and a decrease in statutory reserves.
  - \$(1,316,438) A transfer from the Library Expansion Fund to return Ad Valorem dollars from the completion of the Library Expansion Program II.
  - \$ 774,247 Decrease in Fund Balance due to Ad Valorem Tax Revenue being lower than expected.
  - \$(325,174) Decrease in FRS. The reduction of 9 positions does not affect the variance because the positions were not budgeted for in 2011.
  - \$(23,950) Decrease in miscellaneous Operating Expenses.
  - \$(378,865) Decrease in Capital Outlay for data processing equipment and Library materials.
  - \$ 960,831 Increase in Reserves due to the transfer from the Library Expansion Fund.
- \$ (380,866) Total Decrease**



**REFERENCE**

**Programs/Services**

The Reference Program 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; creating an economic development resource collection containing both print and electronic database material; and strengthening local government by providing information and document delivery for policy formulation and program management.

**FY 11 Highlights & Accomplishments**

- More than 100 people signed up for the Book-A-Librarian services available at the Belle Glade, West Boca and Okeechobee Blvd. Branches to receive one-on-one or small group instruction in the use of computers or research resources.
- Library subscription databases were marketed to the public in the Database-A-Day workshops presented at the Lantana Road Branch. Featured databases included those specializing in genealogy, health, legal, and consumer topics.
- *iBistro*, a Spanish version of the Library's web catalog, is now available.
- *Live Homework Help*, an online tutoring service, was featured on *Palm Breeze Café*, a PBC School District T.E.N. program in February. Total usage of *Live Homework Help* increased from 7,937 in FY 2010 to 9,878 in FY 2011, an increase of 24%.

**FY 12 Objectives**

- Increase reference transactions by 2% over FY 2010.
- Increase the public's use of subscription databases by 1% over FY 2010.
- Increase attendance at workshops that prepare staff to better utilize new and existing reference resources and services by 10% over FY 2010.

| Performance Measures   | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|------------------------|----------------|----------------|----------------|-------------------------|----------------|
| Reference transactions | 1,685,644      | 1,743,507      | 1,719,377      | 945,983                 | 1,778,377      |
| Databases access       | 305,190        | 235,499        | 236,676        | 111,632                 | 237,854        |
| Workshop attendance    | 316            | 169            | 319            | 99                      | 186            |

REFERENCE

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change 2011-2012  |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                   |
| Charges for Services                  | \$ 1,922            | \$ 1,834            | \$ 301              | \$ (1,533)        |
| Fines & Forfeitures                   | 143,163             | 117,900             | 117,900             | -                 |
| Grants                                | 233,475             | 232,938             | 263,643             | 30,705            |
| Licenses & Permits                    | 6,125               | 10,480              | 6,550               | (3,930)           |
| Other                                 | 335,205             | (333,950)           | (327,816)           | 6,134             |
| Interfund Transfers                   | 124,206             | -                   | 577,540             | 577,540           |
| Fund Balance                          | 3,387,586           | 2,450,282           | 2,110,609           | (339,673)         |
| <b>SubTotal</b>                       | <b>\$ 4,231,682</b> | <b>\$ 2,479,484</b> | <b>\$ 2,748,727</b> | <b>\$ 269,243</b> |

|                              |                      |                      |                      |                   |
|------------------------------|----------------------|----------------------|----------------------|-------------------|
| <b><u>Appropriations</u></b> |                      |                      |                      |                   |
| Personal Services            | \$ 6,131,613         | \$ 6,475,701         | \$ 6,333,043         | \$ (142,658)      |
| Operating Expenses           | 3,433,631            | 3,730,999            | 3,720,492            | (10,507)          |
| Capital Outlay               | 902,614              | 1,224,235            | 1,058,022            | (166,213)         |
| Transfers                    | 56,434               | 2,724                | 2,603                | (121)             |
| Reserves                     | -                    | 919,648              | 1,341,298            | 421,650           |
| <b>SubTotal</b>              | <b>\$ 10,524,292</b> | <b>\$ 12,353,307</b> | <b>\$ 12,455,458</b> | <b>\$ 102,151</b> |

|                                  |                     |                     |                     |                     |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b><u>Ad Valorem Funding</u></b> |                     |                     |                     |                     |
| <b>Library</b>                   | <b>\$ 9,336,019</b> | <b>\$ 9,873,823</b> | <b>\$ 9,706,732</b> | <b>\$ (167,091)</b> |
| <b>Positions</b>                 | <b>122</b>          | <b>122</b>          | <b>110</b>          | <b>(12)</b>         |

**Budget Variance Explanation**

- \$ 1,533 Decrease in estimated revenues for Certifying, Copying, and Searching.
  - \$ (30,705) Increase in the State Aid to Libraries Grant.
  - \$ 3,930 Decrease in revenues for Licenses and Permits.
  - \$ (6,134) Decrease in investment income offset by an increase in other miscellaneous income and a decrease in statutory reserves.
  - \$ (577,540) A transfer from the Library Expansion Fund to return Ad Valorem dollars from the completion of the Library Expansion Program II.
  - \$ 339,673 Decrease in Fund Balance due to Ad Valorem Tax Revenue being lower than expected.
  - \$ (142,658) Decrease in FRS. The reduction of 12 positions does not affect the variance because the positions were not budgeted for in 2011.
  - \$ (10,507) Decrease in miscellaneous Operating Expenses.
  - \$ (166,213) Decrease in Capital Outlay for data processing equipment and Library materials.
  - \$ 421,530 Increase in Reserves due to the transfer from the Library Expansion Fund.
- \$ (167,091) Total Decrease**

**CHILDREN'S PROGRAMS**

**Programs/Services**

The Children’s Programs encourage a love for reading, learning, and libraries. 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.

**FY 11 Highlights & Accomplishments**

- Visited by staff, more than 1,300 FCAT 3rd grade Summer Reading Academy students were reminded about the importance of reading, getting a library card and joining the Summer Reading Program.
- Registrations for the FY 2011 Young Adult and Children's Summer Reading Programs increased 12% over FY 2010 to 9,418 teens and children.
- Sixty-five freshman in the William T. Dwyer Early Childhood Teacher Education Academy were taught how to enhance picture book reading by using flannel boards, puppets and props.

**FY 12 Objectives**

- Increase the number of story times and special programs presented for infants, children and teens by 5% over FY 2010.
- Increase total attendance at multimedia programs for infants, children and teens by 3% over FY 2010.
- Increase attendance at ABC Kit programs by 5% over FY 2010.

| <b>Performance Measures</b> | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|-----------------------------|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Programs                    | 6,988                 | 6,793                 | 7,127                 | 3,312                          | 7,133                 |
| Attendance                  | 184,175               | 182,890               | 187,858               | 87,012                         | 188,377               |
| ABC Kit program attendance  | 242,916               | 260,227               | 242,916               | 140,190                        | 273,238               |

**CHILDREN'S PROGRAMS**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 541              | \$ 517              | \$ 85               | \$ (432)                |
| Fines & Forfeitures                   | 40,326              | 33,210              | 33,210              | -                       |
| Grants                                | 65,765              | 65,614              | 74,263              | 8,649                   |
| Licenses & Permits                    | 1,725               | 2,952               | 1,845               | (1,107)                 |
| Other                                 | 94,420              | (94,067)            | (92,339)            | 1,728                   |
| Interfund Transfers                   | 34,986              | -                   | 162,681             | 162,681                 |
| Fund Balance                          | 954,213             | 690,194             | 594,515             | (95,679)                |
| <b>SubTotal</b>                       | <b>\$ 1,191,976</b> | <b>\$ 698,420</b>   | <b>\$ 774,260</b>   | <b>\$ 75,840</b>        |

|                              |                     |                     |                     |                  |
|------------------------------|---------------------|---------------------|---------------------|------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                  |
| Personal Services            | \$ 1,727,149        | \$ 1,824,072        | \$ 1,783,888        | \$ (40,184)      |
| Operating Expenses           | 967,183             | 1,050,946           | 1,047,986           | (2,960)          |
| Capital Outlay               | 254,248             | 344,842             | 298,023             | (46,819)         |
| Transfers                    | 15,896              | 767                 | 733                 | (34)             |
| Reserves                     | -                   | 259,046             | 377,816             | 118,770          |
| <b>SubTotal</b>              | <b>\$ 2,964,476</b> | <b>\$ 3,479,673</b> | <b>\$ 3,508,446</b> | <b>\$ 28,773</b> |

|                                  |                     |                     |                     |                    |
|----------------------------------|---------------------|---------------------|---------------------|--------------------|
| <b><u>Ad Valorem Funding</u></b> |                     |                     |                     |                    |
| <b>Library</b>                   | <b>\$ 2,629,764</b> | <b>\$ 2,781,252</b> | <b>\$ 2,734,186</b> | <b>\$ (47,066)</b> |
| <b>Positions</b>                 | <b>38</b>           | <b>38</b>           | <b>31</b>           | <b>(7)</b>         |

**Budget Variance Explanation**

- \$ 432 Decrease in estimated revenues for Certifying, Copying, and Searching.
  - \$ (8,649) Increase in the State Aid to Libraries Grant.
  - \$ 1,107 Decrease in revenues for Licenses and Permits.
  - \$ (1,728) Decrease in investment income offset by an increase in other miscellaneous income and a decrease in statutory reserves.
  - \$ (162,681) A transfer from the Library Expansion Fund to return Ad Valorem dollars from the completion of the Library Expansion Program II.
  - \$ 95,679 Decrease in Fund Balance due to Ad Valorem Tax Revenue being lower than expected.
  - \$ (40,184) Decrease in FRS. The reduction of 7 positions does not affect the variance because the positions were not budgeted for in 2011.
  - \$ (2,960) Decrease in miscellaneous Operating Expenses.
  - \$ (46,819) Decrease in Capital Outlay for data processing equipment and Library materials.
  - \$ 118,737 Increase in Reserves due to the transfer from the Library Expansion Fund.
- \$ (47,066) Total Decrease**

**COMMUNITY ENRICHMENT**

**Programs/Services**

The Community Enrichment Program provides public access to electronic information and resources and promotes economic vitality and individual achievement through reading and lifelong learning. Primary services include providing remote access to the online catalog and other electronic databases; providing access to the Library’s website where patrons will find information about Library services and resources and links to selected useful sites on the Internet; providing literacy tutoring to adult nonreaders; providing business development and job-search assistance through large group tours, individual consultations, outreach to the community, and access to electronic resources; 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.

**FY 11 Highlights & Accomplishments**

- A variety of computer classes were offered in English, Spanish and Creole. Topics ranged from Microsoft Office basics to specialized topics such as job searching, resume building and online security.
- The Library implemented *BookMyne*, PBC's first Smartphone application. Patrons can use *BookMyne* to locate library branches, access their accounts, and search both the library catalog and the *NY Times* best-seller list.
- Use of social and e-media to promote services increased over FY 2010: e-newsletter subscriptions increased 49%; *Facebook* 'likes' increased 113%; and the number of *Twitter* followers increased 59%.
- PBC Legislative Affairs staff presented 'Election Time: Know the Issues', an informational program about the state amendments and other initiatives on the November ballot, at six library locations.

**FY 12 Objectives**

- Increase attendance at Internet/electronic resources classes by 2% over FY 2010.
- Increase the number of public PC sessions by 10% over FY 2010.
- Generate 9,950 literacy instructional hours provided by library-trained volunteers.
- Increase adult program attendance by 6% over FY 2010.

| <b>Performance Measures</b>             | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Electronic resource training attendance | 10,469                | 9,967                 | 10,678                | 4,867                          | 10,166                |
| Public PC sessions                      | 924,481               | 1,073,163             | 1,105,358             | 494,122                        | 1,180,479             |
| Adult literacy instructional hours      | 11,889                | 10,201                | 10,400                | 5,011                          | 9,950                 |
| Adult program attendance                | 27,520                | 26,633                | 28,070                | 20,660                         | 28,231                |

**COMMUNITY ENRICHMENT**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 492              | \$ 469              | \$ 77               | \$ (392)                |
| Fines & Forfeitures                   | 36,610              | 30,150              | 30,150              | -                       |
| Grants                                | 59,705              | 59,568              | 67,420              | 7,852                   |
| Licenses & Permits                    | 1,566               | 2,680               | 1,675               | (1,005)                 |
| Other                                 | 85,720              | (85,399)            | (83,831)            | 1,568                   |
| Interfund Transfers                   | 31,763              | -                   | 147,691             | 147,691                 |
| Fund Balance                          | 866,291             | 626,599             | 539,736             | (86,863)                |
| <b>SubTotal</b>                       | <b>\$ 1,082,147</b> | <b>\$ 634,067</b>   | <b>\$ 702,918</b>   | <b>\$ 68,851</b>        |

|                              |                     |                     |                     |                  |
|------------------------------|---------------------|---------------------|---------------------|------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                  |
| Personal Services            | \$ 1,568,008        | \$ 1,656,000        | \$ 1,619,519        | \$ (36,481)      |
| Operating Expenses           | 878,066             | 954,111             | 951,424             | (2,687)          |
| Capital Outlay               | 230,821             | 313,068             | 270,563             | (42,505)         |
| Transfers                    | 14,432              | 697                 | 666                 | (31)             |
| Reserves                     |                     | 235,177             | 343,004             | 107,827          |
| <b>SubTotal</b>              | <b>\$ 2,691,327</b> | <b>\$ 3,159,053</b> | <b>\$ 3,185,176</b> | <b>\$ 26,123</b> |

|                                  |                     |                     |                     |                    |
|----------------------------------|---------------------|---------------------|---------------------|--------------------|
| <b><u>Ad Valorem Funding</u></b> |                     |                     |                     |                    |
| <b>Library</b>                   | <b>\$ 2,387,455</b> | <b>\$ 2,524,985</b> | <b>\$ 2,482,256</b> | <b>\$ (42,729)</b> |
| <b>Positions</b>                 | <b>33</b>           | <b>33</b>           | <b>28</b>           | <b>(5)</b>         |

**Budget Variance Explanation**

- \$ 392 Decrease in estimated revenues for Certifying, Copying, and Searching.
  - \$ (7,852) Increase in the State Aid to Libraries Grant.
  - \$ 1,005 Decrease in revenues for Licenses and Permits.
  - \$ (1,568) Decrease in investment income offset by an increase in other miscellaneous income and a decrease in statutory reserves.
  - \$ (147,691) A transfer from the Library Expansion Fund to return Ad Valorem dollars from the completion of the Library Expansion Program II.
  - \$ 86,863 Decrease in Fund Balance due to Ad Valorem Tax Revenue being lower than expected.
  - \$ (36,481) Decrease in FRS. The reduction of 5 positions does not affect the variance because the positions were not budgeted for in 2011.
  - \$ (2,687) Decrease in miscellaneous Operating Expenses.
  - \$ (42,505) Decrease in Capital Outlay for data processing equipment and Library materials.
  - \$ 107,795 Increase in Reserves due to the transfer from the Library Expansion Fund.
- \$ (42,729) Total Decrease**

## DEPARTMENT SUMMARY

### Mission Statement

To provide the citizens of Palm Beach County a high quality and aesthetically pleasing system of roads, bridges, and pathways made safe and easily accessible by appropriate 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.

### Department Overview

The Engineering/Public Works Department provides planning, implementation, and administration of the Five-Year Road Program and technical and general engineering input regarding transportation planning, geometric design, drainage, and infrastructure for proposed residential and commercial development to the Board of County Commissioners and other County entities. The Department installs and maintains traffic signals, signs and pavement markings, pedestrian and bicycle paths, and drainage systems in County right-of-way. The Department also maintains and operates fixed and moveable bridges, roads, drainage systems, landscaping, striping and signing, and develops and maintains survey control data for use by County departments; administers the County's Street Improvement Program; coordinates railroad crossing maintenance as it affects County roads; updates and publishes the County street atlas and other maps; and provides copies of plans, plats, and aerials to other County departments, contractors, developers, and the general public.

### Emerging Issues

- For the third year in a row, level of service standards require substantive programs for new and wider roads, the installation, maintenance and upgrading of traffic control devices, street lighting, drainage systems, and resources for the acquisition of easements and rights-of-way which has been severely impacted by revenue decreases.
- Maintenance and upgrading of existing roads and drainage systems will be required, as well as maintenance and eventual replacement of aging movable/intra-coastal bridges. The ability to meet these requirements is severely impacted by the elimination of budget for road resurfacing.
- The advanced traveler information system is an effective utilization of the intelligent transportation system. The County will continue to increase the number of traffic surveillance cameras and begin the installation of stationary variable message signs.
- A significant decrease in revenues, including impact fees and gas taxes, has drastically changed the previously envisioned Five Year Road Program.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12)  |              |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|--------------|
|                                       |                      |                      |                      | \$                    | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                      |                      |                       |              |
| Gas Taxes                             | \$ 27,455,541        | \$ 25,615,727        | \$ 20,372,768        | \$ (5,242,959)        | (20%)        |
| Charges for Services                  | 2,559,201            | 2,628,864            | 2,583,914            | (44,950)              | (2%)         |
| Grants                                | 757,379              | 1,274,206            | 1,274,206            | -                     | -            |
| Licenses & Permits                    | 569,069              | 1,180,000            | 1,290,000            | 110,000               | 9%           |
| Other                                 | 2,144,994            | 4,041,136            | 4,959,536            | 918,400               | 23%          |
| Interfund Transfers                   | 63,842               | 1,088,042            | 88,042               | (1,000,000)           | (92%)        |
| Fund Balances                         | 11,826,916           | 12,864,835           | 11,628,503           | (1,236,332)           | (10%)        |
| <b>SubTotal</b>                       | <b>\$ 45,376,942</b> | <b>\$ 48,692,810</b> | <b>\$ 42,196,969</b> | <b>\$ (6,495,841)</b> | <b>(13%)</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                       |              |
| Personal Services                     | \$ 32,146,105        | \$ 32,433,411        | \$ 29,895,680        | \$ (2,537,731)        | (8%)         |
| Operating Expenses                    | 16,047,371           | 18,332,276           | 16,150,422           | (2,181,854)           | (12%)        |
| Capital Outlay                        | 2,054,908            | 4,912,668            | 4,219,573            | (693,095)             | (14%)        |
| Grants & Aids                         | 151,616              | 120,000              | -                    | (120,000)             | (100%)       |
| Charge Offs                           | -                    | -                    | -                    | -                     | -            |
| Reserves                              | 178,294              | 2,943,651            | 2,851,238            | (92,413)              | (3%)         |
| <b>SubTotal</b>                       | <b>\$ 50,578,294</b> | <b>\$ 58,742,006</b> | <b>\$ 53,116,913</b> | <b>\$ (5,625,093)</b> | <b>(10%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 17,984,132</b> | <b>\$ 10,049,196</b> | <b>\$ 10,919,944</b> | <b>\$ 870,748</b>     | <b>9%</b>    |
| <b>Positions</b>                      | <b>470</b>           | <b>450</b>           | <b>433</b>           | <b>(17)</b>           | <b>(4%)</b>  |



**ADMINISTRATION & INFORMATION TECHNOLOGY/GIS****Programs/Services**

The administrative aspect of Engineering and Public Works includes the County Engineer's Office, Administrative Services (which includes Fiscal and Reprographics) and Information Technology (IT)/Geographic Information Services (GIS). The County Engineer's Office oversees all divisions of the department. The Reprographics section provides a wide range of duplication services and also serves as the reception desk for the department. The Fiscal section provides support for all financial services throughout the department. Information Technology oversees all of the desktop support as well as department wide applications. Geographic Information Services (GIS) supports the development and maintenance of GIS applications and data, and performs extensive mapping services, including publishing the County's street atlas.

**FY 11 Highlights & Accomplishments**

- Implemented a revised system for monitoring and reporting federal and state grants.
- Deployed Tab Fusion (previously SMEAD) software to Roadway, Engineering Services, and Traffic Divisions.

**FY 12 Objectives**

- Maintain the County road base data critical to several countywide applications, including Fire-Rescue and Sheriff emergency responders.
- Efficiently turn around requests for Budget Availability Statements and Construction Pay Applications.
- Proceed with the automation of various divisions for more efficient service.
- Continue implementation of the SMEADSoft document management system through user training, workflow adjustments, the creation of a retention committee and deployment of retentions.

| <b>Performance Measures</b>                                       | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|---|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Average Budget Availability Statements turn around time (in days) | 4.2                       | 2.43                      | 2.50                      | 2.35                               | 2.50                      |
| Average Construction Pay Application turn around time (in days)   | N/A                       | 3.30                      | 3.00                      | 2.54                               | 3.00                      |

**ADMINISTRATION & INFORMATION TECHNOLOGY**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 37,873           | \$ 262,864          | \$ 232,914          | \$ (29,950)             |
| Other                                 | 57                  | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 37,930</b>    | <b>\$ 262,864</b>   | <b>\$ 232,914</b>   | <b>\$ (29,950)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,596,864        | \$ 2,541,749        | \$ 2,477,740        | \$ (64,009)             |
| Operating Expenses                    | 229,655             | 306,127             | 510,989             | 204,862                 |
| <b>SubTotal</b>                       | <b>\$ 2,826,519</b> | <b>\$ 2,847,876</b> | <b>\$ 2,988,729</b> | <b>\$ 140,853</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,609,602</b> | <b>\$ 2,585,012</b> | <b>\$ 2,755,815</b> | <b>\$ 170,803</b>       |
| <b>Positions</b>                      | <b>30</b>           | <b>29</b>           | <b>29</b>           | <b>-</b>                |

**Budget Variance Explanation**

\$ 29,950 Decrease in internal charges for services.

\$ (64,009) Decrease in FRS rates offset by an increase in insurance costs.

\$ 204,862 Increase in Casualty Self Insurance premiums which corresponds to the decrease for Roadway Administration's Casualty Self Insurance premium.

**\$ 170,803 Total Increase**

## ROADWAY PRODUCTION

### Programs/Services

To administer and coordinate the design, right-of-way acquisition, permitting, utility relocation and construction of the County's Five-Year Road Program, and monitor all activities in Palm Beach County Thoroughfare Roads. Primary services include contracting with design consultants to implement approved projects; review project plans, ensuring required permits are obtained, ensuring utilities have been relocated; securing funding agreements; preparing construction contract documents for bidding and awards by the Board of County Commissioners; and ensuring projects are completed within approved budget.

### FY 11 Highlights & Accomplishments

- The number of projects under design, right-of-way acquisition, or construction totaled 88.
- The Small Business contractor achievement was 17.85%.
- Awarded 15 projects totaling \$48,349,000.
- Projects awarded added 7.3 lane miles to the County's thoroughfare roadway system.

### FY 12 Objectives

- Award 80% of the construction line items in the Five Year Road Program within 12 months following the scheduled fiscal year in accordance with Traffic Performance Standards requirements.
- Award 90% of design consultant contracts within 10 months of consultant selection.

| Performance Measures  | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Target | FY 11 Actual<br>on 3/31/11 | FY 2012<br>Target |
|---|-------------------|-------------------|-------------------|----------------------------|-------------------|
| Lane miles of road construction awarded                         | 16.8              | 17.2              | 20.6              | 6.4                        | 5.5               |
| Value of Road Construction contracts awarded<br>(in millions)   | \$23.70           | \$36.30           | \$59.30           | \$5.90                     | \$12.90           |
| Thoroughfare roads meeting County's adopted level<br>of service | 94%               | 92%               | 95%               | 92%                        | 95%               |

**ROADWAY PRODUCTION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Gas Taxes                             | \$ 2,263,833        | \$ 1,805,995        | \$ 1,300,625        | \$ (505,370)            |
| Charges for Services                  | -                   | 100,000             | 100,000             | -                       |
| Other                                 | 4,260               | 8,520               | 8,520               | -                       |
| <b>SubTotal</b>                       | <b>\$ 2,268,093</b> | <b>\$ 1,914,515</b> | <b>\$ 1,409,145</b> | <b>\$ (505,370)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,206,520        | \$ 1,828,314        | \$ 1,332,346        | \$ (495,968)            |
| Operating Expenses                    | 61,573              | 86,201              | 76,799              | (9,402)                 |
| <b>SubTotal</b>                       | <b>\$ 2,268,093</b> | <b>\$ 1,914,515</b> | <b>\$ 1,409,145</b> | <b>\$ (505,370)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>29</b>           | <b>28</b>           | <b>26</b>           | <b>(2)</b>              |

**Budget Variance Explanation**

\$ 505,370 Roadway Production is fully funded through charge offs against capital projects and gas taxes. Therefore, as reductions occur in the cost center, the corresponding revenue will also decrease.

\$ (495,968) Decrease is primarily due to an increase in interdepartmental charge-offs and the transfer of two staff positions to Construction Coordination.

\$ (9,402) Decrease in various operating expenses.

**\$ - Total Decrease**

**BRIDGE MAINTENANCE AND OPERATIONS****Programs/Services**

To structurally repair, maintain, inspect, and operate nine moveable bridges, 251 fixed bridges, 31 pedestrian bridges, and ten golf cart overpasses. This program also provides for the construction of concrete sidewalks and pathways, ramps for the handicapped, intersection improvements, countywide guardrail installation, and 24-hour emergency service. Primary services include moveable bridge repair, maintenance, and operation; fixed bridge repair and maintenance; bridge inspection; sidewalk improvements; and guardrail installation and repair.

**FY 11 Highlights & Accomplishments**

- Replaced 13 Lake Worth Drainage District guardrail gates with new Thrie-beam/rail shop bents and posts.
- Replaced two deteriorated steel pedestrian bridges with aluminum bridges on Prosperity Farms Road: Cabana Colony Canal and Archie's Creek. The project included new concrete sidewalk approaches with embankment.
- Removed and re-installed electric, water, and sewer utilities on the George Bush Bridge rehabilitation project.
- Fabricated and installed beam jacks for haunch repairs and 9" steel channel on pile caps and beams on the Ocean Avenue Bridge.

**FY 12 Objectives**

- Upgrade bascule bridge street lighting on six bridges to meet 150 mph hurricane rating, improve energy efficiency, and enhance architectural aesthetics.
- Complete all 65 federally mandated annual bridge inspections.
- Install 8,000 linear feet of new and/or replacement guardrail to maintain roadway safety.

| <b>Performance Measures</b>  | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|--|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Linear feet of new and replacement guardrail installed                                 | 8,156                     | 5,492                     | 8,000                     | 7,048                              | 8,000                     |
| Percentage of federally mandated annual bridge inspections completed                   | 92%                       | 71%                       | 100%                      | 31%                                | 100%                      |
| Square yards of concrete sidewalk/intersection improvements/misc. structures installed | 13,232                    | 12,509                    | 12,000                    | 5,657                              | 12,000                    |

**BRIDGE MAINTENANCE AND OPERATIONS**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b>   | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|-----------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                       |                     |                         |
| Gas Taxes                             | \$ 5,793,335        | \$ 5,257,611          | \$ 4,229,138        | \$ (1,028,473)          |
| Charges for Services                  | 1,702               | 5,000                 | 5,000               | -                       |
| Other                                 | 174,304             | 50,000                | 299,570             | 249,570                 |
| Fund Balance                          | 2,228,594           | 2,506,284             | 2,217,205           | (289,079)               |
| <b>SubTotal</b>                       | <b>\$ 8,197,935</b> | <b>\$ 7,818,895</b>   | <b>\$ 6,750,913</b> | <b>\$ (1,067,982)</b>   |
| <b><u>Appropriations</u></b>          |                     |                       |                     |                         |
| Personal Services                     | \$ 5,087,179        | \$ 4,950,199          | \$ 5,035,992        | \$ 85,793               |
| Operating Expenses                    | 1,193,179           | 1,343,728             | 1,201,870           | (141,858)               |
| Capital Outlay                        | 55,456              | 92,240                | 50,000              | (42,240)                |
| <b>SubTotal</b>                       | <b>\$ 6,335,814</b> | <b>\$ 6,386,167</b>   | <b>\$ 6,287,862</b> | <b>\$ (98,305)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ (365,289)</b> | <b>\$ (1,432,728)</b> | <b>\$ (463,051)</b> | <b>\$ 969,677</b>       |
| <b>Positions</b>                      | <b>79</b>           | <b>78</b>             | <b>78</b>           | <b>-</b>                |

**Budget Variance Explanation**

- \$ 1,028,473 Decrease in the transfer from the Transportation Improvement Fund due to a decrease in expenses.
- \$ (249,570) Increase in Insurance Proceeds, Interest, and Diesel Fuel Tax Refund.
- \$ 289,079 Decrease in the Balance Brought Forward distribution.
- \$ 85,793 Increase in insurance costs and non-FRS wages, offset by a decrease in FRS rates.
- \$ (50,000) Decrease in operating Bridge Improvement expenses as a budget reduction strategy.
- \$ (91,858) Decrease in miscellaneous operating expenses.
- \$ (42,240) Decrease in capital Bridge Improvement expenses as a budget reduction strategy.

**\$ 969,677** **Total Increase**

**ROAD MAINTENANCE AND OPERATIONS****Programs/Services**

To maintain 3,372 lane miles of County paved roads, 104 lane miles of shell rock roads, 1,138 miles of concrete sidewalk, 196 miles of asphalt pathways, 118,882 feet of drainage ditches, 53 retention/detention ponds, and oversee interlocal maintenance/mowing agreements. This includes resurfacing roads; responding to citizen inquiries and complaints; maintaining sidewalks and pathways; grading shell rock roads; patching roads; sweeping curbs, medians, intersections, and pathways, and mowing County right-of-way including medians; trimming and removing trees that are dead or causing sight problems, or damaging infrastructure; mining materials for maintenance needs; and constructing turn lanes, intersection improvements, and ADA ramps. The Section also maintains drainage systems throughout the County. This includes evaluating chronic drainage problem areas and recommending solutions; maintaining swales and culverts; installing and repairing culverts, gutters, and drainage structures.

**FY 11 Highlights & Accomplishments**

- 1,140 lane miles of shell rock roads were graded.
- 18 damaged storm drain systems were repaired.
- 21.5 lane miles of road were resurfaced.

**FY 12 Objectives**

- Only resurface on an emergency basis. The funding for maintenance resurfacing in FY 2012 has been eliminated.
- Restore and improve 75 miles of road shoulder countywide.

| <b>Performance Measures</b>                | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|--|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Cubic yards mined                          | 48,997                    | 53,430                    | 45,000                    | 26,820                             | 45,000                    |
| Acres mowed countywide                     | 14,319                    | 11,273                    | 15,000                    | 9,336                              | 15,000                    |
| Linear feet of drainage ditches maintained | 167,750                   | 275,708                   | 140,000                   | 127,129                            | 140,000                   |

**ROAD MAINTENANCE AND OPERATIONS**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Gas Taxes                             | \$ 10,428,003        | \$ 9,463,698         | \$ 7,612,447         | \$ (1,851,251)          |
| Charges for Services                  | 94,129               | 10,000               | 25,000               | 15,000                  |
| Other                                 | 224,931              | 105,000              | 414,195              | 309,195                 |
| Interfund Transfers                   | -                    | 1,000,000            | -                    | (1,000,000)             |
| Fund Balance                          | 4,011,469            | 4,511,311            | 3,990,969            | (520,342)               |
| <b>SubTotal</b>                       | <b>\$ 14,758,532</b> | <b>\$ 15,090,009</b> | <b>\$ 12,042,611</b> | <b>\$ (3,047,398)</b>   |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 7,116,210         | \$ 6,985,587         | \$ 6,517,618         | \$ (467,969)            |
| Operating Expenses                    | 8,621,832            | 7,783,355            | 6,542,142            | (1,241,213)             |
| Grants & Aids                         | 120,000              | 120,000              | -                    | (120,000)               |
| <b>SubTotal</b>                       | <b>\$ 15,858,042</b> | <b>\$ 14,888,942</b> | <b>\$ 13,059,760</b> | <b>\$ (1,829,182)</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ 4,670,225</b>  | <b>\$ (201,067)</b>  | <b>\$ 1,017,149</b>  | <b>\$ 1,218,216</b>     |
| <b>Positions</b>                      | <b>112</b>           | <b>103</b>           | <b>98</b>            | <b>(5)</b>              |

**Budget Variance Explanation**

- \$ 1,851,251 Decrease in the transfer from the Transportation Improvement Fund due to a decrease in expenses.
- \$ (15,000) Increase in Interdepartmental Charges for Services.
- \$ (309,195) Increase in Insurance Proceeds, Interest, and Diesel Fuel Tax Refund.
- \$ 1,000,000 Decrease in the transfer from the Unincorporated Improvements Fund which was a one time transfer last year.
- \$ 520,342 Decrease in the Balance Brought Forward distribution.
- \$ (467,969) Decrease primarily due to the elimination of five vacant positions: one Maintenance Worker II, one Construction Project Specialist, one Public Works Crew Chief, one Public Works Supervisor, and one Motor Equipment Operator.
- \$ (1,378,202) Decrease in funding for Pavement Management/Roadway Striping and Major Thoroughfare Resurfacing as a budget reduction strategy.
- \$ 136,989 Increase in Motor Pool and Gasoline expenses due to price increases and a decrease in other miscellaneous maintenance and repairs.
- \$ (120,000) Decrease in Contributions to Other Governmental Agency for Pavement Management/Roadway Striping as a budget reduction strategy.

**\$ 1,218,216** **Total Increase**



**TRAFFIC ENGINEERING AND OPERATIONS****Programs/Services**

Plan, design, install, and maintain traffic control devices including signs, pavement markings, and signalization to improve mobility, safety, and accessibility of the county's roadway system. Operate the traffic signal system utilizing Ethernet based fiber optic communication network and other elements of the intelligent transportation system. Provide professional services in identifying and recommending needed roadway construction and intersection improvement projects. Administer and maintain the street lighting system. Coordinate the intersection capital improvement program. Compile, analyze, and publish traffic accident information. Administer the pathway program. Coordinate the neighborhood traffic calming program. Collect, compile, analyze, and publish traffic count data in support of the growth management program. Administer the Traffic Performance Standards program and provide site plan and zoning application review.

**FY 11 Highlights & Accomplishments**

- Approximately 660 signals are connected to the central traffic system, or about 66% of the 1,000 total signals. More signals will be connected through an expanded Ethernet fiber optic network.
- A Florida Department of Transportation grant has provided additional funding to retime signal systems.

**FY 12 Objectives**

- Bring the percentage of signals connected to the Traffic's Ethernet based fiber optic communication system to 75%.
- Continue to save up to \$500,000 annually in contractual expense to locate the traffic signal underground utilities using existing and additional staff and acquiring equipment and software.
- Maintain the level of service of the growing number of traffic signals and streetlights with the same or lower staffing levels.

| <b>Performance Measures</b>               | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Average time to process accident reports  | 90 days               | 90 days               | 90 days               | 90 days                        | 90 days               |
| Average time to stripe 10,000 linear feet | 3 days                | 3 days                | 3 days                | 3 days                         | 3 days                |
| Percentage of coordinated signals retimed | 55%                   | 60%                   | 60%                   | 60%                            | 55%                   |

**TRAFFIC ENGINEERING AND OPERATION**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Gas Taxes                             | \$ 6,952,002         | \$ 6,309,133         | \$ 5,074,965         | \$ (1,234,168)          |
| Charges for Services                  | 1,342,987            | 996,000              | 1,246,000            | 250,000                 |
| Grants                                | 757,379              | 1,274,206            | 1,274,206            | -                       |
| Licenses & Permits                    | 12,660               | 580,000              | 590,000              | 10,000                  |
| Other                                 | 1,295,616            | 3,440,971            | 3,772,960            | 331,989                 |
| Fund Balance                          | 3,979,516            | 4,273,745            | 3,894,559            | (379,186)               |
| <b>SubTotal</b>                       | <b>\$ 14,340,160</b> | <b>\$ 16,874,055</b> | <b>\$ 15,852,690</b> | <b>\$ (1,021,365)</b>   |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 10,024,785        | \$ 9,823,664         | \$ 9,329,916         | \$ (493,748)            |
| Operating Expenses                    | 4,068,365            | 6,674,183            | 6,026,855            | (647,328)               |
| Capital Outlay                        | 1,999,452            | 4,545,748            | 3,916,893            | (628,855)               |
| Grants & Aids                         | 31,616               | -                    | -                    | -                       |
| Reserves                              | 114,452              | 1,341,656            | 1,296,968            | (44,688)                |
| <b>SubTotal</b>                       | <b>\$ 16,238,670</b> | <b>\$ 22,385,251</b> | <b>\$ 20,570,632</b> | <b>\$ (1,814,619)</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ 6,782,632</b>  | <b>\$ 5,511,196</b>  | <b>\$ 4,717,942</b>  | <b>\$ (793,254)</b>     |
| <b>Positions</b>                      | <b>134</b>           | <b>128</b>           | <b>121</b>           | <b>(7)</b>              |

**Budget Variance Explanation**

|                     |  |
|---------------------|--|
| \$ 1,234,168        | Decrease in the transfer from the Transportation Improvement Fund due to a decrease in expenses.   |
| \$ (250,000)        | Increase in Interdepartmental Charges for Services.  |
| \$ (309,400)        | Increase in Insurance Proceeds, Interest, and Diesel Fuel Tax Refund.  |
| \$ (32,589)         | Increase in various smaller revenue sources.   |
| \$ 379,186          | Decrease in the Balance Brought Forward distribution.  |
| \$ (493,748)        | Decrease primarily due to the elimination of seven vacant positions: one Traffic Construction Worker I, one Tech Aide, one Traffic Maintenance Worker I, two Traffic Technician II's, one GIS/CADD Technician I, and one Traffic Signal Technician II. |
| \$ (235,116)        | Decrease in FDOT Traffic Signal Maintenance Materials Signal Section expense as a budget reduction strategy.   |
| \$ (225,000)        | Decrease in electricity costs due to the use of LED lighting in traffic signals.   |
| \$ (231,900)        | Decrease in reserves and other miscellaneous operating expenses.   |
| \$ (628,855)        | Decrease in expenses for Signs & Controllers as a budget reduction strategy.   |
| <b>\$ (793,254)</b> | <b>Total Decrease</b>  |

**LAND DEVELOPMENT REGULATION****Programs/Services**

To ensure conformance to the engineering standards of the Unified Land Development Code; provide engineering support to the Zoning Division; administer the County's subdivision and platting ordinance in conformity with the comprehensive land use plan; and administer the County's Abandonment Ordinance. Primary services include process permit applications and review construction plans and plats for residential and commercial subdivisions; process permit applications, review plans, and issue permits for construction in County rights-of-way; review and prepare recommendations for approval on all re-zoning and site plan applications; process, review, and comment on all subdivision variance applications; process, review, and comment on all abandonment requests; and review proposed revisions to the County's Comprehensive Plan.

**FY 11 Highlights & Accomplishments**

- Implemented a reorganization of staff and shifting of responsibilities to continue offering the same programs with fewer staff members.
- Transitioned several programs from a paper and outdated software process to the electronic ePermits process.
- Processed drainage reviews within an average of six working days.
- Processed right of way, landscape and utility reviews within an average of 10.3 working days.
- Processed 97% of technical compliance comment letters in 30 days or less.

**FY 12 Objectives**

- Process drainage reviews within an average of 10 working days.
- Generate a minimum of 95% of all comments letters for technical compliance in 30 days or less.

| <b>Performance Measures</b>  | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|--|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Permits issued for construction in County rights-of-way, drainage, and utilities | 493                       | 488                       | 550                       | 240                                | 550                       |
| Land Development Permits issued  | 6                         | 9                         | 10                        | 1                                  | 10                        |
| Zoning petitions approved  | 88                        | 139                       | 100                       | 56                                 | 100                       |

**LAND DEVELOPMENT REGULATON**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 43               | \$ -                | \$ -                | \$ -                    |
| Licenses, Permits & Taxes             | 556,409             | 600,000             | 700,000             | 100,000                 |
| Other                                 | 40                  | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 556,492</b>   | <b>\$ 600,000</b>   | <b>\$ 700,000</b>   | <b>\$ 100,000</b>       |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 1,259,488        | \$ 1,375,998        | \$ 1,081,062        | \$ (294,936)            |
| Operating Expenses                    | 341,595             | 334,243             | 29,805              | (304,438)               |
| Charges Offs                          | -                   | 60,000              | 360,000             | 300,000                 |
| <b>SubTotal</b>                       | <b>\$ 1,601,083</b> | <b>\$ 1,770,241</b> | <b>\$ 1,470,867</b> | <b>\$ (299,374)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 411,513</b>   | <b>\$ 1,170,241</b> | <b>\$ 770,867</b>   | <b>\$ (399,374)</b>     |
| <b>Positions</b>                      | <b>16</b>           | <b>16</b>           | <b>14</b>           | <b>(2)</b>              |

**Budget Variance Explanation**

- \$ (100,000) Increase in Zoning Fee revenues based on current year actuals.
- \$ (294,936) Decrease due to the elimination of one vacant Zoning Technician and one vacant GIS/CADD Technician position, a cost savings from an employee accepting VSIP, and changes in FRS rates and insurance costs.
- \$ (304,438) Decrease in Internal Engineering Services expense charged by Engineering Services. This expense will now be shown as a charge-off.
- \$ 300,000 Increase in Charge-offs from Engineering Services previously shown as Internal Engineering Services expense.

**\$ (399,374) Total Decrease**

**INLET SAND TRANSFER****Programs/Services**

To operate and maintain the South and North Lake Worth Inlet Sand Transfer Plants. The North Plant (Palm Beach Inlet) is operated and maintained by County staff through an interlocal agreement between the County and the Town of Palm Beach. Sand transfer requires 24 hour operation as dictated by weather conditions. Pumping is restricted by State permit and can only be done when winds are from the north, northwest or northeast. Historically, the volume of material at the South plant (Boynton Inlet) varies from 75,000 to 95,000 cubic yards per year; however, we are seeing an increase which brings the utilization closer to the North Plant in recent years. The quantity is usually higher at the North plant due to utilization of a larger engine and main pump. Primary services include re-furbishing adjacent beaches and aiding in maintaining channel depth in inlets.

**FY 11 Highlights & Accomplishments**

- Due to upgrades and improvements to the facilities, there was an increase to volume pumped, with less down time and more efficient operations.

**FY 12 Objectives**

- Ensure the sand pump systems are up and operational in a timely manner since the conversion to an electric pump system.

| <b>Performance Measures</b>              | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|--|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Cubic yards of sand pumped - North Plant | 199,612                   | 123,700                   | 150,000                   | 118,900                            | 150,000                   |
| Cubic yards of sand pumped - South Plant | 78,100                    | 130,500                   | 85,000                    | 74,600                             | 85,000                    |

**INLET SAND TRANSFER**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 209,224          | \$ 283,145          | \$ 310,791          | \$ 27,646               |
| <b>SubTotal</b>                       | <b>\$ 209,224</b>   | <b>\$ 283,145</b>   | <b>\$ 310,791</b>   | <b>\$ 27,646</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 373,905          | \$ 384,498          | \$ 414,053          | \$ 29,555               |
| Operating Expenses                    | 152,224             | 221,736             | 223,322             | 1,586                   |
| <b>SubTotal</b>                       | <b>\$ 526,129</b>   | <b>\$ 606,234</b>   | <b>\$ 637,375</b>   | <b>\$ 31,141</b>        |
| <b>Ad Valorem Funding</b>             | <b>\$ 323,264</b>   | <b>\$ 323,089</b>   | <b>\$ 326,584</b>   | <b>\$ 3,495</b>         |
| <b>Positions</b>                      | <b>4</b>            | <b>4</b>            | <b>4</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ (27,646) Increase in Municipal Participation revenue based on current year actuals.
- \$ 29,555 Increase in insurance costs and non-FRS wages, offset by a decrease in FRS rates.
- \$ 1,586 Increase in various operating expenses.

**\$ 3,495 Total Increase**

**STREETSCAPE****Programs/Services**

To provide and maintain roadway landscape in the medians of State and County thoroughfares located in the unincorporated area. Subject to funding, design and implement OTIS (Only Trees, Irrigation and Sod) beautification improvements; secure plant material donations for use in our program whenever possible to reduce expenses to the County for new and replacement trees; pursue grant funding from outside sources to increase the ability to implement OTIS projects with less or no impact on County funding sources; administer developer cash buyout program as a means for developers to satisfy Board of County Commissioners' conditions requiring them to install and maintain median landscape; and act as the County's liaison with FDOT for matters dealing with roadway landscape.

**FY 11 Highlights & Accomplishments**

- Secured a large quantity of donated and salvaged no-cost native canopy trees and palms for use in County programs.
- Secured additional 100% grant funding for State Road 7 OTIS upgrade project, coordinated public and City of West Palm Beach input for in-house design of Okeechobee Boulevard (State Road 7 to Florida's Turnpike) OTIS project, and prepared and updated designs for grant funded OTIS projects.
- Provided increased professional and field support to other divisions. Such support includes matters involving construction coordination, mitigation, environmental impacts, monitoring for permit compliance, and tree relocations.
- Installed Trees Only on Lyons Road between Glades Road and Yamato Road.

**FY 12 Objectives**

- Implement OTIS upgrade to existing Trees Only project on 1.2 miles of State Road 7 between Palmetto Park Road and Glades Road.
- Maintain 133 miles of roadway under the landscape maintenance contract.
- Maintain a competitively bid annual roadway landscaping contract for construction flexibility and pricing beneficial to the County.
- Provide ongoing assistance to other divisions and departments with streetscape related design, acquisition, mitigation and construction issues.

| <b>Performance Measures</b>                | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|--|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Frequency of Contracted Maintenance Events | 26                        | 22                        | 16                        | 6                                  | 16                        |
| New Miles of Roadways under OTIS           | 1                         | 0                         | 0                         | 0                                  | 4.7                       |
| Amount of litter collected (in tons)       | 18.38                     | 8.53                      | 24                        | 4.2                                | 10                        |

**STREETSCAPE**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Gas Taxes                             | \$ 1,714,251        | \$ 1,662,386        | \$ 1,605,284        | \$ (57,102)             |
| Charges for Services                  | 50,632              | 5,000               | 25,000              | 20,000                  |
| Other                                 | 236,562             | 153,500             | 153,500             | -                       |
| Interfund Transfers                   | 63,842              | 88,042              | 88,042              | -                       |
| Fund Balance                          | 1,607,337           | 1,573,495           | 1,525,770           | (47,725)                |
| <b>SubTotal</b>                       | <b>\$ 3,672,624</b> | <b>\$ 3,482,423</b> | <b>\$ 3,397,596</b> | <b>\$ (84,827)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 1,080,705        | \$ 1,023,487        | \$ 1,071,411        | \$ 47,924               |
| Operating Expenses                    | 653,573             | 838,461             | 759,451             | (79,010)                |
| Reserves                              | 63,842              | 1,601,995           | 1,554,270           | (47,725)                |
| <b>SubTotal</b>                       | <b>\$ 1,798,120</b> | <b>\$ 3,463,943</b> | <b>\$ 3,385,132</b> | <b>\$ (78,811)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ (18,480)</b>  | <b>\$ (12,464)</b>  | <b>\$ 6,016</b>         |
| <b>Positions</b>                      | <b>15</b>           | <b>14</b>           | <b>14</b>           | <b>-</b>                |

**Budget Variance Explanation**

|                 |   |
|-----------------|---|
| \$ 57,102       | Decrease in the transfer from the Transportation Improvement Fund due to a decrease in expenses.    |
| \$ (20,000)     | Increase in Interdepartmental revenues.   |
| \$ 47,725       | Decrease in Fund Balance.   |
| \$ 47,924       | Increase in insurance costs to match current and prior year's expenses and a decrease in FRS rates. |
| \$ (79,010)     | Decrease in other Contractual Services expenses.  |
| \$ (47,725)     | Decrease in Reserves.   |
| <b>\$ 6,016</b> | <b>Total Increase</b>   |



**CONSTRUCTION COORDINATION****Programs/Services**

Administers and coordinates the construction of all County projects for thoroughfare roads, bridges, minor street improvements, and Housing and Community Development 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. Monitors construction within County-permitted subdivisions and within rights-of-way for compliance with plans, specifications, and permit requirements.

**FY 11 Highlights & Accomplishments**

- Received the "Quality in Construction" award from the National Asphalt and Pavement Association (NAPA) for the construction of Okeechobee Blvd - a \$30 million project.
- The Division was able to Semi-Final or Final 19 construction projects.

**FY 12 Objectives**

- Ensure all construction contracts are completed within 10% of the allotted scheduled time.
- Recover funds 95% of the time from design and construction error and omissions over 1%.

| <b>Performance Measures</b>                         | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|---|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Active projects monitored by Division               | 27                        | 20                        | 20                        | 27                                 | 36                        |
| Contract totals monitored by Division (in millions) | \$111.84                  | \$97.72                   | \$90.00                   | \$99.00                            | \$125.00                  |

**CONSTRUCTION COORDINATION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Gas Tax Funding Support               | \$ 304,116          | \$ 1,116,904        | \$ 550,309          | \$ (566,595)            |
| Charges for Services                  | -                   | 250,000             | 250,000             | -                       |
| <b>SubTotal</b>                       | <b>\$ 304,116</b>   | <b>\$ 1,366,904</b> | <b>\$ 800,309</b>   | <b>\$ (566,595)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 113,215          | \$ 1,148,276        | \$ 461,201          | \$ (687,075)            |
| Operating Expenses                    | 190,901             | 218,628             | 251,748             | 33,120                  |
| <b>SubTotal</b>                       | <b>\$ 304,116</b>   | <b>\$ 1,366,904</b> | <b>\$ 712,949</b>   | <b>\$ (653,955)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ (87,360)</b>  | <b>\$ (87,360)</b>      |
| <b>Positions</b>                      | <b>21</b>           | <b>21</b>           | <b>22</b>           | <b>1</b>                |

**Budget Variance Explanation**

|                    |   |
|--------------------|---|
| \$ 566,595         | Decrease in Gas Tax Funding is due to a decrease in division expenses.  |
| \$ (750,000)       | Increase in staff time charge-off to a level that reflects actual charge off expenditures for the last two years. |
| \$ (87,360)        | Decrease due to the elimination of a vacant Construction Coordinator position.                                    |
| \$ 150,285         | Increase is primarily due to the transfer of two staff positions from the Roadway Production Division.            |
| \$ 33,120          | Increase is primarily due to an increase in motor pool rent, maintenance, and gasoline.                           |
| <b>\$ (87,360)</b> | <b>Total Decrease</b>   |

**ENGINEERING SERVICES****Programs/Services**

Prepares and reviews plans, specifications, right-of-way maps, permit applications, and contract documents for non-thoroughfare capital improvement projects, including intersection improvements, pathway projects, street and drainage improvement projects (including the MSTU program), and miscellaneous projects for other County departments. Carries out survey requests for County projects, develops and maintains survey control data used by professionals in delineation of property boundaries and the development of engineering projects, and provides this survey information to all County offices and agencies when requested. Coordinates railroad crossing activities, contracts, and agreements. Responsible for the review of subdivision plats, boundary surveys, legal descriptions and sketches, and Development Review Officer petitions to ensure compliance with all applicable codes and standards.

**FY 11 Highlights & Accomplishments**

- Per the Department of Environmental Protection requirement, the Division located and plotted 4 miles of exfiltration trench for maintenance inspection.
- The Division maintained and replaced approximately 17% of the horizontal and vertical survey control monuments throughout Palm Beach County.

**FY 12 Objectives**

- Start construction of 75% of pathway construction projects within one year of program approval.
- Locate and plot 10 miles of storm drainage for Department of Environmental Protection requirements.
- Maintain 15% of the horizontal and vertical survey control monuments throughout Palm Beach County.

| <b>Performance Measures</b> | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|-----------------------------|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Design tasks                | 14                        | 24                        | 20                        | 7                                  | 20                        |
| Survey tasks                | 288                       | 270                       | 220                       | 121                                | 220                       |

**ENGINEERING SERVICES**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 1,031,835        | \$ 1,000,000        | \$ 700,000          | \$ (300,000)            |
| <b>SubTotal</b>                       | <b>\$ 1,031,835</b> | <b>\$ 1,000,000</b> | <b>\$ 700,000</b>   | <b>\$ (300,000)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,287,234        | \$ 2,371,639        | \$ 2,174,341        | \$ (197,298)            |
| Operating Expenses                    | 534,474             | 525,614             | 527,441             | 1,827                   |
| Capital Outlay                        | -                   | 274,680             | 252,680             | (22,000)                |
| Charge Offs                           | -                   | (60,000)            | (360,000)           | (300,000)               |
| <b>SubTotal</b>                       | <b>\$ 2,821,708</b> | <b>\$ 3,111,933</b> | <b>\$ 2,594,462</b> | <b>\$ (517,471)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,172,359</b> | <b>\$ 2,111,933</b> | <b>\$ 1,894,462</b> | <b>\$ (217,471)</b>     |
| <b>Positions</b>                      | <b>30</b>           | <b>29</b>           | <b>27</b>           | <b>(2)</b>              |

**Budget Variance Explanation**

|                     |  |
|---------------------|--|
| \$ 300,000          | Decrease in Interdepartmental Charges for Services being charged to Land Development Regulation. This will now be shown as a charge-off.                                 |
| \$ (197,298)        | Decrease in Personal Services due to the elimination of one vacant Professional Engineer and one vacant Secretary, as well as, changes to FRS rates and insurance costs. |
| \$ 1,827            | Increase in miscellaneous operating expenses.  |
| \$ (22,000)         | Decrease in capital Machinery & Equipment budget.  |
| \$ (300,000)        | Increase in charge-offs to Land Development Regulation previously shown as a revenue.  |
| <b>\$ (217,471)</b> | <b>Total Decrease</b>  |

## DEPARTMENT SUMMARY

### Mission Statement

The Department's mission is to establish, maintain, and implement programs for the protection, preservation, and enhancement of the land and water resources of Palm Beach County. Through the accomplishment of this mission, the Department promotes the quality of the environment, continued health, safety, and general welfare of residents and visitors to Palm Beach County.

### Department Overview

The services provided by the Department of Environmental Resources Management (ERM) fall within five major program areas: Environmental Enhancement and Restoration, Natural Resources Stewardship, Resources Protection, Shoreline Protection and Mosquito Control. Within these programs are many diverse activities including natural areas acquisition and management, sea turtle and manatee protection, shoreline protection, artificial reef construction, petroleum storage tank cleanup and compliance, land development review, wellfield protection, water quality, mosquito control, and major environmental restoration and enhancement construction projects. From Lake Okeechobee to the Atlantic Ocean, ERM programs cover the County and currently include managing 36 natural areas (31,193 acres) and approximately thirty enhancement projects in development or construction at any given time.

### Emerging Issues

- Only 17% of ERM's operating budget comes from property taxes. However, these dollars are very important, providing the "match" required by funding partners. Reduced tax dollars lessen our ability to secure grants that allow us to fund the work we do at a lower cost to the taxpayer.
- Proposed reductions in the State funding for petroleum contamination cleanup and compliance will significantly impact these programs.
- Dramatic reductions in funding of the State Beach Program will affect and delay construction of Shore Protection projects.
- Changes in the Florida Forever matching grant program will result in no, or significantly less, funding for the preservation of environmentally sensitive land. A similar loss of funding for Lake Worth Lagoon, Chain of Lakes, and Loxahatchee River Initiatives may continue in future years.
- Regulatory issues associated with permitting environmental projects are increasingly complicated by third party interventions and challenges.
- A sustainable County is a community that meets the environmental needs of the present without compromising the ability of future generations to meet their own needs. Limited resources will delay actions needed to lead by example and to achieve sustainability.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12)  |              |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|--------------|
|                                       |                      |                      |                      | \$                    | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                      |                      |                       |              |
| Charges for Services                  | \$ 15,686,152        | \$ 9,741,430         | \$ 4,270,716         | \$ (5,470,714)        | (56%)        |
| Fines & Forfeitures                   | 6,073                | -                    | -                    | -                     | -            |
| Grants                                | 4,155,447            | 3,909,905            | 3,630,045            | (279,860)             | (7%)         |
| Licenses & Permits                    | 749,583              | 534,057              | 549,889              | 15,832                | 3%           |
| Other                                 | 2,639,585            | 2,046,525            | 1,666,500            | (380,025)             | (19%)        |
| Fund Balance                          | 32,844,603           | 32,935,082           | 31,972,262           | (962,820)             | (3%)         |
| <b>Subtotal</b>                       | <b>\$ 56,081,443</b> | <b>\$ 49,166,999</b> | <b>\$ 42,089,412</b> | <b>\$ (7,077,587)</b> | <b>(14%)</b> |

**Appropriations**

|                    |                      |                      |                      |                       |              |
|--------------------|----------------------|----------------------|----------------------|-----------------------|--------------|
| Personal Services  | \$ 8,931,352         | \$ 8,739,589         | \$ 7,905,771         | \$ (833,818)          | (10%)        |
| Operating Expenses | 6,771,556            | 10,993,094           | 29,929,588           | 18,936,494            | 172%         |
| Capital Outlay     | 491,193              | -                    | -                    | -                     | -            |
| Grants & Aids      | 1,016,505            | 1,706,443            | 1,606,443            | (100,000)             | (6%)         |
| Transfers          | 6,042,874            | 3,716,103            | 575,568              | (3,140,535)           | (85%)        |
| Charge Offs        | 3,438,931            | 3,435,918            | 3,159,314            | (276,604)             | (8%)         |
| Reserves           | -                    | 29,817,102           | 7,162,675            | (22,654,427)          | (76%)        |
| <b>Subtotal</b>    | <b>\$ 26,692,411</b> | <b>\$ 58,408,249</b> | <b>\$ 50,339,359</b> | <b>\$ (8,068,890)</b> | <b>(14%)</b> |

|                           |                     |                     |                     |                     |              |
|---------------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| <b>Ad Valorem Funding</b> | <b>\$ 8,577,592</b> | <b>\$ 9,241,250</b> | <b>\$ 8,249,947</b> | <b>\$ (991,303)</b> | <b>(11%)</b> |
|---------------------------|---------------------|---------------------|---------------------|---------------------|--------------|

|                  |            |            |            |             |             |
|------------------|------------|------------|------------|-------------|-------------|
| <b>Positions</b> | <b>145</b> | <b>139</b> | <b>127</b> | <b>(12)</b> | <b>(9%)</b> |
|------------------|------------|------------|------------|-------------|-------------|

## NATURAL AREAS

### Programs/Services

To manage, monitor and protect 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.

### FY 11 Highlights & Accomplishments

- Approximately 1,357 acres of natural areas were restored to reflect the natural biological communities and ecosystems as they existed in pre-development times.
- Five major grants were awarded for site restoration. Twenty-seven annual reports were submitted to funding or permitting agencies.
- Five prescribed burns promoted regeneration of plant growth, removal of invasive plants, a wider variety of food sources for wildlife, and a reduction in the risk of potentially uncontrollable wildfires.
- Public use facilities were completed and opened at the Delaware Scrub Natural Area and excavation work was completed for a 185 acre wetland creation project at the Winding Waters Natural Area.

### FY 12 Objectives

- Prepare three-quarters of a management plan for each FTE assigned to prepare management plans (2 FTEs).
- Conduct five prescribed burns on natural areas.
- Restore 3% (937 acres) of the total acreage of natural areas managed (31,221 acres).

| Performance Measures                      | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Target | FY 11 Actual<br>on 3/31/10 | FY 2012<br>Target |
|---|-------------------|-------------------|-------------------|----------------------------|-------------------|
| Number of management plans prepared       | 0                 | 1                 | 2                 | 0                          | 1.5               |
| Number of prescribed burns conducted      | 8                 | 6                 | 5                 | 0                          | 5                 |
| Number of acres of natural areas restored | 1,130             | 1,364             | 1,000             | 1,357                      | 937               |

## NATURAL AREAS

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 11,106,224        | \$ 7,122,608         | \$ 1,750,090         | \$ (5,372,518)          |
| Fines & Forfeitures                   | 6,073                | -                    | -                    | -                       |
| Grants                                | 502,828              | 74,004               | 53,792               | (20,212)                |
| Licenses & Permits                    | 90                   | -                    | -                    | -                       |
| Other                                 | 2,427,227            | 1,881,300            | 1,524,800            | (356,500)               |
| Fund Balance                          | 28,151,073           | 28,339,926           | 25,882,848           | (2,457,078)             |
| <b>Subtotal</b>                       | <b>\$ 42,193,515</b> | <b>\$ 37,417,838</b> | <b>\$ 29,211,530</b> | <b>\$ (8,206,308)</b>   |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 3,106,616         | \$ 2,992,390         | \$ 2,749,968         | \$ (242,422)            |
| Operating Expenses                    | 4,410,883            | 4,092,754            | 19,457,235           | 15,364,481              |
| Capital Outlay                        | 488,119              | -                    | -                    | -                       |
| Reserves                              | -                    | 26,563,742           | 5,766,946            | (20,796,796)            |
| Transfers                             | 6,042,874            | 3,716,103            | 575,568              | (3,140,535)             |
| Charge Offs                           | 1,212,438            | 967,664              | 1,224,773            | 257,109                 |
| <b>Subtotal</b>                       | <b>\$ 15,260,930</b> | <b>\$ 38,332,653</b> | <b>\$ 29,774,490</b> | <b>\$ (8,558,163)</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ 4,488,456</b>  | <b>\$ 914,815</b>    | <b>\$ 562,960</b>    | <b>\$ (351,855)</b>     |
| <b>Positions</b>                      | <b>48</b>            | <b>47</b>            | <b>43</b>            | <b>(4)</b>              |

**Budget Variance Explanation**

- \$ 5,372,518 Decrease due to the expiration of 3-year agreement with Solid Waste Authority for sale of fill material.
- \$ 20,212 Net decrease in grant funding from Federal, State and other sources.
- \$ 356,500 Decrease in investment income due to use of fund balance for operating programs.
- \$ 2,457,078 Decrease as funds were used to cover costs associated with operating programs.
- \$ (242,422) Decrease from elimination of vacant Environmental Analyst, Senior Environmental Analyst, Senior Secretary and filled Registered Engineer positions, uncontrollable increases in insurance, and decreases in FRS contributions.
- \$ 15,364,481 Increase due to funds being allocated to other contractual services for multi-year commitments for various non-capital management plan activities on natural areas.
- \$ (20,796,796) Decrease caused by funds being allocated to operating expenses for multi-year commitments for various non-capital management plan activities on natural areas.
- \$ (3,140,535) Elimination of transfers to fund capital projects.
- \$ 257,109 Reallocation of administrative and support service costs based on proposed staffing levels.

**\$ (351,855) Total Decrease**



**ENVIRONMENTAL ENHANCEMENT AND RESTORATION**

**Programs/Services**

To enhance and restore 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).

**FY 11 Highlights & Accomplishments**

- Nine projects, creating and enhancing 24 acres of habitat in Lake Worth Lagoon and the County's Natural Areas, have been completed and will provide additional habitat for wildlife and fisheries.
- Eight projects, utilizing approximately 19,400 tons of limestone boulders and concrete bridge pieces have been placed offshore of Jupiter and Boynton Beach and within Lake Worth Lagoon, Loxahatchee River and the Intracoastal Waterway to create fish habitats.
- Seven projects completed to provide public access features, including boardwalks, floating docks, snorkel reefs, fishing piers, kayak launching facilities, five miles of bike and hiking trails, and shade shelters.

**FY 12 Objectives**

- Create wetland habitat at Grassy Flats, Crinum Island, Snook Island II, Bryant Park and two artificial reef locations.
- Continue to monitor and evaluate the effectiveness of completed restoration projects.
- Create artificial reefs in mid-depth range and oyster reefs within the Lake Worth Lagoon.
- Complete Historic Jupiter Indiantown and Pantano NENA trails connecting natural areas in northern Palm Beach County.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/10</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Acres of estuarine, wetland & transitional habitat restored/enhanced/protected | 54                    | 37                    | 27                    | 8.5                            | 45                    |
| Reef resources created (tons of material)                                      | 10,000                | 136,800               | 6,700                 | 1,700                          | 8,300                 |
| Miles of trails created  | N/A                   | N/A                   | 5                     | N/A                            | 9                     |

**ENVIRONMENTAL ENHANCEMENT & RESTORATION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                      |                      |                         |
| Charges for Services                  | \$ 3,363,358.00     | \$ 945,022.00        | \$ 945,022.00        | \$ -                    |
| Grants                                | 3,119,134           | 3,328,901            | 3,039,561            | (289,340)               |
| Licenses & Permits                    | 582,945             | 399,057              | 500,000              | 100,943                 |
| Other                                 | 132,688             | 103,950              | 98,950               | (5,000)                 |
| Fund Balance                          | 2,781,406           | 3,066,384            | 4,789,194            | 1,722,810               |
| <b>Subtotal</b>                       | <b>\$ 9,979,531</b> | <b>\$ 7,843,314</b>  | <b>\$ 9,372,727</b>  | <b>\$ 1,529,413</b>     |
| <b><u>Appropriations</u></b>          |                     |                      |                      |                         |
| Personal Services                     | \$ 1,474,107        | \$ 1,412,679         | \$ 1,403,506         | \$ (9,173)              |
| Operating Expenses                    | 1,664,125           | 4,836,045            | 8,424,570            | 3,588,525               |
| Grants & Aids                         | 1,016,505           | 1,706,443            | 1,606,443            | (100,000)               |
| Charge Offs                           | 853,805             | 1,103,413            | 620,586              | (482,827)               |
| Reserves                              | -                   | 3,230,824            | 1,395,729            | (1,835,095)             |
| <b>Subtotal</b>                       | <b>\$ 5,008,542</b> | <b>\$ 12,289,404</b> | <b>\$ 13,450,834</b> | <b>\$ 1,161,430</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 7,761</b>     | <b>\$ 4,446,090</b>  | <b>\$ 4,078,107</b>  | <b>\$ (367,983)</b>     |
| <b>Positions</b>                      | <b>30</b>           | <b>28</b>            | <b>26</b>            | <b>(2)</b>              |

**Budget Variance Explanation**

- \$ 289,340 Decrease in grant funding from federal, state and other sources.
- \$ (100,943) Increase in licenses and permits to bring budget to amounts historically received.
- \$ 5,000 Increase in statutory reserves required on revenue from licenses and permits.
- \$ (1,722,810) Increase due to higher than expected collections for other physical environment revenue.
- \$ (9,173) Decrease due to the elimination of one vacant Environmentalist I and one Procurement Specialist position, uncontrollable increases in insurance, and decreases in FRS contributions.
- \$ 3,588,525 Increase due to increased security and other contractual services costs related to the manatee protection program and to meet requirements for required matching expenses on grants.
- \$ (100,000) Decrease in grants given to other entities due to a decrease in grants received from federal, state and other sources.
- \$ (482,827) Decrease in administrative & support service costs based on proposed staffing levels.
- \$ (1,835,095) Decrease caused by funds being allocated to on-going projects.

**\$ (367,983) Total Decrease**

## MOSQUITO CONTROL

### Programs/Services

To maintain a level of mosquito control to protect the human health and safety while fostering the quality of life for the public, promote economic development of the County, and facilitate the enjoyment of its natural attractions by reducing the number of pestiferous and disease carrying mosquitoes through an integrated program. Aspects of the Integrated Mosquito Management Program include surveillance, source reduction, complaint inspections, larviciding, adulticiding, biological control, and public education.

### FY 11 Highlights & Accomplishments

- Assisted and coordinated with the Health Department in monitoring and operation of the sentinel chicken flocks for disease transmission risk.
- Aerial adulticiding program sprayed over 1,300,000 acres in the western communities to reduce mosquito populations.
- Ground adulticiding Ultra Low Volume trucks sprayed over 50,000 acres in the urban communities to reduce mosquito annoyance.
- 824 service requests for nuisance mosquitoes or abandoned pools were physically checked and resolved by an inspector.
- 80,113 catch basins were inspected and 35,565 were larvicided with a biological compound (BTI - Bacillus Thuringiensis Israelensis) to reduce the threat of West Nile Virus.

### FY 12 Objectives

- Maintain the number of acres treated by ground and aerial spraying and maintain the number of acres larvicided for mosquitoes.
- Complete all citizen service requests for mosquito inspections within five business days after receiving the request.
- Treat 100% of inspected catch basins where breeding mosquitoes are detected.

| Performance Measures  | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|---|----------------|----------------|----------------|-------------------------|----------------|
| Number of acres aerially sprayed for mosquitoes   | 938,109        | 806,400        | 1,294,106      | 0                       | 1,294,106      |
| Number of acres ground truck sprayed for mosquitoes   | 56,469         | 34,097         | 50,000         | 11,560                  | 50,000         |
| Number of acres larvicided for mosquitoes   | 3,223          | 4,247          | 4,500          | 442                     | 4,500          |
| Percentage of citizen service requests for mosquito inspections completed within 5 business days of receipt | N/A            | N/A            | N/A            | N/A                     | 100%           |
| Percentage of breeding catch basins treated for mosquito larvae   | N/A            | N/A            | N/A            | N/A                     | 100%           |

**MOSQUITO CONTROL**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Grants                                | \$ 37,683           | \$ 39,000           | \$ -                | \$ (39,000)             |
| Other                                 | 5,569               | 4,275               | 4,750               | 475                     |
| Fund Balance                          | 111,450             | 154,950             | 196,575             | 41,625                  |
| <b>Subtotal</b>                       | <b>\$ 154,702</b>   | <b>\$ 198,225</b>   | <b>\$ 201,325</b>   | <b>\$ 3,100</b>         |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 1,077,660        | \$ 1,077,588        | \$ 1,000,090        | \$ (77,498)             |
| Operating Expenses                    | 564,095             | 948,390             | 880,633             | (67,757)                |
| Charge Offs                           | 284,978             | 328,092             | 280,208             | (47,884)                |
| <b>Subtotal</b>                       | <b>\$ 1,929,807</b> | <b>\$ 2,354,070</b> | <b>\$ 2,160,931</b> | <b>\$ (193,139)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,519,486</b> | <b>\$ 2,155,845</b> | <b>\$ 1,959,606</b> | <b>\$ (196,239)</b>     |
| <b>Positions</b>                      | <b>18</b>           | <b>17</b>           | <b>16</b>           | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ 39,000 Decrease due to loss of state grant for Mosquito Control.
- \$ (42,100) Increase due to carryover of unused funds from previous year and interest earnings.
- \$ (77,498) Decrease due to elimination of one vacant Mosquito Control Inspector position, uncontrollable increases in insurance, and decreases in FRS contributions.
- \$ (67,757) Decrease due to reduction in aerial spraying and utilization of Ultra Low Volume (ULV) spray trucks.
- \$ (47,884) Decrease in administrative & support service costs based on proposed staffing levels.

**\$ (196,239) Total Decrease**

**RESOURCES PROTECTION**

**Programs/Services**

To provide 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: 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.

**FY 11 Highlights & Accomplishments**

- Despite being shorthanded for the year, staff maintained the level of performance required by the contract with the DEP and increased compliance level by working diligently with their customers to help them be in compliance.
- Wellfield Protection protected drinking water supplies and ensured compliance for over one thousand facilities through inspection, permitting and compliance.
- Surface Protection staff received a favorable report from a South Florida Water Management District audit of water quality monitoring field activities.
- All environmental goals and policies, as found in the Palm Beach County Comprehensive Plan, were reviewed for compliance and updated to show their present status and indicate which policies have been completed.

**FY 12 Objectives**

- Maintain the percentage of non-compliance letters (and out-of-compliance inspections) resolved in 120 days at 90%.
- Maintain the percentage of notices/letters processed within 15 days at 90%.
- Conduct 95% of reviews within required time frames.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/2011</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|----------------------------------|-----------------------|
| Non-compliance letters/out of compliance inspections resolved within 120 days | 93%                   | 96%                   | 90%                   | 95%                              | 90%                   |
| Notices/ letters processed within 15 days                                     | 98%                   | 98%                   | 90%                   | 97%                              | 90%                   |
| Reviews completed within required time frames                                 | 99%                   | 100%                  | 95%                   | 100%                             | 95%                   |

**RESOURCES PROTECTION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 749,015          | \$ 1,083,800        | \$ 985,604          | \$ (98,196)             |
| Grants                                | 484,714             | 468,000             | 536,692             | 68,692                  |
| Licenses & Permits                    | 166,548             | 135,000             | 49,889              | (85,111)                |
| Other                                 | 74,101              | 57,000              | 38,000              | (19,000)                |
| Fund Balance                          | 1,800,674           | 1,373,822           | 1,103,645           | (270,177)               |
| <b>Subtotal</b>                       | <b>\$ 3,275,052</b> | <b>\$ 3,117,622</b> | <b>\$ 2,713,830</b> | <b>\$ (403,792)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,671,091        | \$ 2,642,855        | \$ 2,228,654        | \$ (414,201)            |
| Operating Expenses                    | 105,679             | 1,106,553           | 1,158,248           | 51,695                  |
| Charge Offs                           | 605,637             | 595,279             | 580,616             | (14,663)                |
| Reserves                              | -                   | 22,536              | -                   | (22,536)                |
| <b>Subtotal</b>                       | <b>\$ 3,382,407</b> | <b>\$ 4,367,223</b> | <b>\$ 3,967,518</b> | <b>\$ (399,705)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,929,807</b> | <b>\$ 1,249,601</b> | <b>\$ 1,253,688</b> | <b>\$ 4,087</b>         |
| <b>Positions</b>                      | <b>38</b>           | <b>36</b>           | <b>32</b>           | <b>(4)</b>              |

**Budget Variance Explanation**

- \$ 183,307 Decrease in demand for licenses, permits and services.
- \$ (68,692) Increase in grant funding from federal, state and other sources.
- \$ 19,000 Decrease in investment income due to use of fund balance for operating programs.
- \$ 270,177 Decrease as funds were used to cover costs associated with operating programs.
- \$ (414,201) Decrease due to elimination of 4 vacant positions: Environmentalist II, Environmental Analyst, Hydrogeologist, and Senior Environmental Analyst, uncontrollable increases in insurance, and decreases in FRS contributions.
- \$ 51,695 Increase in other contractual services used for environmental assessments and other activities necessary to maintain compliance with permits and grant agreements.
- \$ (14,663) Reallocation of administrative and support service costs based on proposed staffing levels.
- \$ (22,536) Decrease caused by funds being allocated to on-going projects.

**\$ 4,087** **Total Increase**

**SHORELINE PROTECTION**

**Programs/Services**

To restore and maintain 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 11 Highlights & Accomplishments**

- The study of erosion control structures to be placed off Singer Island and Central Palm Beach County was completed as an alternative to beach fill projects. Design work is underway for beach renourishment in Jupiter with additional protection provided by erosion control structures.
- Replacement of the sand transfer plant and restoration of the jetties and seawall was substantially completed at the South Lake Worth Inlet.
- Completed construction of the Juno Beach Renourishment Project, the Singer Island Dune Restoration, and planting of the dune at Lantana Municipal Park.
- Completed design, permitting and contracting of the Dubois Park Restoration Project in coordination with the Parks Department.
- Completed the infrastructure project at the South Lake Worth Inlet to improve sand bypassing capabilities, stabilize Bird Island, and strengthen the jetties.

**FY 12 Objectives**

- Continue design and permitting of the Central Palm Beach County Comprehensive Erosion Control Project, the Jupiter Beach Project, and begin design work on the Ocean Ridge Shore Protection Project.
- Complete the Dubois Park Restoration Project.
- Process 90% of sea turtle lighting notices/approvals within 15 business days.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Sand restored to the beaches (moving average in cubic yards)                       | 1,150,000             | 1,360,000             | 1,300,000             | 1,275,000                      | 1,300,000             |
| Percent of sea turtle lighting notices/approvals processed within 15 business days | N/A                   | N/A                   | N/A                   | N/A                            | 90%                   |

**SHORELINE PROTECTION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 467,555          | \$ 590,000          | \$ 590,000          | \$ -                    |
| Grants                                | 11,088              | -                   | -                   | -                       |
| <b>Subtotal</b>                       | <b>\$ 478,643</b>   | <b>\$ 590,000</b>   | <b>\$ 590,000</b>   | <b>\$ -</b>             |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 601,878          | \$ 614,077          | \$ 523,553          | \$ (90,524)             |
| Operating Expenses                    | 26,774              | 9,352               | 8,902               | (450)                   |
| Charge Offs                           | 482,073             | 441,470             | 453,131             | 11,661                  |
| <b>Subtotal</b>                       | <b>\$ 1,110,725</b> | <b>\$ 1,064,899</b> | <b>\$ 985,586</b>   | <b>\$ (79,313)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ 632,082</b>   | <b>\$ 474,899</b>   | <b>\$ 395,586</b>   | <b>\$ (79,313)</b>      |
| <b>Positions</b>                      | <b>11</b>           | <b>11</b>           | <b>10</b>           | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ (90,524) Elimination of one vacant Environmental Program Supervisor position, uncontrollable increases in insurance, and decreases in FRS contributions.
- \$ (450) Decrease in various operating expenses.
- \$ 11,661 Reallocation of administrative & support service costs based on proposed staffing levels.

**\$ (79,313) Total Decrease**



## DEPARTMENT SUMMARY

### Mission Statement

Facilities Development & Operations (FDO) provides efficient, cost effective, quality services in building design and construction, building maintenance and systems operation, property and fleet management, and electronic systems and security services for all County facilities for the Board of County Commissioners (BCC) and other Elected Officials.

### Department Overview

The Facilities Development and Operations Department (FDO) is responsible for siting, building and operating the county's physical plants, major equipment, fleet and electronics systems, which 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, the countywide public safety radio system operations and maintenance, and the procurement and maintenance of a fleet of more than 4,400 vehicles and pieces of equipment. Five major departmental programs fulfill the responsibilities; Property and Real Estate Management, Capital Improvements, Electronic Services and Security, Facilities Management and Fleet Management.

### Emerging Issues

- Training and cross training new hires (professional, technical and tradespersons) in the broader skill sets possessed by retiring FDO employees to maintain service levels with reduced staffing resources.
- Maintaining operational service levels with reduced staff and budget. Eighty percent of the building maintenance and operating workload involves the constitutional officers' expanding programs and the implementation of technologies and building systems to offset their operational and staffing expense.
- Managing the County's small amount of remaining vacant building space without compromising the long term objectives and the capital development program and to address space deficiencies resulting from 150,000 square feet of new or renovated space being postponed, indefinitely delayed or cancelled since FY 2008.
- Prioritizing the frequent unplanned and/or unfunded requests for special studies, research and projects received from the Board of County Commissioners, Administration and Constitutional Officers as management resources required for these tasks are consumed with operational matters due to reduced staffing levels.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual             | FY 11 Budget             | FY 12 Budget             | Change (FY 11-FY 12)      |                 |
|---------------------------------------|--------------------------|--------------------------|--------------------------|---------------------------|-----------------|
|                                       |                          |                          |                          | \$                        | %               |
| <b><u>Non Ad-Valorem Revenues</u></b> |                          |                          |                          |                           |                 |
| Charges for Services                  | \$ 4,405,122             | \$ 4,208,000             | \$ 4,024,000             | \$ (184,000)              | (4%)            |
| Grants                                | (5,680)                  | -                        | -                        | -                         | -               |
| Other                                 | 188,794                  | 203,000                  | 170,000                  | (33,000)                  | (16%)           |
| Interfund Transfer                    | 15,046                   | -                        | -                        | -                         | -               |
| <b>SubTotal</b>                       | <b>\$ 4,603,282</b>      | <b>\$ 4,411,000</b>      | <b>\$ 4,194,000</b>      | <b>\$ (217,000)</b>       | <b>(5%)</b>     |
| <br><b><u>Appropriations</u></b>      |                          |                          |                          |                           |                 |
| Personal Services                     | \$ 24,547,174            | \$ 23,857,890            | \$ 22,624,694            | \$ (1,233,196)            | (5%)            |
| Operating Expenses                    | 14,649,487               | 15,704,577               | 15,196,720               | (507,857)                 | (3%)            |
| Capital Outlay                        | 86,365                   | 41,600                   | 38,500                   | (3,100)                   | (7%)            |
| <b>SubTotal</b>                       | <b>\$ 39,283,025</b>     | <b>\$ 39,604,067</b>     | <b>\$ 37,859,914</b>     | <b>\$ (1,744,153)</b>     | <b>(4%)</b>     |
| <br><b>Ad Valorem Funding</b>         | <br><b>\$ 34,679,743</b> | <br><b>\$ 35,193,067</b> | <br><b>\$ 33,665,914</b> | <br><b>\$ (1,527,153)</b> | <br><b>(4%)</b> |
| <br><b>Positions</b>                  | <br><b>330</b>           | <br><b>318</b>           | <br><b>307</b>           | <br><b>(11)</b>           | <br><b>(3%)</b> |

**PROPERTY AND REAL ESTATE MANAGEMENT**

**Programs/Services**

Property and Real Estate Management (PREM) provides a full range of real estate services to departments and agencies under the Board of County Commissioners 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's property.

**FY 11 Highlights & Accomplishments**

- As recommended by the Grand Jury, the Property Review Committee was established by resolution of the Board of County Commissioners. An organizational meeting was held and procedures for submittal and review of items are in place.
- In response to anticipated reductions in FY 2012 workload, staffing reductions of fifteen percent were implemented through attrition.
- Implemented a new surplus property list now published on the County’s website.

**FY 12 Objectives**

- Complete revisions to the Policies and Procedures Manuals.
- Negotiate an agreement for the sale and development of the Wedge Property (WP) in the West Palm Beach Transit Oriented Development (TOD).
- Improve response to inquires regarding County-owned properties by initiating response within 4 hours and resolving complaints within one week.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of PREM/Real Estate Ordinance and PPMs revised.                      | N/A                   | 50%                   | 100%                  | 75%                            | 100%                  |
| Percentage of negotiation toward an agreement for sale/development of WP.       | N/A                   | N/A                   | 100%                  | 50%                            | 100%                  |
| Percentage of inquires responded to within four hours and resolved in one week. | N/A                   | N/A                   | N/A                   | N/A                            | 100%                  |

**PROPERTY AND REAL ESTATE MANAGEMENT**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 31,376           | \$ 130,000          | \$ 90,000           | \$ (40,000)             |
| <b>SubTotal</b>                       | <b>\$ 31,376</b>    | <b>\$ 130,000</b>   | <b>\$ 90,000</b>    | <b>\$ (40,000)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 1,291,113        | \$ 1,345,714        | \$ 1,133,236        | \$ (212,478)            |
| Operating Expenses                    | 89,973              | 308,621             | 194,306             | (114,315)               |
| <b>SubTotal</b>                       | <b>\$ 1,381,086</b> | <b>\$ 1,654,335</b> | <b>\$ 1,327,542</b> | <b>\$ (326,793)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,349,710</b> | <b>\$ 1,524,335</b> | <b>\$ 1,237,542</b> | <b>\$ (286,793)</b>     |
| <b>Positions</b>                      | <b>14</b>           | <b>14</b>           | <b>12</b>           | <b>(2)</b>              |

**Budget Variance Explanation**

- \$ 40,000 Decrease in revenue due to the lease ending for the County building on Cherry Road.
- \$ (212,478) Decrease due to the elimination of two vacant Property Specialists and a decrease in FRS rates, offset by an increase in insurance costs.
- \$ (114,315) Decrease due to the reduction in contractual and temporary services such as appraisals, professional contracts and lot clearing contract services.

**\$ (286,793) Total Decrease**

**CAPITAL IMPROVEMENTS**

**Programs/Services**

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.

**FY 11 Highlights & Accomplishments**

- Completed and occupied the West County Jail construction project.
- Merged the Capital Improvements Division with Procurement & Project Implementation Group (PPIG) to create a more efficient project delivery unit.
- Completed the renovation of the Homeless Resource Center.
- Completed the Governmental Center Central Energy Plant project.

**FY 12 Objectives**

- Obtain an 85% customer approval ranking from the Division's on-line survey.
- Improve the time period from project substantial completion to construction contract close-out.
- Complete the West County Courthouse Expansion project.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of construction projects closed out in less than 11 months. | N/A                   | N/A                   | N/A                   | N/A                            | 80%                   |
| Percentage customer approval ranking from survey.                      | N/A                   | N/A                   | N/A                   | N/A                            | 85%                   |

**CAPITAL IMPROVEMENTS**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 1,122,998        | \$ 1,160,000        | \$ 850,000          | \$ (310,000)            |
| Other                                 | 23,260              | -                   | -                   | -                       |
| <b>Subtotal</b>                       | <b>\$ 1,146,258</b> | <b>\$ 1,160,000</b> | <b>\$ 850,000</b>   | <b>\$ (310,000)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 1,931,317        | \$ 1,665,954        | \$ 1,193,542        | \$ (472,412)            |
| Operating Expenses                    | 90,553              | 111,261             | 96,156              | (15,105)                |
| <b>SubTotal</b>                       | <b>\$ 2,021,871</b> | <b>\$ 1,777,215</b> | <b>\$ 1,289,698</b> | <b>\$ (487,517)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 875,613</b>   | <b>\$ 617,215</b>   | <b>\$ 439,698</b>   | <b>\$ (177,517)</b>     |
| <b>Positions</b>                      | <b>19</b>           | <b>15</b>           | <b>11</b>           | <b>(4)</b>              |

**Budget Variance Explanation**

- \$ 310,000 Decrease in revenue for interdepartmental service charges due to positions being eliminated.
  - \$ (472,412) Decrease due to the elimination of one filled Senior Site Planner, one vacant Architectural Field Representative II, one vacant Project Manager, one Secretary position to be vacant mid year FY 2012 due to retirement and the reclassification of five Field Representative II positions to Facility Systems Project Managers.
  - \$ (15,105) Decrease in various operating expenses.
- \$ (177,517) Total Decrease**

**ELECTRONIC SERVICES AND SECURITY**

**Programs/Services**

Electronic Services and Security provides specifications, acquisition, project management, acceptance testing, and continued operations and support for all electronic systems, facility safety and security, including on-site security personnel, security surveys, and training, facility access control including criminal history record checks, card access, and key control, operations and support for the County radio systems, and support for Facilities Development and Operation's automation and remote management projects.

**FY 11 Highlights & Accomplishments**

- Implemented Critical Success Indicator #1 (CSI #1-Employee Engagement); projects include: Training/Certification Program and Inventory Management solution.
- Implemented Critical Success Indicator #2 (CSI #2-Customer Service); projects include: online surveys for end users and internal service organizations.
- Implemented Critical Success Indicator #3 (CSI #3-Quality Improvement); projects include: development of specification standards and project sequencing.
- Implemented the public video visitation system on behalf of the Palm Beach County Sheriff's Office.

**FY 12 Objectives**

- Complete the cross training of technicians in all areas including development and repair of radios, fire alarms, video, locking controls and audio; thereby reducing staffing level needs. (CSI #1)
- Complete the implementation of Critical Success Indicator #2 (Customer Service); tracking the time it takes to resolve trouble tickets with a key goal of a two hour resolution.
- Complete the implementation of Critical Success Indicator #3 (Quality Improvement); projects include: developing specification standards and project sequencing to aid faster project implementation.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| CSI #1 - Percentage of the Training/Certification program by section               | N/A                   | N/A                   | 50%                   | 60%                            | 100%                  |
| CSI #2 - Percentage of overall customer service level obtained.                    | N/A                   | N/A                   | 90%                   | 72%                            | 95%                   |
| CSI#3 - Percentage of the specification standards and project sequences completed. | N/A                   | N/A                   | 50%                   | 55%                            | 100%                  |

**ELECTRONIC SERVICES AND SECURITY**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 1,172,071        | \$ 1,315,000        | \$ 1,290,000        | \$ (25,000)             |
| Other                                 | 9,211               | -                   | -                   | -                       |
| Interfund Transfer                    | 1,360               | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 1,182,642</b> | <b>\$ 1,315,000</b> | <b>\$ 1,290,000</b> | <b>\$ (25,000)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 5,264,566        | \$ 4,981,501        | \$ 4,899,300        | \$ (82,201)             |
| Operating Expenses                    | 4,345,581           | 4,737,158           | 4,724,390           | (12,768)                |
| <b>SubTotal</b>                       | <b>\$ 9,610,147</b> | <b>\$ 9,718,659</b> | <b>\$ 9,623,690</b> | <b>\$ (94,969)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ 8,427,505</b> | <b>\$ 8,403,659</b> | <b>\$ 8,333,690</b> | <b>\$ (69,969)</b>      |
| <b>Positions</b>                      | <b>78</b>           | <b>77</b>           | <b>75</b>           | <b>(2)</b>              |

**Budget Variance Explanation**

\$ 25,000 Decrease in revenue due to a reduction of 800Mhz charges.

\$ (82,201) Decrease due to the elimination of two vacant Security Guard Officer positions from an eliminated security post at the South County Courthouse.

\$ (12,768) Decrease in various operating expenses.

**\$ (69,969) Total Decrease**



**FACILITIES MANAGEMENT**

**Programs/Services**

Facilities Management provides services focused on asset management and preservation of County-owned property. Primary 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, continuing improvements, enhancements, and planned renewal of buildings/properties, and parking operations for the Governmental, Judicial, Vista Centers and South County Courthouse Complex.

**FY 11 Highlights & Accomplishments**

- Developed new internal procurement and fiscal procedures to maintain accurate and efficient billing and invoicing functions due to the reduction of clerical and maintenance staff.
- Additional maintenance and repair responsibilities, due to increase in square footage of building inventory, was effectively absorbed by existing staff. New buildings include the West Detention Center, several Library branch expansions, and a PBSO Training Facility.
- Received Federal Energy Efficiency Conservation Block Grant funding for two projects to install solar panels at the Mounts Botanical Garden Complex and to upgrade the heating, ventilation, and air conditioning (HVAC) system at the Emergency Operations Center.
- Five apprentices successfully completed the Apprenticeship Program and were placed in full time trade positions throughout the County.

**FY 12 Objectives**

- Continue to provide condition assessments on fifty percent of the overall maintained square footage.
- Continue the planned preventive maintenance program at reduced staffing levels while keeping building system component failures to acceptable levels.
- Implement and complete the decentralization of the stores and warehouse function in the regions.
- Identify the level of efficiency in our procurement process resulting from centralizing the Fiscal Specialists from the decentralized regions.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of purchase orders from regions - received in AMS within 21 days of order. | N/A                   | N/A                   | N/A                   | N/A                            | 95%                   |
| Percentage of buildings assessed with an overall condition of good or excellent.      | 89%                   | 90%                   | 70%                   | 98%                            | 70%                   |
| Percentage of preventative maintenance hours in relation to total maintenance hours.  | 80%                   | 79%                   | 60%                   | 75%                            | 60%                   |

**FACILITIES MANAGEMENT**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 1,520,565         | \$ 1,163,000         | \$ 1,309,000         | \$ 146,000              |
| Grant                                 | (5,680)              | -                    | -                    | -                       |
| Other                                 | 122,887              | 73,000               | 68,000               | (5,000)                 |
| Interfund Transfer                    | 13,686               | -                    | -                    | -                       |
| <b>SubTotal</b>                       | <b>\$ 1,651,458</b>  | <b>\$ 1,236,000</b>  | <b>\$ 1,377,000</b>  | <b>\$ 141,000</b>       |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 13,460,138        | \$ 13,405,395        | \$ 13,103,600        | \$ (301,795)            |
| Operating Expenses                    | 9,818,974            | 10,226,070           | 9,851,080            | (374,990)               |
| Capital Outlay                        | 38,465               | -                    | -                    | -                       |
| <b>SubTotal</b>                       | <b>\$ 23,317,577</b> | <b>\$ 23,631,465</b> | <b>\$ 22,954,680</b> | <b>\$ (676,785)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 21,666,119</b> | <b>\$ 22,395,465</b> | <b>\$ 21,577,680</b> | <b>\$ (817,785)</b>     |
| <b>Positions</b>                      | <b>194</b>           | <b>188</b>           | <b>187</b>           | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ (141,000) Increase in revenue for interdepartmental service charges due to work scheduled that is not a routine maintenance or covered by a service agreement.
- \$ (301,795) Decrease due to the elimination of one vacant Parking Facility Attendant II position, the reclassification of one Manager of Procurement and Stores to a Contract Evaluator and a decrease to FRS rates, offset by an increase in insurance costs.
- \$ (374,990) Decrease due to reduction in services, inventory, supplies and repair lines, elimination of rust inhibitor services, and window washing changed to an as needed basis.

**\$ (817,785) Total Decrease**

**ADMINISTRATION/INFORMATION TECHNOLOGY**

**Programs/Services**

Administration provides a variety of Departmental services as well as some countywide services. Facilities Services provides support in the areas of; 1) non-construction procurement, 2) non-construction contract monitoring, 3) physical plant and employee based regulatory compliance, 4) energy management and 5) grant acquisition/monitoring. Fiscal Section includes 14 persons handling all aspects of FDO’s capital and operations budget planning and day to day fiscal support to all Divisions. Administration personnel is also responsible for departmental information technology system software support, and countywide services associated with occupancy planning, furniture resource management and the public art program. FDO also prepares and manages over 150 inter-local agreements with other governmental entities and not-for-profit organizations and process use applications for non-County activities at the general government building and properties.

**FY 11 Highlights & Accomplishments**

- Centralized the fiscal sections of the department to create a check and balance for the many operational procurements to ensure better cross-training, employee backup and career paths.
- Reorganized Facilities Services to better manage the non-construction procurements and to administer Facilities Management’s service contracts relieving field personnel from the administrative burden.
- Created several new software programs to improve departmental efficiency. Completed projects include an online Annual Employee Conference form, an application allowing the Inspector General and Commission on Ethics access to County access badge photos, integration of the Maximo database with the EOC Disaster application, online building energy audit forms and quarterly energy reports for Finance.
- Completed two Neighborhood Home Beautification Projects (NHBP): the Gramercy Park Street Lighting project and a due diligence study for the Lake Worth West Resident Planning Group expansion project.

**FY 12 Objectives**

- Complete the final transition of the remaining FDO Divisions to TABFusion records management and file retention system formerly known as Smeadsoft.
- Complete the construction of Program Plaza and Bell Tower for the Government Center Courtyard.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of FDO Divisions transition to TABFusion Program                             | N/A                   | N/A                   | 100%                  | 63%                            | 100%                  |
| Percentage of permitting and construction of the Program Plaza and Bell Tower completed | N/A                   | N/A                   | 100%                  | 75%                            | 100%                  |

**ADMINISTRATION/INFORMATION TECHNOLOGY**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 589,488          | \$ 570,000          | \$ 575,000          | \$ 5,000                |
| Other                                 | 2,060               | -                   | 12,000              | 12,000                  |
| <b>SubTotal</b>                       | <b>\$ 591,548</b>   | <b>\$ 570,000</b>   | <b>\$ 587,000</b>   | <b>\$ 17,000</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,600,039        | \$ 2,459,326        | \$ 2,295,016        | \$ (164,310)            |
| Operating Expenses                    | 304,405             | 321,467             | 330,788             | 9,321                   |
| Capital Outlay                        | 47,900              | 41,600              | 38,500              | (3,100)                 |
| <b>SubTotal</b>                       | <b>\$ 2,952,344</b> | <b>\$ 2,822,393</b> | <b>\$ 2,664,304</b> | <b>\$ (158,089)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,360,796</b> | <b>\$ 2,252,393</b> | <b>\$ 2,077,304</b> | <b>\$ (175,089)</b>     |
| <b>Positions</b>                      | <b>25</b>           | <b>24</b>           | <b>22</b>           | <b>(2)</b>              |

**Budget Variance Explanation**

- \$ (17,000) Increase in revenues received from commercial licenses and facility permits.
  - \$ (164,310) Decrease due to the elimination of one filled Clerical position and one filled Facilities System Project Manager during mid year of FY 2012 and a decrease in FRS rates, offset by an increase in insurance costs.
  - \$ 9,321 Increase in various operating expenses.
  - \$ (3,100) Decrease due to a reduction in data processing equipment purchases.
- \$ (175,089) Total Decrease**

## DEPARTMENT SUMMARY

### 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 Commission 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.

### Department Overview

The Office of Financial Management and Budget (OFMB) is responsible for the direction, administration, and evaluation of the County's financial management systems. Primary services include preparing and administering the annual budget; providing advice and issues to be considered by the Board of the County Commissioners; planning for future financing needs; developing countywide financial policies; maximizing the collection of monies owed to the County; preparing and reviewing formal contracts; administering the impact fee ordinance; conducting periodic inventories and reconciliation of fixed assets; and administering the records management program.

OFMB is comprised of three Divisions: Budget, Contract Development and Control, and Financial Management. The Financial Management Division includes Fixed Assets/Surplus Assets Section, the Impact Fees Program, the Debt Management Section and the Revenue Collection Program.

### Emerging Issues

- For FY 2012, property values continued to decline for the fourth year in a row. However, the rate of decline slowed to 1.8%. The FY 2011 decline was 9%. FY 2013 property values are projected to be flat.
- Even with flat values, the County is still facing a deficit. Some of the factors causing the likely deficit are as follows:
  - Florida Retirement System pension contribution rates are scheduled to increase resulting in a \$10 to \$15 million impact.
  - Sheriff Capital – The Sheriff's FY 2012 budget does not include any new funding for capital replacement. The submitted budget reflects a FY 2013 projected capital replacement budget of \$16.7 million.
  - The FY 2012 budget included \$5.7 million in one-time funding from capital project funds. This would have to be replaced with either additional capital project cuts or operating budget cuts.
  - Additional \$7 million funding for debt service. The FY 2012 debt service obligations were partially funded with fund balances and transfers from bond project funds.
- Ensuring adequate reserves and fund balances to maintain the County's high quality bond ratings is essential to afford priority access to the bond markets.
- Possible impact from continued pension reform.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |             |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-------------|
|                                       |                     |                     |                     | \$                   | %           |
| <b><u>Non Ad-Valorem Revenues</u></b> |                     |                     |                     |                      |             |
| Charges for Services                  | \$ 119,652          | \$ 67,500           | \$ 54,114           | \$ (13,386)          | (20%)       |
| Other                                 | 97,485              | 150,000             | 150,000             | 0                    | -           |
| <b>SubTotal</b>                       | <b>\$ 217,137</b>   | <b>\$ 217,500</b>   | <b>\$ 204,114</b>   | <b>\$ (13,386)</b>   | <b>(6%)</b> |
| <br><b><u>Appropriations</u></b>      |                     |                     |                     |                      |             |
| Personal Services                     | \$ 2,950,341        | \$ 3,039,565        | \$ 2,822,511        | \$ (217,054)         | (7%)        |
| Operating Expenses                    | 249,066             | 324,646             | 301,100             | (23,546)             | (7%)        |
| <b>SubTotal</b>                       | <b>\$ 3,199,407</b> | <b>\$ 3,364,211</b> | <b>\$ 3,123,611</b> | <b>\$ (240,600)</b>  | <b>(7%)</b> |
| <br><b><u>Ad Valorem Funding</u></b>  |                     |                     |                     |                      |             |
|                                       | <b>\$ 2,982,270</b> | <b>\$ 3,146,711</b> | <b>\$ 2,919,497</b> | <b>\$ (227,214)</b>  | <b>(7%)</b> |
| <b>Positions</b>                      | <b>36</b>           | <b>34</b>           | <b>32</b>           | <b>(2)</b>           | <b>(7%)</b> |

**BUDGET DIVISION****Programs/Services**

To prepare and administer the County's annual budget in accordance with Florida Statutes and policies of the Board of County Commissioners and fulfill an oversight role on behalf of County Administration and the Board of County Commissioners. To provide 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.

**FY 11 Highlights & Accomplishments**

- Contributed to the County's 2011 Sunny Award. The Sunny Award recognizes state and local government websites exceeding transparency standards.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- Implemented a new online application for the Capital Improvement Program, allowing departments to enter their capital requests online, creating summary reports, providing an audit trail and generating the Capital Improvement Program document.
- Revised the Single Audit Grant Reporting procedures, including changes to the reconciliation worksheet and standardized revenue/expense reports. Conducted countywide Grant Reporting training for employees.

**FY 12 Objectives**

- Continue to enhance the County's budget website (internal and external) to be more informative, transparent, and user friendly.
- Coordinate with the Clerk and Comptroller's Financial Reporting Division to ensure compliance with Statements issued by the Governmental Accounting Standards Board (GASB).
- Implement Senate Bill 244 by posting budget information for Special Districts, Municipalities and Constitutionals on the County's website.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Budget Office Staff per \$1 Billion of total government expenditures | 4.00                  | 3.90                  | 3.68                  | N/A                            | 3.31                  |
| Budgets developed per analyst  | 6.00                  | 5.50                  | 6.30                  | 6.30                           | 6.30                  |
| Internal Customer Satisfaction Rating                                | 95%                   | N/A                   | 90%                   | N/A                            | 90%                   |

**BUDGET DIVISION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change (FY 11-FY 12)</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                             |
| Charges for Services                  | \$ 39,884           | \$ -                | \$ -                | \$ -                        |
| <b>SubTotal</b>                       | <b>\$ 39,884</b>    | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>                 |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                             |
| Personal Services                     | \$ 1,151,100        | \$ 1,306,361        | \$ 1,074,069        | \$ (232,292)                |
| Operating Expenses                    | 56,287              | 63,611              | 60,362              | (3,249)                     |
| <b>SubTotal</b>                       | <b>\$ 1,207,388</b> | <b>\$ 1,369,973</b> | <b>\$ 1,134,432</b> | <b>\$ (235,541)</b>         |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,167,504</b> | <b>\$ 1,369,973</b> | <b>\$ 1,134,432</b> | <b>\$ (235,541)</b>         |
| <b>Positions</b>                      | <b>16</b>           | <b>15</b>           | <b>13</b>           | <b>(2)</b>                  |

**Budget Variance Explanation**

\$ (232,292) Decrease is due to the elimination of one vacant Budget Analyst I position, a reduction in FRS rates, and the reorganization of one Special Projects Coordinator position to the Administrative function, offset by an increase in insurance costs.

\$ (3,249) Miscellaneous reductions in operating expenses, primarily attributable to a decrease in Casualty Insurance premiums.

**\$ (235,541) Total Decrease**



**CONTRACT DEVELOPMENT & CONTROL****Programs/Services**

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 and Consultant Service Authorizations (CSA). 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. Duties include responsibilities for Records Management Compliance for the Board as required by Florida Statutes.

**FY 11 Highlights & Accomplishments**

- Revised and updated numerous Countywide Policies and Procedures pertaining to contracting procedures and records management.
- Continued to provide training to County employees in relation to Records Management & Contracting Procedures.
- Continued to review Letters of Credit and Payment and Performance Bonds for County Departments.
- Reviewed various County Departments compliance for Inspector General Contract language.

**FY 12 Objectives**

- Conduct performance reviews of operating departments to evaluate contract procedures to verify compliance with Countywide PPMs and recommend improvements in relation thereto. Provide training when necessary.
- Maintain a tracking system for Records Management, including the development of department/division liaisons for Records Management responsibilities, and provide training in relation thereto.
- Review Bonds, Letters of Credit, and Change documents to contracts to ensure compliance with established policies and procedures.
- Provide guidance to Departments for substantive issues/conflicts in relation to Board of County Commissioners agenda items, whether it relates to the agenda item summary, backup materials, etc. and require corrective action.

| <b>Performance Measures</b>                       | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Agenda Items reviewed requiring corrective action | N/A                   | N/A                   | N/A                   | N/A                            | 600                   |
| CO/CSA/Amendments reviewed & processed            | 2,082                 | 1,581                 | 1,150                 | 651                            | 1,200                 |
| Records Destruction requests reviewed & processed | 209                   | 206                   | 150                   | 134                            | 200                   |

**CONTRACT DEVELOPMENT & CONTROL**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change (FY 11-FY 12)</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                             |
| Charges for Services                  | \$ 39,884           | \$ -                | \$ -                | \$ -                        |
| <b>SubTotal</b>                       | <b>\$ 39,884</b>    | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>                 |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                             |
| Personal Services                     | \$ 500,455          | \$ 455,430          | \$ 469,753          | \$ 14,323                   |
| Operating Expenses                    | 34,053              | 41,843              | 37,224              | (4,619)                     |
| <b>SubTotal</b>                       | <b>\$ 534,509</b>   | <b>\$ 497,274</b>   | <b>\$ 506,978</b>   | <b>\$ 9,704</b>             |
| <b>Ad Valorem Funding</b>             | <b>\$ 494,625</b>   | <b>\$ 497,274</b>   | <b>\$ 506,978</b>   | <b>\$ 9,704</b>             |
| <b>Positions</b>                      | <b>4</b>            | <b>5</b>            | <b>4</b>            | <b>(1)</b>                  |

**Budget Variance Explanation**

- \$ 14,323 Increase is due to the reorganization of one Special Projects Coordinator position to the Administrative function and the increase in insurance costs offset by the elimination of one filled Financial Analyst I position and the reduction in FRS rates.
- \$ (4,619) Miscellaneous reductions in operating expenses primarily attributable to a decrease in Casualty Insurance premiums.

**\$ 9,704 Total Increase**

## FINANCIAL MANAGEMENT

### Programs/Services

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, ensure the accurate calculation of impact fees, review impact fee refund requests and conduct impact fee compliance reviews of municipalities, maximizing the collection of monies due to the County and developing related countywide financial policies and procedures.

### FY 11 Highlights & Accomplishments

- Maintained the County's AAA GO Bond rating despite the economic recession and tight budget constraints.
- Established a pool of dedicated cashiers for FAMO to improve the cash handling process at Thrift Store sales.
- Renewed focus and follow-up on compliance with the County's Public Service Tax Ordinance resulted in the collection of \$544,303 in back taxes and interest.
- Continued the scheduled annual review of countywide PPMs including Debt Management, Petty Cash & Change Funds, Public Service Tax and Inventory of Parts & Supplies.

### FY 12 Objectives

- Continue proactive collection efforts to recover as much as possible on the County's liens, delinquent debts, and judgments during these slow economic times.
- Improve Thrift Store cash handling and customer service utilizing dedicated cashiers; use national media to market high-dollar auction items; and improve the Thrift Store on-line presence by transitioning to print and web-based media.
- Conduct three municipal impact fee compliance reviews; perform and present a biennial impact fee study to the BCC; and provide financial analysis support to Section 108, JGI, HCD Loan, and Impact Fee Affordable Housing Programs.

| Performance Measures                            | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|---|----------------|----------------|----------------|-------------------------|----------------|
| Dollars collected by external efforts           | \$631,902      | \$489,176      | \$700,000      | \$392,317               | \$700,000      |
| Value of redistributed surplus assets           | \$108,621      | \$53,893       | \$100,000      | \$273,291               | \$150,000      |
| Impact Fee Compliance Reviews of municipalities | 3              | 1              | 3              | 1                       | 3              |

**FINANCIAL MANAGEMENT**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change (FY 11-FY 12)</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                             |
| Charges for Services                  | \$ 39,884           | \$ 67,500           | \$ 54,114           | \$ (13,386)                 |
| Other                                 | 97,485              | 150,000             | 150,000             | -                           |
| <b>SubTotal</b>                       | <b>\$ 137,369</b>   | <b>\$ 217,500</b>   | <b>\$ 204,114</b>   | <b>\$ (13,386)</b>          |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                             |
| Personal Services                     | \$ 1,298,785        | \$ 1,277,773        | \$ 1,278,688        | \$ 915                      |
| Operating Expenses                    | 158,725             | 219,191             | 203,513             | (15,678)                    |
| <b>SubTotal</b>                       | <b>\$ 1,457,511</b> | <b>\$ 1,496,965</b> | <b>\$ 1,482,202</b> | <b>\$ (14,763)</b>          |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,320,142</b> | <b>\$ 1,279,465</b> | <b>\$ 1,278,088</b> | <b>\$ (1,377)</b>           |
| <b>Positions</b>                      | <b>16</b>           | <b>14</b>           | <b>15</b>           | <b>1</b>                    |

**Budget Variance Explanation**

- \$ 13,386 Decrease in revenue due to the reduction in Impact Fees service charges.
- \$ 915 Increase is due to the reorganization of one Special Projects Coordinator position to the Administrative function and the increase in insurance costs offset by the reduction in FRS rates.
- \$ (15,678) Miscellaneous reductions in operating expenses primarily attributable to a decrease in Casualty Insurance premiums.

**\$ (1,377) Total Decrease**

## DEPARTMENT SUMMARY

### 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 (MSTU's). Including cities that receive primary service from Palm Beach County Fire Rescue, the Department covers over 1,822 square miles with a population of approximately 807,729. The Department is organizationally divided into four major Divisions: Operations; Safety Services; Support Services; and Administrative Services. The primary programs are: Operations; Aviation; Bureau of Safety Services (Prevention); Dispatch and Telecommunications; Training and Safety; and Vehicle and Building Maintenance.

### Emerging Issues

- In January 2011, the Department implemented Countywide Basic Life Support (BLS) transport. Historically, the Department has primarily transported Advanced Life Support (ALS) patients. Transporting BLS patients enhances our ability to provide patient care and treatment continuity from first response to the arrival at the emergency care facility.
- The Department added the Town of Palm Beach Shores to the Countywide Common Dispatch program. The Department is currently providing dispatch services to the City of Riviera Beach, who is currently providing fire rescue services to the Town of Palm Beach Shores through a service contract between the City and the Town.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual          | FY 11 Budget          | FY 12 Budget          | Change (FY 11-FY 12) |           |
|---------------------------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------|
|                                       |                       |                       |                       | \$                   | %         |
| <b><u>Non Ad-Valorem Revenues</u></b> |                       |                       |                       |                      |           |
| Charges for Services                  | \$ 30,636,115         | \$ 29,321,611         | \$ 34,442,829         | \$ 5,121,218         | 17%       |
| Grants                                | 308,104               | 273,961               | 312,320               | 38,359               | 14%       |
| Other                                 | 10,065,022            | (5,960,489)           | (6,620,998)           | (660,509)            | 11%       |
| Interfund Transfers                   | 15,118,203            | 17,523,912            | 16,346,346            | (1,177,566)          | (7%)      |
| Fund Balance                          | 111,881,304           | 110,940,230           | 109,084,229           | (1,856,001)          | (2%)      |
| <b>SubTotal</b>                       | <b>\$ 168,008,748</b> | <b>\$ 152,099,225</b> | <b>\$ 153,564,726</b> | <b>\$ 1,465,501</b>  | <b>1%</b> |

**Appropriations**

|                    |                       |                       |                       |                       |             |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------|
| Personal Services  | \$ 202,802,046        | \$ 226,041,484        | \$ 216,489,261        | \$ (9,552,223)        | (4%)        |
| Operating Expenses | 27,489,311            | 36,632,027            | 33,083,009            | (3,549,018)           | (10%)       |
| Capital Outlay     | 6,257,196             | 7,085,072             | 9,178,924             | 2,093,852             | 30%         |
| Transfers          | 15,036,054            | 17,342,515            | 16,241,076            | (1,101,439)           | (6%)        |
| Reserves           | -                     | 69,526,504            | 77,262,552            | 7,736,048             | 11%         |
| <b>SubTotal</b>    | <b>\$ 251,584,607</b> | <b>\$ 356,627,602</b> | <b>\$ 352,254,822</b> | <b>\$ (4,372,780)</b> | <b>(1%)</b> |

**Ad Valorem Funding**

|             |                |                |                |                |       |
|-------------|----------------|----------------|----------------|----------------|-------|
| Countywide  | \$ 6,407,861   | \$ 9,423,026   | \$ 7,637,868   | \$ (1,785,158) | (19%) |
| Fire Rescue | \$ 200,963,170 | \$ 195,105,351 | \$ 191,052,228 | \$ (4,053,123) | (2%)  |

|                  |              |              |              |          |          |
|------------------|--------------|--------------|--------------|----------|----------|
| <b>Positions</b> | <b>1,542</b> | <b>1,511</b> | <b>1,511</b> | <b>-</b> | <b>-</b> |
|------------------|--------------|--------------|--------------|----------|----------|

**Significant Non-Program Specific Revenue Changes**

- \$ 5,710,813 Increase in Emergency Transport Revenue.
- \$ (865,194) Decrease in Revenue from Jupiter MSTU.
- \$ 111,087 Increase in Municipal Contract Revenue.
- \$ (326,000) Decrease in Interest Revenue.
- \$ (1,785,158) Decrease in Common Dispatch Revenue from General Fund.

**OPERATIONS**

**Programs/Services**

The Operations Division is responsible for the actual 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, contain contaminants, and mitigate exposure; conduct pre-fire planning on all major target hazards; conduct mutely-family residential inspections; 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, necessary as a result of structure fires, death, drowning or pediatric emergencies.

**FY 11 Highlights & Accomplishments**

- Two additional rescue units were placed in service utilizing existing resources. The addition of R400 and R500 provided additional response capabilities without adding personnel.
- Hands-on training was delivered directly to each Battalion. In FY 2010, units reported to the regional training facility on Pike Road. By redirecting a portion of the training programs to the Battalions, the Department will reduce the cost of fuel and maintenance pertaining to our apparatus.
- Station 31 crews were relocated to Station 91 in Lake Worth while construction of the new Station 31 began, scheduled for completion in FY12. Once completed, the Department anticipates a reduction in response times to the Lake Worth corridor.

**FY 12 Objectives**

- Achieve a turnout time of 1:30 or less, for 80% of emergencies dispatched.
- Achieve the Hospital Turnaround time at less than 20 minutes for 90% of all transports.
- Maintain availability of first due units at 94%.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of emergencies dispatched achieving turnout time of 1:30 or less    | n/a                   | 64%                   | 80%                   | 70%                            | 80%                   |
| Percentage of transports with Hospital Turnaround time of less than 20 minutes | 87%                   | 90%                   | 85%                   | 92%                            | 90%                   |
| Percentage availability of first due units                                     | 93%                   | 94%                   | 90%                   | 93%                            | 94%                   |

**OPERATIONS**

|                                       | <b>FY10 Actual</b>    | <b>FY 11 Budget</b>   | <b>FY 12 Budget</b>   | <b>Change 2011-2012</b> |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                       |                       |                       |                         |
| Charges for Services                  | \$ 21,605,791         | \$ 20,257,741         | \$ 25,573,720         | \$ 5,315,979            |
| Grants                                | 296,083               | 262,745               | 299,169               | 36,424                  |
| Other                                 | 9,046,529             | (5,580,957)           | (6,279,986)           | (699,029)               |
| Interfund Transfers                   | 13,715,342            | 15,299,738            | 14,568,558            | (731,180)               |
| Fund Balance                          | 103,649,610           | 103,289,626           | 102,405,614           | (884,012)               |
| <b>SubTotal</b>                       | <b>\$ 148,313,355</b> | <b>\$ 133,528,893</b> | <b>\$ 136,567,075</b> | <b>\$ 3,038,182</b>     |

|                              |                       |                       |                       |                   |
|------------------------------|-----------------------|-----------------------|-----------------------|-------------------|
| <b><u>Appropriations</u></b> |                       |                       |                       |                   |
| Personal Services            | \$ 178,603,589        | \$ 199,010,193        | \$ 191,251,537        | \$ (7,758,656)    |
| Operating Expenses           | 21,362,035            | 24,297,674            | 23,469,790            | (827,884)         |
| Capital Outlay               | 5,395,196             | 5,132,907             | 8,373,824             | 3,240,917         |
| Transfers                    | 15,036,054            | 17,325,265            | 16,224,576            | (1,100,689)       |
| Reserves                     | -                     | 69,526,504            | 76,818,628            | 7,292,124         |
| <b>SubTotal</b>              | <b>\$ 220,396,874</b> | <b>\$ 315,292,543</b> | <b>\$ 316,138,355</b> | <b>\$ 845,812</b> |

|                                  |                |                |                |                |
|----------------------------------|----------------|----------------|----------------|----------------|
| <b><u>Ad Valorem Funding</u></b> |                |                |                |                |
| Countywide                       | \$ -           | \$ -           | \$ -           | \$ -           |
| Fire Rescue                      | \$ 186,965,537 | \$ 181,763,650 | \$ 179,571,280 | \$ (2,192,370) |
| <b>Positions</b>                 | <b>1,328</b>   | <b>1,302</b>   | <b>1,303</b>   | <b>1</b>       |

**Budget Variance Explanation**

- \$ (7,758,656) Decrease in Florida Retirement System rates across the board off set by increases for Step and Longevity rates for union personnel.
- \$ 1,918,000 Increase in Capital Equipment Carry Forward.
- \$ 1,322,917 Increase in replacement capital equipment.
- \$ (5,315,979) Increase in Emergency Transport Revenues.
- \$ 884,012 Decrease in Fund Balance.
- \$ (862,820) Decrease in Jupiter Fire MSTU appropriations.
- \$ (487,187) Decrease in BCC Indirect Cost charges.
- \$ 7,292,124 Increase in Main MSTU reserve.
- \$ 662,605 Other various net decrease in revenues.
- \$ 152,614 Other various net increases in appropriations.

**\$ (2,192,370) Total Decrease**



**AVIATION**

**Programs/Services**

The Aviation program is responsible for timely and efficient response to aircraft-related emergencies. Primary services include responding to aviation-related fire and medical emergencies within and around Palm Beach International Airport (PBIA); providing for new and recurrent specialized Aircraft Rescue Fire Fighting (ARFF) training to battalion personnel along with Fire and Emergency Medical Services (EMS) training; and performing regular fuel truck and fuel farm fire inspections to all fueling operations located within PBIA, Lantana Airpark, North County Airport, and Pahokee Airport.

**FY 11 Highlights & Accomplishments**

- Personnel participated in training and continued to meet Federal Aviation Administration (FAA) requirements such as a three minute or less response standard and staffing levels. Staffing evaluations under the National Fire Protection Association (NFPA) guidelines are ongoing.
- Fuel truck and facility inspections were completed every 90 days, as required by the FAA and the Department of Airports.

**FY 12 Objectives**

- Maintain an average daily staffing level at seven personnel to meet FAA required airport level D protection.
- Maintain a minimum of three staffed ARFF vehicles daily to meet FAA required airport level D protection.
- Maintain a response time of three minutes or less for all FAA mandated drills.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Average daily staffing level  | N/A                   | 8                     | 7                     | 7                              | 7                     |
| Minimum ARFF vehicles staffed daily                                       | N/A                   | 3                     | 3                     | 3                              | 3                     |
| Percentage of FAA-mandated drills with response time of 3 minutes or less | N/A                   | 100%                  | 100%                  | 100%                           | 100%                  |

**AVIATION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 5,460,218        | \$ 5,612,125        | \$ 5,347,744        | \$ (264,381)            |
| Other                                 | 294,871             | 37,224              | 43,888              | 6,664                   |
| Interfund Transfers                   | -                   | 646,160             | 439,513             | (206,647)               |
| Fund Balance                          | 1,109,542           | 585,883             | 621,305             | 35,422                  |
| <b>SubTotal</b>                       | <b>\$ 6,864,631</b> | <b>\$ 6,881,392</b> | <b>\$ 6,452,450</b> | <b>\$ (428,942)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 4,933,078        | \$ 5,649,072        | \$ 4,810,417        | \$ (838,655)            |
| Operating Expenses                    | 1,034,110           | 1,215,070           | 1,181,609           | (33,461)                |
| Transfers                             | -                   | 17,250              | 16,500              | (750)                   |
| Reserves                              | -                   | -                   | 443,924             | 443,924                 |
| <b>SubTotal</b>                       | <b>\$ 5,967,188</b> | <b>\$ 6,881,392</b> | <b>\$ 6,452,450</b> | <b>\$ (428,942)</b>     |
| <b><u>Ad Valorem Funding</u></b>      |                     |                     |                     |                         |
| Countywide                            | \$ -                | \$ -                | \$ -                | \$ -                    |
| Fire Rescue                           | \$ -                | \$ -                | \$ -                | \$ -                    |
| <b>Positions</b>                      | <b>33</b>           | <b>33</b>           | <b>32</b>           | <b>(1)</b>              |

**BUREAU OF SAFETY SERVICES (PREVENTION)**

**Programs/Services**

The Bureau is 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; investigation of the cause, origin, and circumstance of fires; and provision of a drowning prevention program to centralize drowning related incident data and decrease drowning related incidents in Palm Beach County.

**FY 11 Highlights & Accomplishments**

- Training on the new inspections software has begun. Full-scale implementation is expected in FY12. The Bureau continues to evaluate new and innovative ways to maintain its' obligations with less personnel.
- During difficult budget years, the Community Education program has formed invaluable partnerships with other agencies, such as the SafeKids Coalition, which provides opportunities to further develop and expand programs such as the Child Passenger Safety program. Partnerships with PBSO and the State Attorney's Office have continued to improve the Juvenile Firesetters Intervention Program.
- A new edition of the Florida Fire Prevention Code and Local Amendments will become effective in FY12. Training is/will be required to become familiar with updates. This training curve may prevent us from achieving an 80% turnaround time on plans reviewed within four working days.

**FY 12 Objectives**

- Maintain an annual inspection completion rate of 93%.
- Review 80% of all plans submitted for fire review within four working days.
- Maintain an overall average score of 75% or greater on post testing for Community Education programs.

| <b>Performance Measures</b>                        | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Annual inspection completion rate                  | 98%                   | 93%                   | 93%                   | 94%                            | 93%                   |
| Percentage of plans reviewed within 4 working days | 86%                   | 73%                   | 80%                   | 76%                            | 80%                   |
| Average Score on community education post test     | 85%                   | 89%                   | 75%                   | 86%                            | 80%                   |

**BUREAU OF SAFETY SERVICES (PREVENTION)**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 1,956,172        | \$ 1,933,952        | \$ 1,856,761        | \$ (77,191)             |
| Grants                                | 5,993               | 5,226               | 5,264               | 38                      |
| Other                                 | 177,789             | (96,350)            | (96,883)            | (533)                   |
| Interfund Transfers                   | 298,779             | 259,738             | 233,637             | (26,101)                |
| Fund Balance                          | 1,939,975           | 1,595,515           | 1,480,286           | (115,229)               |
| <b>SubTotal</b>                       | <b>\$ 4,378,708</b> | <b>\$ 3,698,081</b> | <b>\$ 3,479,065</b> | <b>\$ (219,016)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 5,613,110        | \$ 6,008,085        | \$ 5,754,884        | \$ (253,201)            |
| Operating Expenses                    | 521,765             | 810,503             | 649,200             | (161,303)               |
| Capital Outlay                        | 609                 | 839                 | -                   | (839)                   |
| <b>SubTotal</b>                       | <b>\$ 6,135,484</b> | <b>\$ 6,819,427</b> | <b>\$ 6,404,084</b> | <b>\$ (415,343)</b>     |
| <b><u>Ad Valorem Funding</u></b>      |                     |                     |                     |                         |
| Countywide                            | \$ 150,000          | \$ 150,000          | \$ 150,000          | \$ -                    |
| Fire Rescue                           | \$ 3,759,838        | \$ 2,971,346        | \$ 2,775,019        | \$ (196,327)            |
| <b>Positions</b>                      | <b>49</b>           | <b>46</b>           | <b>46</b>           | <b>-</b>                |

**Budget Variance Explanation**

- \$ (253,201) Decrease in Florida Retirement System rates across the board off set by increases for Step and Longevity rates for union personnel.
  - \$ 115,229 Decrease in Fund Balance.
  - \$ 103,787 Other various net decrease in revenues.
  - \$ (162,142) Decrease in operating Expenses.
- \$ (196,327) Total Decrease**

**DISPATCH & TELECOMMUNICATIONS**

**Programs/Services**

The program 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.

**FY 11 Highlights & Accomplishments**

- The Department added the Town of Palm Beach Shores to its dispatch program this fiscal year. 9-1-1 equipment is being evaluated to be replaced with new generation technology to enhance the Centers ability to receive and process emergency assistance requests using multiple methods of communications devices.
- Communication Center personnel were certified in Emergency Fire Dispatch.
- The repair and restoration of equipment to provide notification of emergencies and radio communications is essential to fire-rescue daily operations. The radio shop continues to maintain the highest level of completion with regard to new work orders generated, while maintaining a preventative maintenance program to reduce the overall number of work orders.

**FY 12 Objectives**

- Maintain a handling time of one minute or less for 90% of dispatched events.
- Assure all Communications Center personnel maintain a quarterly EMD review score of 85% or above.
- Complete 90% of all telecommunication work orders within 30 days.

| <b>Performance Measures</b>                                    | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of dispatched events handled within one minute      | N/A                   | 90%                   | 90%                   | 92%                            | 90%                   |
| Percentage of personnel maintaining EMD scores of 85% or above | 100%                  | 100%                  | 100%                  | 100%                           | 100%                  |
| Percentage of work orders completed within 30 days             | N/A                   | N/A                   | N/A                   | N/A                            | 90%                   |

**DISPATCH COMMUNICATIONS**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 328,989           | \$ 288,472           | \$ 353,443           | \$ 64,971               |
| Grants                                | 105                  | 67                   | 102                  | 35                      |
| Other                                 | 160,955              | (96,661)             | (94,241)             | 2,420                   |
| Interfund Transfers                   | 550,269              | 677,033              | 600,394              | (76,639)                |
| Fund Balance                          | 1,654,501            | 1,600,451            | 1,428,316            | (172,135)               |
| <b>SubTotal</b>                       | <b>\$ 2,694,819</b>  | <b>\$ 2,469,362</b>  | <b>\$ 2,288,014</b>  | <b>\$ (181,348)</b>     |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 6,823,893         | \$ 7,963,708         | \$ 7,646,684         | \$ (317,024)            |
| Operating Expenses                    | 2,861,563            | 4,929,652            | 4,067,790            | (861,862)               |
| Capital Outlay                        | 664,066              | 1,883,700            | 778,200              | (1,105,500)             |
| <b>SubTotal</b>                       | <b>\$ 10,349,522</b> | <b>\$ 14,777,060</b> | <b>\$ 12,492,674</b> | <b>\$ (2,284,386)</b>   |
| <b><u>Ad Valorem Funding</u></b>      |                      |                      |                      |                         |
| Countywide                            | \$ 6,257,861         | \$ 9,273,026         | \$ 7,487,868         | \$ (1,785,158)          |
| Fire Rescue                           | \$ 3,268,595         | \$ 3,034,672         | \$ 2,716,792         | \$ (317,880)            |
| <b>Positions</b>                      | <b>75</b>            | <b>74</b>            | <b>74</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ (317,024) Decrease in Florida Retirement System rates across the board off set by increases for Step and Longevity rates for union personnel.
- \$ (1,105,500) Decrease in Data Processing (DP) Equipment.
- \$ 1,785,158 Decrease in transfer from General Fund for Common Dispatch program primarily due to decrease in capital equipment requirements and operating expenses.
- \$ 172,135 Decrease in Fund Balance.
- \$ (861,862) Decrease in operating Expenses.
- \$ 9,213 Other various net decrease in revenues.

**\$ (317,880) Total Decrease**

**TRAINING & SAFETY**

**Programs/Services**

The program 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.

**FY 11 Highlights & Accomplishments**

- The Training and Safety division provided the availability for each employee to access a minimum of 30 Continuing Education Units (CEU) per year.
- Intranet-based training was used to increase efficiency and provide high quality training for on-duty personnel while they are still in service and available to respond to emergencies.
- Multi-company drills provided hands-on experience for employees as their level of comprehension and application were evaluated.

**FY 12 Objectives**

- Provide a delivery method for 32 CEU's annually via a station-based program.
- Provide an average of 120 hours of training per Operational employee per year.
- 75% of Operations employee will participate in two multi-company drills per year.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of CEU's provided annually via station-based program                | 24                    | 30                    | 30                    | 13                             | 32                    |
| Number of hours of training per Operations personnel                       | 107                   | 133                   | 100                   | 52                             | 120                   |
| Percentage of personnel participating in two multi-company drills per year | N/A                   | 66%                   | 75%                   | 73%                            | 75%                   |

**TRAINING & SAFETY**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 264,199          | \$ 238,697          | \$ 273,044          | \$ 34,347               |
| Grants                                | 3,864               | 3,896               | 5,119               | 1,223                   |
| Other                                 | 170,660             | (67,120)            | (56,666)            | 10,454                  |
| Interfund Transfers                   | 208,589             | 219,501             | 176,704             | (42,797)                |
| Fund Balance                          | 1,328,667           | 1,324,297           | 1,103,412           | (220,885)               |
| <b>SubTotal</b>                       | <b>\$ 1,975,979</b> | <b>\$ 1,719,271</b> | <b>\$ 1,501,613</b> | <b>\$ (217,658)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,282,338        | \$ 2,323,262        | \$ 2,139,567        | \$ (183,695)            |
| Operating Expenses                    | 764,227             | 1,902,994           | 1,460,837           | (442,157)               |
| Capital Outlay                        | 51,164              | 4,061               | -                   | (4,061)                 |
| <b>SubTotal</b>                       | <b>\$ 3,097,729</b> | <b>\$ 4,230,317</b> | <b>\$ 3,600,404</b> | <b>\$ (629,913)</b>     |
| <b><u>Ad Valorem Funding</u></b>      |                     |                     |                     |                         |
| Countywide                            | \$ -                | \$ -                | \$ -                | \$ -                    |
| Fire Rescue                           | \$ 2,624,886        | \$ 2,511,046        | \$ 2,098,791        | \$ (412,255)            |
| <b>Positions</b>                      | <b>15</b>           | <b>14</b>           | <b>14</b>           | <b>-</b>                |

**Budget Variance Explanation**

- \$ (183,695) Decrease in Florida Retirement System rates across the board off set by increases for Step and Longevity rates for union personnel.
  - \$ 220,885 Decrease in Fund Balance.
  - \$ (3,227) Other various net increase in revenues.
  - \$ (446,218) Decrease in operating Expenses.
- \$ (412,255) Total Decrease**



**VEHICLE & BUILDING MAINTENANCE**

**Programs/Services**

The Vehicle and Building maintenance program shall ensure 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; the maintenance of all vendor contracts; 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 11 Highlights & Accomplishments**

- Facilities were evaluated to identify opportunities for improvement to extend useful life and assure all stations are in the highest state of operational readiness.
- Emphasis remained on preventative maintenance of the building and vehicle maintenance programs. Preventative maintenance reduces emergency work orders and the time apparatus are out of service.
- The Apparatus Committee and Vehicle Maintenance division have gone back to basics when designing and specifying apparatus to help reduce the initial purchase price and future maintenance costs. The County is purchasing new Sutphen engines with a purchase price lower than engines being purchased by other agencies surveyed.

**FY 12 Objectives**

- Complete one preventative maintenance inspection per month for each Fire Rescue station, 90% of the time.
- Complete 100% of required fleet preventative maintenance inspections/service on emergency apparatus.
- Complete 85% of all after-hours call-out repairs without moving personnel to reserve apparatus.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of stations receiving one PM inspection per month, 90% of the time                      | 100%                  | 100%                  | 100%                  | 100%                           | 100%                  |
| Percentage of required fleet preventative maintenance inspections/service completed                | 100%                  | 100%                  | 100%                  | 100%                           | 100%                  |
| Percentage of after-hours call-out repairs completed without moving personnel to reserve apparatus | 94.8%                 | 96%                   | 85%                   | 94%                            | 90%                   |

**VEHICLE AND BUILDING MAINTENANCE**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 1,020,746        | \$ 990,624          | \$ 1,038,117        | \$ 47,493               |
| Grants                                | 2,059               | 2,027               | 2,666               | 639                     |
| Other                                 | 214,218             | (156,625)           | (137,110)           | 19,515                  |
| Interfund Transfers                   | 345,224             | 421,742             | 327,540             | (94,202)                |
| Fund Balance                          | 2,199,009           | 2,544,458           | 2,045,296           | (499,162)               |
| <b>SubTotal</b>                       | <b>\$ 3,781,256</b> | <b>\$ 3,802,226</b> | <b>\$ 3,276,509</b> | <b>\$ (525,717)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 4,546,038        | \$ 5,087,164        | \$ 4,886,172        | \$ (200,992)            |
| Operating Expenses                    | 945,611             | 3,476,134           | 2,253,783           | (1,222,351)             |
| Capital Outlay                        | 146,161             | 63,565              | 26,900              | (36,665)                |
| <b>SubTotal</b>                       | <b>\$ 5,637,810</b> | <b>\$ 8,626,863</b> | <b>\$ 7,166,855</b> | <b>\$ (1,460,008)</b>   |
| <b><u>Ad Valorem Funding</u></b>      |                     |                     |                     |                         |
| Countywide                            | \$ -                | \$ -                | \$ -                | \$ -                    |
| Fire Rescue                           | \$ 4,344,314        | \$ 4,824,637        | \$ 3,890,346        | \$ (934,291)            |
| <b>Positions</b>                      | <b>42</b>           | <b>42</b>           | <b>42</b>           | <b>-</b>                |

**Budget Variance Explanation**

- \$ (200,992) Decrease in Florida Retirement System rates across the board off set by increases for Step and Longevity rates for union personnel.
- \$ 499,162 Decrease in Fund Balance.
- \$ 26,555 Other various net decrease in revenues.
- \$ (175,000) Decrease in repair maintenance equipment.
- \$ (522,700) Decrease in medical & surgical supplies and safety supplies.
- \$ (36,665) Decrease capital replacement equipment.
- \$ (524,651) Decrease in various other operating expenses.

**\$ (934,291) Total Decrease**

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12) |             |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|
|                                       |                      |                      |                      | \$                   | %           |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                      |                      |                      |             |
| Charges for Services                  | \$ 687,940           | \$ 670,000           | \$ -                 | \$ (670,000)         | (100%)      |
| Other                                 | 30,111,008           | 36,976,814           | 39,169,149           | 2,192,335            | 6%          |
| Interfund Transfer                    | -                    | -                    | 610,000              | 610,000              | 100%        |
| Fund Balance                          | 10,286,472           | 10,170,824           | 8,643,300            | (1,527,524)          | (15%)       |
| <b>SubTotal</b>                       | <b>\$ 41,085,420</b> | <b>\$ 47,817,638</b> | <b>\$ 48,422,449</b> | <b>\$ 604,811</b>    | <b>1%</b>   |
| <br>                                  |                      |                      |                      |                      |             |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |             |
| Personal Services                     | \$ 5,128,437         | \$ 5,349,278         | \$ 5,142,191         | \$ (207,087)         | (4%)        |
| Operating Expenses                    | 15,393,282           | 21,200,160           | 23,091,239           | 1,891,079            | 9%          |
| Capital Outlay                        | 6,158,998            | 12,144,486           | 6,711,157            | (5,433,329)          | (45%)       |
| Transfers                             | 5,250,830            | 8,000                | 1,008,000            | 1,000,000            | 100%        |
| Reserves                              | -                    | 9,115,714            | 12,469,862           | 3,354,148            | 37%         |
| <b>SubTotal</b>                       | <b>\$ 31,931,547</b> | <b>\$ 47,817,638</b> | <b>\$ 48,422,449</b> | <b>\$ 604,811</b>    | <b>1%</b>   |
| <br>                                  |                      |                      |                      |                      |             |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>-</b>    |
| <br>                                  |                      |                      |                      |                      |             |
| <b>Positions</b>                      | <b>64</b>            | <b>60</b>            | <b>59</b>            | <b>(1)</b>           | <b>(2%)</b> |

**FLEET MANAGEMENT**

**Programs/Services**

Fleet Management provides specification, acquisition, assignment, funding and disposal services. Additional services include providing preventive (PM) and corrective maintenance (CM) services on vehicles and equipment, purchasing fuel and managing County fueling sites.

**FY 11 Highlights & Accomplishments**

- Rebid annual fuel contract and obtained a .0125 cents per gallon savings for each vendor added.
- Implemented a low utilization program for County cars eliminating 46 assets.
- Facilitated purchase of equipment for new West County Jail opened in FY 2011.
- Green efforts: included purchasing 22 hybrid vehicles and replacing lead wheel weights with non-lead materials.
- Implemented replacement rating system on and above the current established criteria for departments and Fleet Management to make informed decisions about increasing vehicle and equipment life cycles.

**FY 12 Objectives**

- Implement \$100 penalty after third notification of past due vehicle and equipment maintenance.
- Establish more ridged quality control checks and review of repairs by shop Lead Workers, Equipment Analysts and Operations Supervisors.
- Expand outside contracts to include more service type repairs for use when workloads peak to complete more timely repairs. Make customer satisfaction focus of the Division culture.
- Expand low utilization program to all vehicles and equipment for possible elimination. Produce annual low utilization report to be evaluated at budget time.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/10</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of vehicles/equipment past due for preventative maintenance.               | 7%                    | 10%                   | 5%                    | 9%                             | 8%                    |
| Percentage of vehicles/equipment brought in for scheduled versus unscheduled service. | 65%                   | 67%                   | 75%                   | 67%                            | 70%                   |
| Percentage of positive customer service responses.                                    | N/A                   | 94%                   | N/A                   | 99%                            | 95%                   |
| Reduce the amount of under utilized vehicles/equipment.                               | N/A                   | 89%                   | 50%                   | 31%                            | 30%                   |

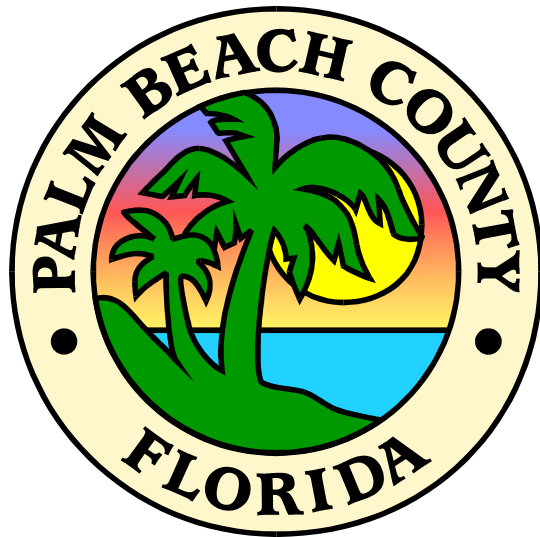
**FLEET MANAGEMENT**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 687,940           | \$ 670,000           | \$ -                 | \$ (670,000)            |
| Other                                 | 30,111,008           | 36,976,814           | 39,169,149           | 2,192,335               |
| Interfund Transfer                    | -                    | -                    | 610,000              | 610,000                 |
| Fund Balance                          | 10,286,472           | 10,170,824           | 8,643,300            | (1,527,524)             |
| <b>SubTotal</b>                       | <b>\$ 41,085,420</b> | <b>\$ 47,817,638</b> | <b>\$ 48,422,449</b> | <b>\$ 604,811</b>       |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 5,128,437         | \$ 5,349,278         | \$ 5,142,191         | \$ (207,087)            |
| Operating Expenses                    | 15,393,282           | 21,200,160           | 23,091,239           | 1,891,079               |
| Capital Outlay                        | 6,158,998            | 12,144,486           | 6,711,157            | (5,433,329)             |
| Transfers                             | 5,250,830            | 8,000                | 1,008,000            | 1,000,000               |
| Reserves                              | -                    | 9,115,714            | 12,469,862           | 3,354,148               |
| <b>SubTotal</b>                       | <b>\$ 31,931,547</b> | <b>\$ 47,817,638</b> | <b>\$ 48,422,449</b> | <b>\$ 604,811</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>64</b>            | <b>60</b>            | <b>59</b>            | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ 670,000 Decrease in Fuel Tax refund previously budgeted; revenue in Engineering for FY 2012.
- (2,192,335) Increase due to price increases for equipment rentals, gas and lubricant sales, and equipment maintenance fees.
- (610,000) Increase due to the loss of a Fuel Tax refund; budgeted in Engineering in FY 2012.
- 1,527,524 Decrease in fund balance due to increase in maintenance and service expenditures and fuel costs.
- (207,087) Decrease due to the elimination of one vacant Auto Technician II position, the reclassification of two vacant Equipment Analyst positions to a lower pay grade and a decrease in FRS rates, offset by an increase to insurance costs.
- 1,891,079 Increase in operating expenses due to price increases for tires, diesel fuel, and gasoline.
- (5,433,329) Decrease in fleet machinery and equipment replacement. The number of new and replacement vehicles for County departments has been reduced from 205 to 127.
- 1,000,000 Increase due to one-time transfers to County Library, Fire Rescue, Airport Operations and County General Fund refunding fleet policy charges due to fleet reductions and extended fleet replacement schedules.
- 3,354,148 Increase in operating reserves due to a reduction in the number of new and replacement vehicles to be purchased for County departments.

**\$ - Total Decrease**



## DEPARTMENT SUMMARY

### Mission Statement

To assist urban and rural communities by providing decent housing and a suitable living environment principally for very low, low and moderate income persons, homeless persons and persons with disabilities.

### Department Overview

The Department of Housing and Community Development (HCD) provides affordable housing, a better living environment, and economic opportunities for all county residents with an emphasis on lower income residents, the homeless, and populations with special needs. HCD administers programs, funded with federal, state and local grants that provide for the development/redevelopment of distressed areas including public facilities, infrastructure, and public services focusing on addressing the needs of lower income residents while coordinating service provisions with other social programs.

### Emerging Issues

- The two-year loss of State Housing Initiatives Program (SHIP) funding has negatively impacted HCD's ability to facilitate affordable housing development and preservation in the County.
- As federal "stimulus funds" (Neighborhood Stabilization and Disaster Recovery Initiative) are fully expended, financial assistance to address the glut of foreclosed residential properties will cease.
- The decreasing amount of Community Development Block Grant, HOME, and Emergency Shelter funding from the U.S. Department Of Housing and Urban Development will negatively impact HCD's ability to assist local non-profit agencies and municipalities.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual         | FY 11 Budget          | FY 12 Budget          | Change (FY 11-FY 12)   |              |
|---------------------------------------|----------------------|-----------------------|-----------------------|------------------------|--------------|
|                                       |                      |                       |                       | \$                     | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                       |                       |                        |              |
| Grants                                | \$ 32,685,846        | \$ 119,592,678        | \$ 103,721,333        | \$ (15,871,345)        | (13%)        |
| Other                                 | 1,172,472            | 794,528               | 1,013,312             | 218,784                | 28%          |
| Transfers                             | 86,789               | -                     | -                     | -                      | -            |
| Fund Balances                         | 12,164,582           | 8,257,965             | 7,173,707             | (1,084,258)            | (13%)        |
| <b>Subtotal</b>                       | <b>\$ 46,109,689</b> | <b>\$ 128,645,171</b> | <b>\$ 111,908,352</b> | <b>\$ (16,736,819)</b> | <b>(13%)</b> |
| <b><u>Appropriations</u></b>          |                      |                       |                       |                        |              |
| Personal Services                     | \$ 3,494,342         | \$ 5,665,066          | \$ 4,079,873          | \$ (1,585,193)         | (28%)        |
| Operating Expenses                    | 1,682,011            | 4,846,320             | 3,563,066             | (1,283,254)            | (26%)        |
| Capital Outlay                        | 7,970                | 124,210               | 16,000                | (108,210)              | (87%)        |
| Debt Service                          | 35,300               | -                     | -                     | -                      | -            |
| Grants and Aids                       | 25,718,088           | 112,173,328           | 97,866,108            | (14,307,220)           | (13%)        |
| Transfers                             | 3,844,164            | 3,641,295             | 2,174,968             | (1,466,327)            | (40%)        |
| Reserves                              | -                    | 2,336,472             | 4,449,857             | 2,113,385              | 90%          |
| <b>Subtotal</b>                       | <b>\$ 34,781,875</b> | <b>\$ 128,786,691</b> | <b>\$ 112,149,872</b> | <b>\$ (16,636,819)</b> | <b>(13%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,240</b>      | <b>\$ 141,520</b>     | <b>\$ 241,520</b>     | <b>\$ 100,000</b>      | <b>71%</b>   |
| <b>Positions</b>                      | <b>39</b>            | <b>51</b>             | <b>48</b>             | <b>(3)</b>             | <b>(6%)</b>  |



**MORTGAGE AND HOUSING ASSISTANCE****Programs/Services**

Mortgage and Housing Assistance (MHA) has a mortgage portfolio of over 4,000 properties with a total value of more than \$25 million. Funding for our programs derive from multiple sources. MHA originates \$10 million in single family residential units, \$5 million in multifamily rental units, and \$2.5 million in non-profit Community Development loans (balloon mortgages or repayable) and housing finance. MHA manages Neighborhood Stabilization funds to provide first and second mortgage financing to income eligible and creditworthy borrowers to purchase foreclosed, vacant and abandoned properties within "areas of greatest need". MHA administers six first mortgage programs as well as an Owner Occupied Rehabilitation Program which includes funding for special needs and persons with disabilities, utility connection and impact fees, Mortgage Assistance - a foreclosure prevention strategy, and multifamily development housing. These strategies further the County's commitment to decent, safe, sanitary, affordable and sustainable housing.

**FY 11 Highlights & Accomplishments**

- Awarded \$11,018,494 to 77 income eligible families under the Neighborhood Stabilization Program I financing mechanism.
- Converted the mortgage loan portfolio to an electronic database. The Loan Origination and File Management System (LOS) allows MHA to respond rapidly to inquiries and monitor files in accordance with compliance guidelines.
- Awarded \$3,162,433 to 62 income eligible families under the HOME Investment Partnership Program for first-time homebuyers.

**FY 12 Objectives**

- Implement First-Time Homebuyer 1st Mortgage and Replacement Housing Programs.
- Continue implementation of Utility Connection, Foreclosure Prevention, Owner-Occupied Rehabilitation, Rental Housing Entry Assistance, Multifamily Rental and Neighborhood Stabilization Programs.
- Fund countywide 1st and 2nd mortgage subsidy programs and HOME Match subsidy programs for first-time homebuyers.
- Implement Lease-Purchase Option and Individual Development Account Programs.

| <b>Performance Measures</b>                              | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Households assisted with purchase programs.              | 64                    | 27                    | 50                    | 139                           | 60                    |
| Households assisted to maintain ownership and occupancy. | 9                     | 8                     | 50                    | 1                             | 50                    |
| Households assisted through rental programs.             | 0                     | 211                   | 177                   | 62                            | 133                   |
| Households assisted through other programs.              | 4                     | 68                    | 35                    | 11                            | 28                    |

**MORTGAGE AND HOUSING ASSISTANCE**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Grants                                | \$ 2,420,262        | \$ 7,463,734        | \$ 4,649,854        | \$ (2,813,880)          |
| Other                                 | 37,956              | 16,000              | 16,000              | -                       |
| Fund Balance                          | 86,789              | 3,861               | 78,575              | 74,714                  |
| <b>Subtotal</b>                       | <b>\$ 2,545,007</b> | <b>\$ 7,483,595</b> | <b>\$ 4,744,429</b> | <b>\$ (2,739,166)</b>   |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 216,365          | \$ 215,122          | \$ 186,303          | \$ (28,819)             |
| Operating Expenses                    | 15,670              | 55,418              | 40,424              | (14,994)                |
| Capital Outlay                        | -                   | 4,000               | -                   | (4,000)                 |
| Grants and Aids                       | 1,913,285           | 7,204,399           | 4,492,686           | (2,711,713)             |
| Reserves                              | -                   | 4,656               | 25,016              | 20,360                  |
| <b>Subtotal</b>                       | <b>\$ 2,145,320</b> | <b>\$ 7,483,595</b> | <b>\$ 4,744,429</b> | <b>\$ (2,739,166)</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>4</b>            | <b>3</b>            | <b>3</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ 2,813,880 Decrease due to grants awarded in prior years being utilized and not replenished with new grant funding of an equal or greater amount.
- \$ (74,714) Increase from interest and loan repayments.
- \$ (28,819) Decrease due to the net effect of uncontrollable increases in insurance, decreases in FRS contributions and the redistribution of staff time allocated to the programs.
- \$ (2,730,707) Decrease in appropriations due to use of grant funds awarded in prior years to operate programs and not being replenished with new grant funding of an equal or greater amount and redistribution of staff costs.
- \$ 20,360 Increase in grant funds that have not been designated to a specific activity and will be designated as necessary in order to keep the fund in balance and meet changing needs of the grants.

**\$ - Total Decrease**

**CAPITAL, REAL ESTATE AND INSPECTION SERVICES****Programs/Services**

The Capital, Real Estate and Inspection Services (CREIS) implements local, state, and federally funded programs focused on rehabilitation of existing housing; provision of new housing; demolition of dilapidated structures; acquisition, construction, and reconstruction of public facilities; and infrastructure improvements.

**FY 11 Highlights & Accomplishments**

- Implemented portions of the Community Development Block Grant (CDBG) funded housing programs and capital improvement projects.
- Implemented portions of the Disaster Recovery Initiative (DRI) funded housing programs and capital improvement projects.
- Implemented portions of the Neighborhood Stabilization Program (NSP) funded housing programs and capital improvement projects.

**FY 12 Objectives**

- Continue to implement the Community Development Block Grant (CDBG) funded housing programs and capital improvement projects.
- Continue to implement the Disaster Recovery Initiative (DRI) funded housing programs and capital improvements projects.
- Continue to implement the Neighborhood Stabilization Program (NSP) funded housing programs and capital improvement projects.

| <b>Performance Measures</b>                        | <b>Actual</b> | <b>Actual</b> | <b>Target</b> | <b>on 3/31/11</b> | <b>Target</b> |
|--|---------------|---------------|---------------|-------------------|---------------|
| Housing Rehabilitations completed                  | 46            | 28            | 35            | 12                | 0             |
| Capital Improvement projects completed (CDBG only) | 14            | 18            | 14            | 7                 | 14            |
| Demolitions processed                              | 21            | 13            | 15            | 5                 | 15            |
| Capital Improvement projects completed (DRI only)  | 3             | 3             | 12            | 5                 | 5             |

**CAPITAL, REAL ESTATE AND INSPECTION SERVICES**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>   | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|-----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                       |                      |                         |
| Grants                                | \$ 20,593,667        | \$ 94,793,595         | \$ 82,287,473        | \$ (12,506,122)         |
| Other                                 | 617,080              | 365,000               | 540,000              | 175,000                 |
| Interfund Transfers                   | 86,789               | -                     | -                    | -                       |
| Fund Balance                          | 11,091,600           | 6,481,341             | 5,098,089            | (1,383,252)             |
| <b>Subtotal</b>                       | <b>\$ 32,389,136</b> | <b>\$ 101,639,936</b> | <b>\$ 87,925,562</b> | <b>\$ (13,714,374)</b>  |
| <b><u>Appropriations</u></b>          |                      |                       |                      |                         |
| Personal Services                     | \$ 1,349,262         | \$ 3,507,200          | \$ 2,068,951         | \$ (1,438,249)          |
| Operating Expenses                    | 299,507              | 2,292,306             | 651,642              | (1,640,664)             |
| Capital Outlay                        | 3,932                | 104,210               | -                    | (104,210)               |
| Grants and Aids                       | 18,086,110           | 90,385,975            | 80,492,198           | (9,893,777)             |
| Transfers                             | 2,892,381            | 3,500,000             | 1,819,873            | (1,680,127)             |
| Reserves                              | -                    | 1,991,765             | 3,134,418            | 1,142,653               |
| <b>Subtotal</b>                       | <b>\$ 22,631,192</b> | <b>\$ 101,781,456</b> | <b>\$ 88,167,082</b> | <b>\$ (13,614,374)</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ 141,520</b>     | <b>\$ 241,520</b>    | <b>\$ 100,000</b>       |
| <b>Positions</b>                      | <b>19</b>            | <b>24</b>             | <b>23</b>            | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ 12,506,122 Decrease due to grants awarded in prior years being utilized and not replenished with new grant funding of an equal or greater amount.
- \$ (175,000) Increase from interest and loan repayments.
- \$ 1,383,252 Decrease as funds were used to cover costs associated with operating programs.
- \$ (1,438,249) Decrease due to the use of grant funds that were not replenished with new grant funding of an equal or greater amount, the elimination of a vacant Customer Service Specialist position, uncontrollable increases in insurance, decreases in FRS contributions and the redistribution of staff time allocated to the programs.
- \$ (13,318,778) Decrease in appropriations due to use of grant funds awarded in prior years to operate programs and not being replenished with new grant funding of an equal or greater amount.
- \$ 1,142,653 Increase in grant funds that have not been designated to a specific activity and will be designated as necessary in order to keep the fund in balance and meet changing needs of the grants.

|                   |                       |
|-------------------|-----------------------|
| <b>\$ 100,000</b> | <b>Total Increase</b> |
|-------------------|-----------------------|

**PLANNING****Programs/Services**

The Planning Section is charged with preparing the Five Year Consolidated Plan and yearly Action Plan to receive CDBG, ESGP, and HOME entitlement grants. The Consolidated Plan functions as a planning document, an application for HUD's federal funds, a strategy to carry out HUD programs, and a tool for assessing performance. Major duties include preparing and issuing Request for Proposals, reviewing local applications for funding, administering contracts, monitoring sub-recipients, and preparing performance reports. Projects selected must meet the overall goal of the programs to provide decent/affordable housing, quality public facilities and services, assist the homeless, and expand economic opportunities to low/moderate-income individuals and families.

**FY 11 Highlights & Accomplishments**

- Approval of the FY 2010-11 Action Plan resulted in the County receiving \$10.4 million in CDBG, HOME, and ESGP funds to undertake housing, public services, capital improvements, and economic development activities to assist low/moderate-income persons.
- Public services assisted approximately 4,000 persons classified as disabled, elderly, persons with housing problems, youth, persons with health issues, abused/ neglected children, and those in need of job training.
- Approximately 2,000 homeless persons, including victims of domestic violence, were provided with homeless services, and temporary/transitional housing services; and 900 persons at risk of becoming homeless were assisted with homeless prevention services.

**FY 12 Objectives**

- Review 60 applications under the local application process and submit to HUD the County's Action Plan delineating the projects selected to bring to the County an estimated \$9 million in CDBG, ESGP and HOME federal funds.
- Provide temporary and transitional housing services for persons including victims of domestic violence and assist persons with services to the disabled, the elderly, children, and others with housing related problems.
- Manage contracts to provide assistance to 665 households at risk of becoming homeless and provide operation and maintenance assistance to agencies that provide homeless services to serve approximately 1,140 homeless persons.
- Prepare grant performance reports such as Consolidated Annual Performance and Evaluation Report, Neighborhood Stabilization, Disaster Recovery Initiatives and HCD Monthly Status Report to maintain external funding sources.

| <b>Performance Measures</b>  | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|--|---------------------------|---------------------------|---------------------------|-----------------------------------|---------------------------|
| Person assisted with CDBG-funded contracts to provide homeless services. | 2,025                     | 1,289                     | 569                       | 394                               | 900                       |
| Disabled, elderly, children, and persons with housing related problems.  | 1,817                     | 2,349                     | 4,313                     | 1,270                             | 2,260                     |
| Persons assisted who are at risk of becoming homeless.                   | 821                       | 488                       | 906                       | 596                               | 665                       |
| Persons assisted by agencies providing homeless services.                | 3,087                     | 2,016                     | 1,427                     | 696                               | 1,140                     |

**PLANNING**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Grants                                | \$ 9,671,917         | \$ 17,335,349        | \$ 16,784,006        | \$ (551,343)            |
| Other                                 | 235,542              | 124,900              | 165,400              | 40,500                  |
| Fund Balance                          | 986,193              | 1,772,763            | 1,997,043            | 224,280                 |
| <b>Subtotal</b>                       | <b>\$ 10,893,652</b> | <b>\$ 19,233,012</b> | <b>\$ 18,946,449</b> | <b>\$ (286,563)</b>     |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 1,675,966         | \$ 1,690,739         | \$ 1,570,886         | \$ (119,853)            |
| Operating Expenses                    | 1,336,449            | 2,461,973            | 2,832,821            | 370,848                 |
| Capital Outlay                        | 4,038                | 16,000               | 16,000               | -                       |
| Debt Service                          | 35,300               | -                    | -                    | -                       |
| Grants and Aids                       | 5,718,693            | 14,582,954           | 12,881,224           | (1,701,730)             |
| Transfers                             | 951,783              | 141,295              | 355,095              | 213,800                 |
| Reserves                              | -                    | 340,051              | 1,290,423            | 950,372                 |
| <b>Subtotal</b>                       | <b>\$ 9,722,229</b>  | <b>\$ 19,233,012</b> | <b>\$ 18,946,449</b> | <b>\$ (286,563)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>14</b>            | <b>22</b>            | <b>20</b>            | <b>(2)</b>              |

**Budget Variance Explanation**

- \$ 551,343 Decrease due to grants awarded in prior years being utilized and not replenished with new grant funding of an equal or greater amount.
- \$ (40,500) Increase from interest and principal repayments on loans.
- \$ (224,280) Increase due to prior year interest on fund balances and other revenue.
- \$ (119,853) Decrease due to redistribution of staff time allocated to the program, the elimination of one vacant Home Program Coordinator and one Planner I position and the net effect of uncontrollable increases in insurance and decreases in FRS contributions.
- \$ 370,848 Increase in operating expenses due to an increase in other contractual services caused by increased foreclosure and maintenance of properties managed by the Department.
- \$ (1,701,730) Decrease due to lower available grant funding for assistance.
- \$ 213,800 Increase in required transfers to the Economic Development Office.
- \$ 950,372 Increase in grant funds that have not been designated to a specific activity and will be designated as necessary in order to keep the fund in balance and meet changing needs of the grants.

**\$ - Total Decrease**

**HOUSING FINANCE AUTHORITY****Programs/Services**

The Housing Finance Authority is responsible for the issuance of tax exempt and/or taxable mortgage revenue bonds, and the direct loaning of surplus funds, to provide below market rate loans to persons or families for the purchase of a home, and to for-profit or not-for-profit developers for the acquisition, construction, reconstruction or rehabilitation of "qualifying housing developments" within the meaning of Ch 159, Part IV, F.S.

**FY 11 Highlights & Accomplishments**

- Created first ever Mortgage Credit Certificate (MCC) Program in August 2010 making available \$2.5M of federal income tax credits to first-time homebuyers, providing up to \$200K for down payment and closing costs and second mortgages starting November 16, 2010. One-third of the available MCC's were issued.
- Entered into an interlocal agreement with the Lee County Housing Finance Authority mid-year for participation in their New Issue Bond Purchase (NIBP) single family mortgage revenue bond program to provide loans to moderate, middle and lesser income persons and families to acquire a home. Over \$1M of loans closed under bond program loans by September 30, 2011.
- Accepted two applications and issued reservations for two not-for-profit entities to provide first mortgage financing for new construction, or refinancing and rehabilitation of housing developments under "Surplus Funds Loan Program". Closed and began funding of these revolving loans with Palm Beach County Community Land Trust (\$500K) and Habitat For Humanity of Palm Beach County (\$1.2M) totaling 43 units.

**FY 12 Objectives**

- Pursue opportunities with not-for-profit and for-profit affordable housing developers/providers for acquisition and rehabilitation of existing units or targeted new construction under "Surplus Funds Loan Program".
- Explore alternatives to traditional tax exempt single family bond programs for the origination of first-time homebuyer first mortgage loans through mortgage back securities secondary markets and forward commitment programs.

| <b>Performance Measures</b>                                    | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Revolving loan originations under "Surplus Funds Loan Program" | N/A                   | N/A                   | \$1.75M               | \$500K                        | \$2M                  |

**HOUSING FINANCE AUTHORITY**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 281,894          | \$ 288,628          | \$ 291,912          | \$ 3,284                |
| <b>Subtotal</b>                       | <b>\$ 281,894</b>   | <b>\$ 288,628</b>   | <b>\$ 291,912</b>   | <b>\$ 3,284</b>         |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 252,749          | \$ 252,005          | \$ 253,733          | \$ 1,728                |
| Operating Expenses                    | 30,385              | 36,623              | 38,179              | 1,556                   |
| <b>Subtotal</b>                       | <b>\$ 283,134</b>   | <b>\$ 288,628</b>   | <b>\$ 291,912</b>   | <b>\$ 3,284</b>         |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,240</b>     | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>2</b>            | <b>2</b>            | <b>2</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ 3,284 The County is reimbursed by the Housing and Finance Authority for all expenditures. Therefore, as costs increase, the corresponding revenue will also increase.
- \$ 1,728 Increase due to the net effect of uncontrollable increases in insurance and decreases in FRS contributions.
- \$ 1,556 Increase in the indirect cost reimbursement to the County.

**\$ - Total Decrease**



## DEPARTMENT SUMMARY

### Mission Statement

Human Resources enables 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.

### Department Overview

Human Resources establishes and maintains policies, programs and procedures to assist and guide the supervisory and managerial staff of County departments in effectively managing human resources. Primary services involve recruiting and processing new employees to fill vacancies, maintaining permanent employee records, maintaining and improving effective employee/supervisor relationships, improving productivity through training and development programs, enhancing and valuing diversity through equal employment opportunities and affirmative action, and promoting job satisfaction in the interests of an efficient County government.

Human Resources is comprised of five sections: Compensation and Records, Employee Relations, Fair Employment Programs, Recruitment and Selection, and Training and Organizational Development.

### Emerging Issues

- The last session of the Florida Legislature saw changes to existing legislation and new legislation that has had a significant impact on the County's ability to address several human resources issues. The County's Voluntary Separation Incentive Program (VSIP) has been eliminated due to new provisions impacting the payment of severance to employees. This tool can no longer be used to assist with transition planning nor can it be used as a budget reduction strategy. Different methods need to be explored/developed to meet these continuing needs. Additionally, the same legislation prevents the County from providing severance pay to employees in lieu of notice when we are forced to initiate a layoff. This change forces employees to remain in the work place during the notice period along with the attendant problems that arise during difficult budget years. Lastly, this legislation limits the County's ability to resolve potential employment disputes with our employees. This may have the potential to generate an increase in employment litigation along with its associated costs.
- New regulations for the military Family and Medical Leave Act (FMLA) are expected to be released focusing on the implementation and administration of leave for qualifying exigencies and military care leave.
- Execution of policies and procedures approved by the Board of County Commissioners for domestic partner leave of County employees.
- The Americans with Disabilities Act Amendments Act (ADAAA) has issued new regulations expanding the definition of persons with disabilities resulting in more employees qualifying for protection under the law and requiring reasonable accommodation.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual | FY 11 Budget | FY 12 Budget | Change (FY 11-FY 12) |      |  |
|---------------------------------------|--------------|--------------|--------------|----------------------|------|--|
|                                       |              |              |              | \$                   | %    |  |
| <b><u>Non Ad-Valorem Revenues</u></b> |              |              |              |                      |      |  |
| Other                                 | \$ 63,221    | \$ 8,500     | \$ 14,500    | \$ 6,000             | 71%  |  |
| SubTotal                              | \$ 63,221    | \$ 8,500     | \$ 14,500    | \$ 6,000             | 71%  |  |
| <b><u>Appropriations</u></b>          |              |              |              |                      |      |  |
| Personal Services                     | \$ 2,541,495 | \$ 2,654,651 | \$ 2,573,511 | \$ (81,140)          | (3%) |  |
| Operating Expenses                    | 196,128      | 423,205      | 429,971      | 6,766                | 2%   |  |
| Capital Outlay                        | -            | -            | 3,000        | 3,000                | -    |  |
| SubTotal                              | \$ 2,737,623 | \$ 3,077,856 | \$ 3,006,482 | \$ (71,374)          | (2%) |  |
| Ad Valorem Funding                    | \$ 2,674,402 | \$ 3,069,356 | \$ 2,991,982 | \$ (77,374)          | (3%) |  |
| Positions                             | 35           | 33           | 33           | -                    | -    |  |

**COMPENSATION & RECORDS**

**Programs/Services**

Compensation & Records is responsible for determining the pay rates and job classifications for all County positions. Primary functions are to maintain internal and market equity and competitive pay for all positions by providing recommendations regarding position reclassifications and upgrades, writing job descriptions, completing salary and benefit surveys, publishing the County's annual Pay Plan, and administering the County's optional benefit programs. Compensation and Records is also responsible for managing budgeted and authorized positions, including processing all changes in personnel status for payroll purposes, verifying and providing employment and wage information, and providing payroll information countywide. The Records section is the official custodian of all employee records under the Public Records Law. Records is responsible for employment verifications, maintaining all official documents in the employee's personnel files, merge and purging the terminated personnel files, and entering all new employee information into the Human Resource Information System. A third area of responsibility is Retirement. This area is responsible for providing assistance and guidance for all employees retiring, or entering the Deferred Retirement Option Program (DROP), and coordinating the Florida Retirement System (FRS) reporting compliance. Programs and seminars are set up at various locations, to educate employees about the options that are available to them.

**FY 11 Highlights & Accomplishments**

- Monitored, reviewed and updated Americans with Disabilities Act (ADA) and position descriptions to ensure they are complete and accurate in the Human Resources Information System (HRIS).
- Processed 45% more reclassification requests than FY 2010.

**FY 12 Objectives**

- Properly allocate positions within the Classification and Pay Plan by conducting timely review and analysis of the department requests for upgrades, reclassifications, and special salary increases.
- Provide excellent customer service by processing Personnel Action forms (PAs) within a two-week time frame.
- Form a Payroll Task Force to determine the needs of the departments for inputting payroll data into the new systems. Continue payroll audits in the departments to adhere to County policy and procedures.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of PA processed   | 4,553                 | 3,800                 | 4,000                 | 1,714                          | 3,500                 |
| Percentage of PA processed in the pay period in which they are effective | 100%                  | 100%                  | 100%                  | 100%                           | 100%                  |
| Percentage of County turnover as calculated from the bi-weekly report    | 6.8%                  | 5.7%                  | 10%                   | 4.7%                           | 5%                    |

**COMPENSATION & RECORDS**

|                              | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                         |
| Personal Services            | \$ 705,971          | \$ 856,339          | \$ 830,165          | \$ (26,174)             |
| Operating Expenses           | 54,480              | 136,517             | 138,700             | 2,183                   |
| Capital Outlay               | -                   | -                   | 968                 | 968                     |
| <b>SubTotal</b>              | <b>\$ 760,451</b>   | <b>\$ 992,856</b>   | <b>\$ 969,833</b>   | <b>\$ (23,023)</b>      |
| <b>Ad Valorem Funding</b>    | <b>\$ 760,451</b>   | <b>\$ 992,856</b>   | <b>\$ 969,833</b>   | <b>\$ (23,023)</b>      |
| <b>Positions</b>             | <b>11</b>           | <b>11</b>           | <b>11</b>           | <b>-</b>                |

**Budget Variance Explanation**

\$ (26,174) Decrease is primarily due to a reduction to FRS rates, offset by an increase in insurance costs.

\$ 2,183 Increase in various operating expenses.

\$ 968 Increase is attributable to an increase in expenditure for data processing equipment.

**\$ (23,023) Total Decrease**

**EMPLOYEE RELATIONS**

**Programs/Services**

Employee Relations is responsible for providing departments with guidance and systematic methods to improve employee performance or behavior, promoting cooperative relations between management and employees, and ensuring 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.

**FY 11 Highlights & Accomplishments**

- Assisted County departments with the initiation of the layoff process including a review of all correspondence for adherence to policy; particularly changes to the prohibition of severance pay.
- Assisted Compensation & Records with Water Utilities staff transitioning to new state certification requirements, demanding considerable time and interface with the Communications Workers of America (CWA). This effort resulted in no adverse action taken by the union during this transition.

**FY 12 Objectives**

- Complete final wage reopener negotiations for the final year of the Communications Workers of America (CWA) contract. Negotiations for the new three-year contract will begin in March 2012.
- Coordinate the production of a New Employee Handbook to be released in March 2012.
- Modify county policy, as necessary, to address potential state legislative changes regarding Public Employee Collective Bargaining Units.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of grievances filed  | 88                    | 59                    | 55                    | 28                             | 56                    |
| Percentage of grievances processed within 60 days of receipt              | 90%                   | 88%                   | 85%                   | 92%                            | 92%                   |
| Number of disciplinary actions reviewed per Employee Relations Specialist | 139                   | 115                   | 65                    | 33                             | 66                    |

**EMPLOYEE RELATIONS**

|                              | <b>FY10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|------------------------------|--------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                    |                     |                     |                         |
| Personal Services            | \$ 282,388         | \$ 256,902          | \$ 249,049          | \$ (7,853)              |
| Operating Expenses           | 21,792             | 40,955              | 41,610              | 655                     |
| Capital Outlay               | -                  | -                   | 290                 | 290                     |
| <b>SubTotal</b>              | <b>\$ 304,180</b>  | <b>\$ 297,857</b>   | <b>\$ 290,949</b>   | <b>\$ (6,908)</b>       |
| <b>Ad Valorem Funding</b>    | <b>\$ 304,180</b>  | <b>\$ 297,857</b>   | <b>\$ 290,949</b>   | <b>\$ (6,908)</b>       |
| <b>Positions</b>             | <b>4</b>           | <b>3</b>            | <b>3</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (7,853) Decrease is primarily due to a reduction to FRS rates, offset by an increase in insurance costs.

\$ 655 Increase is due to slight increases in various operating expenses.

\$ 290 Increase is attributable to an increase in expenditure for data processing equipment.

**\$ (6,908) Total Decrease**

**FAIR EMPLOYMENT PROGRAMS**

**Programs/Services**

Fair Employment Programs is responsible for ensuring County employment practices are in compliance with federal, state, and local discrimination laws. Primary functions include coordinating management/employee Equal Employment Opportunity (EEO)/Affirmative Action (AA) training for all County staff annually to achieve compliance with federal, state, and local requirements; resolving internal discrimination complaints through investigation, mediation, and recommendations for remedial action; monitoring the selection process to ensure consistency/compliance with the Uniform Guidelines on Employee Selection Procedures; and maintaining statistics for Affirmative Action planning.

Fair Employment Programs is also responsible for annually preparing the County's Affirmative Action Plan, providing assistance to employees who are unable to perform their assigned duties due to illness, injury, or disability in accordance with County policy, federal law and state statutes, and monitoring compliance with the Family and Medical Leave Act (FMLA).

**FY 11 Highlights & Accomplishments**

- Family and Medical Leave Act (FMLA) tracking system has been rolled-out on a trial basis to two departments.
- Internal Palm Beach County Family and Medical Leave Act (FMLA) forms have been developed for on-line use in conjunction with the tracking system.
- Employing persons with disabilities. Policy CW-P-017 (Employment of Qualified Persons with Disabilities and the Accommodation Process) has been updated per the revisions of the Americans with Disabilities Act Amendments Act (ADAAA), and forwarded to the County Attorney for legal review.
- On-line system developed and implemented for internal investigation reports.

**FY 12 Objectives**

- Expand web-based training module to include Equal Employment Opportunity (EEO) overview.
- Maintain compliance with applicable federal and state legislation and County ordinances.
- Maintain a work environment free from discrimination and limit the County's liability by completing investigations for internal complaints within 90 days.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of internal Fair Employment Programs (FEP) charges                         | 350                   | 300                   | 300                   | 31                             | 50                    |
| Percentage of New Employee Requisitions (NER's) processed within two working days | n/a                   | 100%                  | 100%                  | 100%                           | 100%                  |
| Percentage of investigations completed within 90 days                             | 100%                  | 100%                  | 100%                  | 82%                            | 100%                  |

**FAIR EMPLOYMENT PROGRAMS**

|                              | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                         |
| Personal Services            | \$ 211,791          | \$ 171,268          | \$ 166,033          | \$ (5,235)              |
| Operating Expenses           | 16,344              | 27,303              | 27,740              | 437                     |
| Capital Outlay               | -                   | -                   | 194                 | 194                     |
| <b>SubTotal</b>              | <b>\$ 228,135</b>   | <b>\$ 198,571</b>   | <b>\$ 193,967</b>   | <b>\$ (4,604)</b>       |
| <b>Ad Valorem Funding</b>    | <b>\$ 228,135</b>   | <b>\$ 198,571</b>   | <b>\$ 193,967</b>   | <b>\$ (4,604)</b>       |
| <b>Positions</b>             | <b>3</b>            | <b>2</b>            | <b>2</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (5,235) Decrease is primarily due to a reduction to FRS rates, offset by an increase in insurance costs.

\$ 437 Increase is due to slight increases in various operating expenses.

\$ 194 Increase is attributable to an increase in expenditure for data processing equipment.

**\$ (4,604) Total Decrease**



**RECRUITMENT & SELECTION**

**Programs/Services**

Recruitment & Selection (R&S) 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 Human Resources Information System (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.

**FY 11 Highlights & Accomplishments**

- R & S staff screened/rated approximately 12,000 applications for County Employment.
- Designed, developed, and implemented a PC-based job knowledge test for Fiscal Specialist job series. Candidates for jobs within this series now take one exam and qualify for several jobs, improving efficiency.
- Processed more than 230 new hires and the conversion of non merit to merit positions.

**FY 12 Objectives**

- Expand the functionality of HRIS to automate/facilitate tasks required of staff in processing new hires.
- Research the utility of words per minute typing tests to the clerical series and adjust the process, if needed, based on findings.
- Ensure the timeliness of filling vacancies by reducing the number of days to produce a referral list by maximizing technology in HRIS to process new employee requisitions and employment applications.

| <b>Performance Measures</b>                                     | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Average days to generate a referral list                        | 24                    | 28                    | 20                    | 21                             | 18                    |
| Percentage of Employment Applications screened by ad close date | n/a                   | 70%                   | 70%                   | 68%                            | 80%                   |

**RECRUITMENT & SELECTION**

|                              | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                         |
| Personal Services            | \$ 1,200,151        | \$ 1,198,874        | \$ 1,162,231        | \$ (36,643)             |
| Operating Expenses           | 92,616              | 191,126             | 194,181             | 3,055                   |
| Capital Outlay               | -                   | 1                   | 1,354               | 1,353                   |
| <b>SubTotal</b>              | <b>\$ 1,292,767</b> | <b>\$ 1,390,001</b> | <b>\$ 1,357,766</b> | <b>\$ (32,235)</b>      |
| <b>Ad Valorem Funding</b>    | <b>\$ 1,292,767</b> | <b>\$ 1,390,001</b> | <b>\$ 1,357,766</b> | <b>\$ (32,235)</b>      |
| <b>Positions</b>             | <b>15</b>           | <b>15</b>           | <b>15</b>           | <b>-</b>                |

**Budget Variance Explanation**

\$ (36,643) Decrease is primarily due to a reduction to FRS rates, offset by an increase in insurance costs.

\$ 3,055 Increase in various operating expenses.

\$ 1,353 Increase is attributable to an increase in expenditure for data processing equipment.

**\$ (32,235) Total Decrease**

**TRAINING & ORGANIZATIONAL DEVELOPMENT**

**Programs/Services**

Training and Organizational Development (TOD) is responsible for providing 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, telephone communication training, and ethics training; and designing and/or implementing new programs, and enhancements to current programs.

**FY 11 Highlights & Accomplishments**

- Designed, produced and delivered first live Webinar for County employees entitled "Eight Ways to Improve Your business Writing Immediately".
- Graduated the third class through the Leadership Level I Program bringing the total number of graduates to 41.
- Began a follow-up to Leadership Level I Program. Sixteen graduates of the Leadership Level I Program are involved in Leadership Level II which is project oriented.
- Offered over eight learning events to County employees.

**FY 12 Objectives**

- Create an Alumni Association for graduates of the Leadership Level I Program. This Association will enable graduates to continue to communicate, share ideas, and stay connected throughout their careers with the County.
- Present Leadership Level II Program projects to Management Team, providing additional opportunities to develop leadership skills, as well as contribute to the betterment of the County.
- Design and develop another Webinar topic to offer County employees.
- Track promotions of Leadership Level I & II graduates, and savings to the County from the program.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of full time equivalents (FTEs) taking TOD classroom training        | 1,828                 | 1,568                 | 1,800                 | 929                            | 1,650                 |
| Average cost per employee trained   | \$19                  | \$27                  | \$30                  | \$25                           | \$28                  |
| Average yearly rating of effectiveness of learning programs at 4.5 out of 5 | n/a                   | n/a                   | n/a                   | n/a                            | 4.5                   |
| Post-training survey equals 2.2   | n/a                   | n/a                   | n/a                   | n/a                            | 2.2                   |

**TRAINING & ORGANIZATION DEVELOPMENT**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non Ad-Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 63,221           | \$ 8,500            | \$ 14,500           | \$ 6,000                |
| <b>SubTotal</b>                       | <b>\$ 63,221</b>    | <b>\$ 8,500</b>     | <b>\$ 14,500</b>    | <b>\$ 6,000</b>         |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 141,194          | \$ 171,268          | \$ 166,033          | \$ (5,235)              |
| Operating Expenses                    | 10,896              | 27,303              | 27,740              | 437                     |
| Capital Outlay                        | -                   | -                   | 194                 | 194                     |
| <b>SubTotal</b>                       | <b>\$ 152,090</b>   | <b>\$ 198,571</b>   | <b>\$ 193,967</b>   | <b>\$ (4,604)</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ 88,869</b>    | <b>\$ 190,071</b>   | <b>\$ 179,467</b>   | <b>\$ (10,604)</b>      |
| <b>Positions</b>                      | <b>2</b>            | <b>2</b>            | <b>2</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ (6,000) Increase is primarily due to an increase in the amount of departments being directly charged for training services provided.
- \$ (5,235) Decrease is primarily due to a reduction to FRS rates, offset by an increase in insurance costs.
- \$ 437 Increase is due to slight increases in various operating expenses.
- \$ 194 Increase is attributable to an increase in expenditure for data processing equipment.

**\$ (10,604) Total Decrease**

## DEPARTMENT SUMMARY

### Mission Statement

To build and optimize the County's information technology (IT) infrastructure as a flexible, reliable and affordable resource that provides a secure foundation for management decision-making, automation of work processes, and extensive public access to relevant County information and services. In addition, to provide centralized oversight of technology resources through establishment and timely updating of policies, standards, and strategic plans.

### 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; support of software applications; the enterprise email system; purchased office management tools; development and maintenance for more than 350 existing applications, Oracle database development and maintenance; enterprise GIS; installation and maintenance of all landline, cellular telephones, and related equipment including voice over IP; video conferencing; IT project management; 24x7 Help Desk; user training; enterprise software licensing; and document imaging and scanning. Administrative activities include: budgeting; billing; payroll management; IT procurement; resource manager approvals; IT resource and asset management; IT standards and architecture development; IT security planning and management; business continuity; and quality assurance.

### Emerging Issues

- Maintaining and enhancing staff productivity to handle mounting demands for technology services provided by ISS despite having fewer staff resources to respond to service requests.
- Management of the continuing exponential growth of electronic data from email records, digitized documents, electronic reports, financial data, retention of historical records, and digitized maps.
- Increased countywide interest in electronic document management to reduce the storage space consumed by physical documents, decrease document access time, track file location and usage, improve document workflow for increased process efficiency, and improve document integrity.
- Need for a unified records/document management strategy for Board agencies taking into account the various tools currently in use - CINEMA, SmeadSoft, and SharePoint. An interdepartmental team of IT staff will be formed to explore alternatives, offer recommendations, and begin the implementation phase.
- Efforts to build upon proven successes in providing ISS services to external agencies, including local government, education, health care, and non-profit organizations. These shared services include network connectivity, software licensing, applications hosting, GIS, and document scanning.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12)  |              |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|--------------|
|                                       |                      |                      |                      | \$                    | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                      |                      |                       |              |
| <b>Charges for Services</b>           | \$ 48,637            | \$ 469,454           | \$ 631,082           | \$ 161,628            | 34%          |
| <b>Other</b>                          | 4,184,032            | 4,681,749            | 4,682,349            | 600                   | %            |
| <b>SubTotal</b>                       | <b>\$ 4,232,669</b>  | <b>\$ 5,151,203</b>  | <b>\$ 5,313,431</b>  | <b>\$ 162,228</b>     | <b>3%</b>    |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                       |              |
| <b>Personal Services</b>              | \$ 19,510,396        | \$ 18,806,399        | \$ 17,498,722        | \$ (1,307,677)        | (7%)         |
| <b>Operating Expenses</b>             | 11,325,440           | 9,519,275            | 8,436,639            | (1,082,636)           | (11%)        |
| <b>Capital Outlay</b>                 | 282,451              | 13,200               | 20,000               | 6,800                 | 52%          |
| <b>Debt Service</b>                   | 106,308              | -                    | -                    | -                     | -            |
| <b>SubTotal</b>                       | <b>\$ 31,224,595</b> | <b>\$ 28,338,874</b> | <b>\$ 25,955,361</b> | <b>\$ (2,383,513)</b> | <b>(8%)</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 26,991,926</b> | <b>\$ 23,187,671</b> | <b>\$ 20,641,930</b> | <b>\$ (2,545,741)</b> | <b>(11%)</b> |
| <b>Positions</b>                      | <b>204</b>           | <b>189</b>           | <b>183</b>           | <b>(6)</b>            | <b>(3%)</b>  |

**ISS ADMINISTRATION**

**Programs/Services**

Executive oversight of major enterprise initiatives and special projects including Palm Beach County Broadband, interlocal agreements for shared network services, cost reduction on enterprise contracts for hardware or software, participation and knowledge transfer initiatives with information technology (IT) peers, and providing direction and guidance for the information technology activities having countywide impact.

**FY 11 Highlights & Accomplishments**

- Selected by the Center for Digital Government and National Association of Counties as the #1 ranked Digital County among large counties in the United States.
- Nationally recognized the ePZB and LEX systems as "best in class" applications by the Center for Digital Government.
- Established improved performance measures to gauge the overall performance of ISS programs, including a mix of workload indicators, efficiency measures and outcome measures.
- Negotiated significant reductions in some of the larger enterprise software and maintenance contracts and continued to implement base budget cuts in the ISS operating and capital budgets.
- Established plan for implementing and leveraging additional modules of Microsoft Office SharePoint Services as a key IT software suite for ISS and County government.
- Completed integration of County Library into the PBC Network for access to wired and wireless services.

**FY 12 Objectives**

- Update the ISS Strategic Plan and re-establish IT governance structure.
- Develop a countywide plan for addressing the document management requirements of BCC agencies.
- Update and expand existing policies and operating procedures applicable to the primary functions of ISS.
- Continue to promote the principles and practices of collaboration and shared services with both internal and external partners.

| <b>Performance Measures</b>                              | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Overall customer satisfaction rating                     | N/A                   | N/A                   | N/A                   | N/A                            | 85%                   |
| Revenues generated from external sources                 | N/A                   | \$39,365              | \$543,314             | \$188,608                      | \$724,742             |
| Percent reduction in base operating budget since FY 2007 | N/A                   | 14.1%                 | 8.5%                  | 8.5%                           | 6.8%                  |
| Ratio of County headcount to ISS staff                   | N/A                   | 32.7:1                | 34.4:1                | 34.4:1                         | 34.7:1                |

**ISS ADMINISTRATION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 3,227            | \$ 13,736           | \$ 20,354           | \$ 6,618                |
| Other                                 | 277,583             | 136,986             | 151,019             | 14,033                  |
| <b>SubTotal</b>                       | <b>\$ 280,810</b>   | <b>\$ 150,722</b>   | <b>\$ 171,373</b>   | <b>\$ 20,651</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 660,718          | \$ 619,760          | \$ 642,475          | \$ 22,715               |
| Operating Expenses                    | 1,408,925           | 209,423             | 194,659             | (14,764)                |
| Capital Outlay                        | 1,907               | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 2,071,550</b> | <b>\$ 829,183</b>   | <b>\$ 837,134</b>   | <b>\$ 7,951</b>         |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,790,740</b> | <b>\$ 678,461</b>   | <b>\$ 665,761</b>   | <b>\$ (12,700)</b>      |
| <b>Positions</b>                      | <b>5</b>            | <b>4</b>            | <b>5</b>            | <b>1</b>                |

**Budget Variance Explanation**

- \$ (20,651) The ISS Cost Allocation Plan is prepared annually using projected expenditures and anticipated revenues, which have increased with the expansion of the County network to outside users. Any increase or decrease is a result of plan allocations to all divisions.
  - \$ 22,715 Increase is due to the internal transfer of one Senior Clerk Typist position from another ISS division and an increase in insurance costs, offset by a decrease in FRS rates.
  - \$ (14,764) Decrease in miscellaneous operating expenses.
- \$ (12,700) Total Decrease**



**STRATEGIC SERVICES AND FINANCE**

**Programs/Services**

The Strategic Services and Finance division is comprised of four functional areas. Budget, Billing, and Payroll - Develop and manage annual budget, invoice generation, cost allocation plan and rate management, accounts receivable, Capital project accounting, employee timekeeping and reporting. Procurement and Asset Management - Manage requisitions, purchase orders and receivers, reconcile financial system, contracts management, vendor management, maintenance agreement renewals, management of asset tracking and disposal, and facility-related duties. Security Management - overall coordination of security activities in Information Systems Services (ISS) including the security policies and procedures, management of audits, tracking of remediation steps, business continuity planning, and specialized auditing as required. Strategic Planning and Architecture - technical standards documentation, coordination of County's Technical Architecture Committee (TAC), and special projects as required.

**FY 11 Highlights & Accomplishments**

- Prepared updates to the Countywide Information Security Policy.
- Completed thorough analysis and documentation of Fixed Asset Management program within ISS.
- Chaired regular meeting of the Technical Architecture Committee which serves as the primary forum of ISS and other IT organizations to discuss IT standards, policies, projects, etc.

**FY 12 Objectives**

- Implement improved security documentation and monitoring processes.
- Establish and administer a Security Awareness and Training Program.
- Improve accountability for fixed assets throughout asset life cycle.
- Obtain grant funding from one or more grant programs.

| <b>Performance Measures</b>                  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Dollar value of unaccounted for fixed assets | \$86,210              | \$64,664              | \$45,264              | \$29,431                       | \$40,738              |
| Number of procurement documents processed    | 1,264                 | 1,017                 | 1,060                 | 529                            | 1,200                 |
| Dollar value of grant dollars received       | N/A                   | N/A                   | \$329,866             | \$0                            | \$50,000              |
| Employees trained in security awareness      | N/A                   | N/A                   | 400                   | 0                              | 1,600                 |

**STRATEGIC SERVICES AND FINANCE**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 2,081            | \$ 23,272           | \$ 25,578           | \$ 2,306                |
| Other                                 | 179,033             | 232,082             | 189,777             | (42,305)                |
| <b>SubTotal</b>                       | <b>\$ 181,114</b>   | <b>\$ 255,354</b>   | <b>\$ 215,355</b>   | <b>\$ (39,999)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 1,190,995        | \$ 1,252,915        | \$ 1,021,068        | \$ (231,847)            |
| Operating Expenses                    | 141,892             | 151,891             | 30,909              | (120,982)               |
| Capital Outlay                        | 3,200               | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 1,336,087</b> | <b>\$ 1,404,806</b> | <b>\$ 1,051,977</b> | <b>\$ (352,829)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,154,973</b> | <b>\$ 1,149,452</b> | <b>\$ 836,622</b>   | <b>\$ (312,830)</b>     |
| <b>Positions</b>                      | <b>13</b>           | <b>13</b>           | <b>10</b>           | <b>(3)</b>              |

**Budget Variance Explanation**

- \$ 39,999 The ISS Cost Allocation Plan is prepared annually using projected expenditures and anticipated revenues, which have increased with the expansion of the County network to outside users. Any increase or decrease is a result of plan allocations to all divisions.
  - \$ (231,847) Decrease in FRS rates, and the elimination of one ISS Coordinator, one Fiscal Manager and one Manager position, offset by an increase in insurance costs.
  - \$ (120,982) Decrease in contractual services and other miscellaneous operating expenses.
- \$ (312,830) Total Decrease**

**IT OPERATIONS**

**Programs/Services**

IT Operations is responsible for administering Application Services, Computing Platforms and Network Services divisions, providing computer training and end-user support to County employees, administering the Geographic Information System (GIS) Services Bureau to provide countywide geographic data, value-added data analysis and overall coordination of countywide GIS program and providing quality assurance procedures to in-house development applications and technical services throughout the enterprise.

**FY 11 Highlights & Accomplishments**

- The project to audit and correct Enterprise addresses for Fire Rescue and PBSO is 95% complete.
- Supported County Administration in redistricting of PBC BCC Districts. Deliverables include a map based web application to allow creation of districts with even population distribution between the districts.
- Developed new procedures for Quality Assurance checkpoints prior to release of new applications or application enhancements.
- Completed planning for relocation of ISS Enterprise Computing Center and associated staff into the 4 Points building with an expect move date of May 2012.
- Updated Disaster Recovery Plan and expanded Disaster Recovery capabilities at the County Emergency Operating Center and the Northwest Regional Data Center in Tallahassee, FL.

**FY 12 Objectives**

- Improve internal processes for Change Management.
- Institute a "paperless" project management system for time entry and work order tracking through the use and integration of SharePoint and internal ISS systems.
- Create and support mobile platform infrastructure, policies and data procedures to enable the deployment of one or more mobile GIS applications.
- Establish written procedures to formalize the quality assurance function within ISS.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percent of employees "satisfied" or "very satisfied" with GIS products and services | N/A                   | N/A                   | N/A                   | N/A                            | 85%                   |
| Ratio of end-users trained to FTE trainers  | 293:1                 | 177:1                 | 375:1                 | 147:1                          | 225:1                 |
| Number of user queries to the VPT/LEX system  | N/A                   | N/A                   | 9,251                 | 4,247                          | 10,176                |
| Percent of GIS operating budget offset by GIS Service Bureau billings               | 0.85%                 | 2.10%                 | 1.45%                 | 7.10%                          | 1.80%                 |

**IT OPERATIONS**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 2,818            | \$ 23,414           | \$ 30,558           | \$ 7,144                |
| Other                                 | 242,468             | 233,499             | 226,731             | (6,768)                 |
| <b>SubTotal</b>                       | <b>\$ 245,286</b>   | <b>\$ 256,913</b>   | <b>\$ 257,289</b>   | <b>\$ 376</b>           |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 1,780,053        | \$ 1,350,663        | \$ 1,201,679        | \$ (148,984)            |
| Operating Expenses                    | 27,839              | 62,719              | 54,143              | (8,576)                 |
| Capital Outlay                        | 1,600               | -                   | 1,000               | 1,000                   |
| <b>SubTotal</b>                       | <b>\$ 1,809,492</b> | <b>\$ 1,413,382</b> | <b>\$ 1,256,822</b> | <b>\$ (156,560)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,564,206</b> | <b>\$ 1,156,469</b> | <b>\$ 999,533</b>   | <b>\$ (156,936)</b>     |
| <b>Positions</b>                      | <b>25</b>           | <b>20</b>           | <b>17</b>           | <b>(3)</b>              |

**Budget Variance Explanation**

- \$ (376) The ISS Cost Allocation Plan is prepared annually using projected expenditures and anticipated revenues, which have increased with the expansion of the County network to outside users. Any increase or decrease is a result of plan allocations to all divisions.
- \$ (148,984) Decrease in FRS rates and three positions transferred to other ISS divisions, offset by an increase in insurance costs.
- \$ (8,576) Decrease in miscellaneous operating expenses.
- \$ 1,000 Increase in capital outlay for FY 2012.

**\$ (156,936) Total Decrease**

**APPLICATION SERVICES**

**Programs/Services**

Applications Services is responsible for developing, implementing, and maintaining customer applications using appropriate technology; supporting vendor commercial software packages; acting as liaison to user agencies to communicate plans and coordinate Information Systems Services (ISS) and providing general consulting and project management services to user departments.

**FY 11 Highlights & Accomplishments**

- Completed enhancements to County HRIS including Mileage Reimbursement, FRS Mgmt, Long Term Disability, New Hire / Applicant Tracking Modules and online payroll information for County employees.
- Deployed WUD Customer Information System (CIS) to Glades Utility Authority to manage customer service and billing for Belle Glade, Pahokee and South Bay service areas.
- Deployed Contract Oversight Module for Office of Inspector General and established project scope of work for additional OIG modules including Investigations and Audits.
- Developed and deployed the new MyBenefits application for open enrollment.
- Migrated selected databases to the new Advanced Interactive eXecutive (AIX) environment. The migration resulted in a reduction of Oracle license use and costs.

**FY 12 Objectives**

- Consolidate Oracle licenses to reduce annual maintenance costs by 50%.
- Institute process for measuring and reporting direct project time versus administrative time.
- Continue program of converting older "legacy" applications to newer software versions.
- Update written policies and procedures to document the Rapid Application Development methodology employed by ISS software development teams.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percent of application service requests completed on time and within budget | 85%                   | 80%                   | 85%                   | 79%                            | 90%                   |
| Ratio of billable to non-billable programmer time                           | N/A                   | N/A                   | 70%                   | 75%                            | 70%                   |
| Ratio of General Gov't to Non-General Gov't Applications Services revenues  | N/A                   | 1.39:1                | 1.47:1                | .99:1                          | 1.43:1                |
| Number of applications supported  | 330                   | 320                   | 310                   | 310                            | 300                   |

**APPLICATION SERVICES**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | 13,186              | 134,470             | 191,107             | 56,637                  |
| Other                                 | 1,134,365           | 1,341,037           | 1,417,927           | 76,890                  |
| <b>SubTotal</b>                       | <b>\$ 1,147,551</b> | <b>\$ 1,475,507</b> | <b>\$ 1,609,034</b> | <b>\$ 133,527</b>       |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 6,619,334        | \$ 6,417,992        | \$ 6,272,352        | \$ (145,640)            |
| Operating Expenses                    | 1,839,318           | 1,694,377           | 1,587,550           | (106,827)               |
| Capital Outlay                        | 6,885               | 5,000               | -                   | (5,000)                 |
| <b>SubTotal</b>                       | <b>\$ 8,465,537</b> | <b>\$ 8,117,369</b> | <b>\$ 7,859,902</b> | <b>\$ (257,467)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 7,317,986</b> | <b>\$ 6,641,862</b> | <b>\$ 6,250,868</b> | <b>\$ (390,994)</b>     |
| <b>Positions</b>                      | <b>65</b>           | <b>62</b>           | <b>63</b>           | <b>1</b>                |

**Budget Variance Explanation**

- \$ (133,527) The ISS Cost Allocation Plan is prepared annually using projected expenditures and anticipated revenues, which have increased with the expansion of the County network to outside users. Any increase or decrease is a result of plan allocations to all divisions.
- \$ (145,640) Decrease in FRS rates and the elimination of two Analyst Programmer positions, offset by an increase in insurance costs and three positions transferred from other ISS divisions.
- \$ (106,827) Decrease in various operating expenses including training for staff.
- \$ (5,000) Capital outlay is eliminated for FY2012.

**\$ (390,994) Total Decrease**

**COMPUTING PLATFORMS**

**Programs/Services**

Computing Platforms is responsible for processing, storing and protecting the County's vital information for its agencies and departments. Key responsibilities include operation of a 24x7 enterprise-wide Network Operations Center (NOC); enterprise printing and scanning; application database hosting; desktop/server support; data storage and recovery; and database services for the development and production environments.

**FY 11 Highlights & Accomplishments**

- Completed the upgrade of the Microsoft Active Directory environment from Version 2003 to 2008. Consolidated all Community Services accounts into the County's infrastructure.
- Implemented SharePoint 2007 collaboration and content management environment and implemented the department collaboration sites for various County agencies.
- Expanded Northwest Regional Data Center (NWRDC) Disaster Recovery site to handle larger data volume. Completed disaster recovery storage of all our MSS virtual servers to the NWRDC site.
- Migrated 65% of Oracle database environments into the new IBM servers, increasing efficiency and effectiveness in the process.
- Instituted a PC recycling program which extends the useful life of desktop and laptop computers that would otherwise be sold as surplus equipment.
- Assumed responsibility for turnkey desktop and server support for the Community Services Department - a large organization which has many offices and programs dispersed geographically in Palm Beach County.

**FY 12 Objectives**

- Implement the relocation of the Enterprise Data Center and staff from Governmental Center to Four Points.
- Upgrade Microsoft Server from 2008 to 2010 version, including Active Directory, Web IIS environment, Exchange and SharePoint.
- Complete migration of Windows operating system from XP to Windows 7.
- Update Disaster Recovery Plan to reflect triad of computing facilities located at Emergency Operations Center, Four Points, and Northwest Regional Data Center.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percent of time enterprise servers are available for use during normal business hours | 99%                   | 99%                   | 99%                   | 99%                            | 99%                   |
| Percent of Help Desk calls resolved same day  | N/A                   | N/A                   | N/A                   | N/A                            | 95%                   |
| Number of devices supported per technician  | N/A                   | 110                   | 274                   | 364                            | 521                   |
| Average volume of data backed up  | N/A                   | N/A                   | 60 TB                 | 64TB                           | 65 TB                 |

**COMPUTING PLATFORMS**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 15,159           | \$ 150,487          | \$ 201,406          | \$ 50,919               |
| Other                                 | 1,304,028           | 1,500,774           | 1,494,341           | (6,433)                 |
| <b>SubTotal</b>                       | <b>\$ 1,319,187</b> | <b>\$ 1,651,261</b> | <b>\$ 1,695,747</b> | <b>\$ 44,486</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 5,960,093        | \$ 5,560,253        | \$ 5,256,434        | \$ (303,819)            |
| Operating Expenses                    | 3,396,440           | 3,515,809           | 3,008,050           | (507,759)               |
| Capital Outlay                        | 268,859             | 8,200               | 19,000              | 10,800                  |
| Debt Service                          | 106,308             | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 9,731,700</b> | <b>\$ 9,084,262</b> | <b>\$ 8,283,484</b> | <b>\$ (800,778)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 8,412,513</b> | <b>\$ 7,433,001</b> | <b>\$ 6,587,737</b> | <b>\$ (845,264)</b>     |
| <b>Positions</b>                      | <b>58</b>           | <b>52</b>           | <b>54</b>           | <b>2</b>                |

**Budget Variance Explanation**

- \$ (44,486) The ISS Cost Allocation Plan is prepared annually using projected expenditures and anticipated revenues, which have increased with the expansion of the County network to outside users. Any increase or decrease is a result of plan allocations to all divisions.
- \$ (303,819) Decrease in FRS rates, the elimination of two Server Administrator positions offset by a net transfer in of one position from other ISS divisions, the addition of three positions from Community Services during FY 2011, and an increase in insurance costs.
- \$ (507,759) Decrease is due to reductions in repairs and maintenance of DP equipment, materials and supplies, hardware and software maintenance costs, and DP software/accessories.
- \$ 10,800 Increase in capital outlay for network expansion.

**\$ (845,264) Total Decrease**



**NETWORK SERVICES**

**Programs/Services**

Network Services is responsible to provide reliable, responsive, survivable, and cost effective voice, video, and data communications services. Key responsibilities include design, deployment and maintenance of enterprise voice and data networks; maintenance of comprehensive security program to safeguard information, video conferencing/streaming, providing wireless access to the County’s network, radio engineering and frequency management and providing the public with remote access to e-government applications.

**FY 11 Highlights & Accomplishments**

- Completed installation of network and voice services for West County Detention Center.
- Completed implementation of the Video Visitation System, including network and voice support, at the new Central Video Visitation facility.
- Completed migration of Library branches and administration to the PBC Network, including private and public Wi-Fi access at all locations and direct fiber connectivity for several locations.
- Completed several collaboration projects, including shared PBC/Martin County Fire Rescue Dispatch and shared Juno Beach/Jupiter/Palm Beach Gardens Law Enforcement Dispatch.
- Increased the total number of external agencies connected to the Palm Beach County Network to 63.

**FY 12 Objectives**

- Reduce leased circuit costs by 10% by expanding County fiber, integrating the traffic fiber network, and expanding the use of wireless technologies.
- Expand community broadband network partners by connecting 10 or more new locations to County network.
- Provide technical support for new video visitation system implemented for jail and stockade.
- Develop renewal and replacement plan for primary phone systems.

| <b>Performance Measures</b>                       | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percent of time core network is available for use | 99.9%                 | 99.9%                 | 99.9%                 | 99.9%                          | 99.9%                 |
| Percent change in leased circuit costs            | N/A                   | -18.9%                | -15.0%                | -11.0%                         | -10.0%                |
| New agencies connected to the network             | 5                     | 11                    | 15                    | 10                             | 15                    |
| Monthly cost per connected device (per ISS CAP)   | N/A                   | \$40.10               | \$34.04               | \$34.04                        | \$33.50               |

**NETWORK SERVICES**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 12,166           | \$ 124,075          | \$ 162,079          | \$ 38,004               |
| Other                                 | 1,046,555           | 1,237,371           | 1,202,554           | (34,817)                |
| <b>SubTotal</b>                       | <b>\$ 1,058,721</b> | <b>\$ 1,361,446</b> | <b>\$ 1,364,633</b> | <b>\$ 3,187</b>         |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 3,299,203        | \$ 3,604,816        | \$ 3,104,714        | \$ (500,102)            |
| Operating Expenses                    | 4,511,026           | 3,885,056           | 3,561,328           | (323,728)               |
| Capital Outlay                        | -                   | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 7,810,229</b> | <b>\$ 7,489,872</b> | <b>\$ 6,666,042</b> | <b>\$ (823,830)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 6,751,508</b> | <b>\$ 6,128,426</b> | <b>\$ 5,301,409</b> | <b>\$ (827,017)</b>     |
| <b>Positions</b>                      | <b>38</b>           | <b>38</b>           | <b>34</b>           | <b>(4)</b>              |

**Budget Variance Explanation**

- \$ (3,187) The ISS Cost Allocation Plan is prepared annually using projected expenditures and anticipated revenues, which have increased with the expansion of the County network to outside users. Any increase or decrease is a result of plan allocations to all divisions.
- \$ (500,102) Decrease in FRS rates, the elimination of one Telephone Analyst II and one Manager position, and the transfer of one position each to Strategic Services & Finance and IT Operations, offset by an increase in insurance costs.
- \$ (323,728) Decrease in network hardware maintenance, telephone maintenance & installation and leased circuit costs. Conversion of leased circuits have been converted to county traffic fiber. Also reductions to other contractual services.

**\$ (827,017) Total Decrease**

## DEPARTMENT SUMMARY

### 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 seventeen-member Legislative Delegation, League of Cities and other local agencies and associations.

### Department Overview

The Legislative Affairs Office is responsible for preparation 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 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, coordination of Palm Beach County Day activities, and testimony 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. 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 are coordinating the activities of contract lobbyists, providing grant writing assistance to county departments, the scheduling of periodic meetings with the Legislative Delegation and other outside agencies, and coordination of Palm Beach County's Lobbyist Registration Program.

### Emerging Issues

- Deteriorating state financial conditions have created new challenges in working to secure resources in the state budget and have required creative efforts to identify state resources for transportation, water and criminal justice projects.
- State financial conditions have created heightened competition between local government and private industry for limited resources. With the reduction of County lobbying contracts, County staff's ability to compete for these resources will become more difficult.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual | FY 11 Budget | FY 12 Budget | Change (FY 11-FY 12) |       |
|---------------------------------------|--------------|--------------|--------------|----------------------|-------|
|                                       |              |              |              | \$                   | %     |
| <b><u>Non Ad-Valorem Revenues</u></b> |              |              |              |                      |       |
| Other                                 | \$ 6,075     | \$ -         | \$ -         | \$ -                 | -     |
| SubTotal                              | \$ 6,075     | \$ -         | \$ -         | \$ -                 | -     |
| <b><u>Appropriations</u></b>          |              |              |              |                      |       |
| Personal Services                     | \$ 322,477   | \$ 326,996   | \$ 294,265   | \$ (32,731)          | (10%) |
| Operating Expenses                    | 162,186      | 189,318      | 192,911      | 3,593                | 2%    |
| SubTotal                              | \$ 484,663   | \$ 516,314   | \$ 487,176   | \$ (29,138)          | (6%)  |
| Ad Valorem Funding                    | \$ 478,588   | \$ 516,314   | \$ 487,176   | \$ (29,138)          | (6%)  |
| Positions                             | 4            | 3            | 3            | -                    | -     |

**LEGISLATIVE AFFAIRS**

**Programs/Services**

To assure the support of County objectives before the Florida Legislature and the United States Congress by advocating County positions at all jurisdictional levels as instructed by County Administration, County Commission and other elected and appointed officials.

**FY 11 Highlights & Accomplishments**

- Prepared the FY 2011 State Legislative Program for the Board of County Commissioners and coordinated the annual Joint Commission/Legislative Delegation meeting.
- Prepared the FY 2011-2012 Federal Legislative Program and advocated issues before the Congressional Delegation in Washington D.C.
- Successful in passing approximately 20 pieces of legislation during the 2011 session. In addition, also prevented the passage of three pieces of legislation that would have had a detrimental impact on the County.

**FY 12 Objectives**

- Prepare and advocate for the FY 2012 Federal Legislative Program and coordinate meetings between the County, State and Federal officials.
- Increase local outreach between the County and local legislative delegation members and staff.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of customer information requests responded to within 24 hours.                | 98%                   | 98%                   | 98%                   | 98%                            | 98%                   |
| Number of Public Hearings, Delegation Meetings, Workshops.                               | 12                    | 10                    | 10                    | 11                             | 10                    |
| Number of meetings with Legislators, media, interest groups, agencies, and constituents. | 185                   | 230                   | 240                   | 250                            | 250                   |
| Number of successful state legislative priorities.                                       | N/A                   | N/A                   | N/A                   | 18                             | 9                     |

LEGISLATIVE AFFAIRS

|                                       | <u>FY 10 Actual</u> | <u>FY 11 Budget</u> | <u>FY 12 Budget</u> | <u>Change 2011-2012</u> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 6,075            | \$ -                | \$ -                | \$ -                    |
| <b>SubTotal</b>                       | <b>\$ 6,075</b>     | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 179,152          | \$ 157,561          | \$ 153,299          | \$ (4,262)              |
| Operating Expenses                    | 149,564             | 172,138             | 173,151             | 1,013                   |
| <b>SubTotal</b>                       | <b>\$ 328,716</b>   | <b>\$ 329,699</b>   | <b>\$ 326,450</b>   | <b>\$ (3,249)</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ 322,641</b>   | <b>\$ 329,699</b>   | <b>\$ 326,450</b>   | <b>\$ (3,249)</b>       |
| <b>Positions</b>                      | <b>2</b>            | <b>1</b>            | <b>1</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (4,262) Decrease due to a reduction in FRS rates, offset by an increase in insurance costs.

\$ 1,013 Increase in various operating Expenses.

**\$ (3,249) Total Decrease**

**LEGISLATIVE DELEGATION**

**Programs/Services**

To provide coordination and assistance to the seventeen-member Legislative Delegation and assist Palm Beach County and its citizens with legislative matters. Primary services include providing information and assistance to legislators, the Board of County Commissioners, county departments, and the general public; guiding local bills through the legislative process; monitoring the status of proposed bills; authoring of annual legislative reports and speaking to groups about the legislative process. In addition, the roles and responsibilities of the Delegation staff have been expanded to work in a greater advocacy role with the County on select issues related to the State and Federal legislative agenda and with the County grant program.

**FY 11 Highlights & Accomplishments**

- Serviced 98% of customer information inquiries within 24 hours.
- Conducted ten Public Hearings, Delegation Meetings and workshops.
- Conducted approximately 230 meetings with Legislators, media interest groups, agencies and constituents.

**FY 12 Objectives**

- Service 98% of customer information requests within 24 hours.
- Conduct ten Public Hearings, Delegation Meetings, and Workshops.
- Conduct 240 meetings with Legislators, media interest groups, agencies and constituents.
- Assist in the coordination, development and advocacy of the County FY 2012 State and Federal Legislative Program

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of customer information requests responded to within 24 hours.                | 98%                   | 99%                   | 98%                   | 99%                            | 98%                   |
| Number of Public Hearings, Delegation Meetings, Workshops.                               | 12                    | 10                    | 10                    | 10                             | 10                    |
| Number of meetings with Legislators, media, interest groups, agencies, and constituents. | 185                   | 230                   | 240                   | 220                            | 240                   |

**LEGISLATIVE DELEGATION**

|                              | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                         |
| Personal Services            | \$ 143,325          | \$ 169,435          | \$ 140,966          | \$ (28,469)             |
| Operating Expenses           | 12,622              | 17,180              | 19,760              | 2,580                   |
| <b>SubTotal</b>              | <b>\$ 155,947</b>   | <b>\$ 186,615</b>   | <b>\$ 160,726</b>   | <b>\$ (25,889)</b>      |
| <b>Ad Valorem Funding</b>    | <b>\$ 155,947</b>   | <b>\$ 186,615</b>   | <b>\$ 160,726</b>   | <b>\$ (25,889)</b>      |
| <b>Positions</b>             | <b>2</b>            | <b>2</b>            | <b>2</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (28,469) Decrease due to a reduction in FRS rates, offset by an increase in insurance costs.

\$ 2,580 Increase in various operating Expenses.

**\$ (25,889) Total Decrease**



## DEPARTMENT SUMMARY

### Mission Statement

The Medical Examiner's Office provides 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. These services are provided to any individual whose circumstances of death fall within the jurisdiction as defined under Chapter 406 of the Florida Revised Statutes and Florida Administrative Code 11G.

### Department Overview

The Medical Examiner's Office performs statutory Forensic Examinations and investigative responsibilities through the combined efforts of a Forensic Pathologist, Investigator, Technician staff, and Operational/Support staff. Twenty-four hour Forensic Investigative support is provided to all local, County, State and Federal Law Enforcement Agencies as well as all hospital, nursing home and hospice personnel to assist in the determination of Medical Examiner Jurisdiction. Expert testimony is given through depositions, grand jury hearings, criminal and civil court appearances.

The Medical Examiner's Office also collects and creates statistical reports to determine trends, issues and matters of public health. Pathologists and Investigators meet with and assist family members through the discussion of issues concerning the deceased and by assisting with procedures that need to be followed regarding the release of deceased individuals and by providing guidance and assistance.

### Emerging Issues

- Further staff and budget reductions will challenge the ability to fulfill statutory requirements (F.S. 406, F.A.C. 11G), maintain professional accreditation, and provide 24/7 service to the citizens of Palm Beach County.
- The increased number of prescription drug overdoses and the increased number of different drugs found in each overdose case requires greater toxicology testing and sophistication. The statutory requirements for toxicology testing [F.A.C. 11G-2.004(3)] will conflict with continuing budget reductions.
- Increasing exposure to hazardous chemicals, poisons, and agents (anthrax, tuberculosis, sulfuric acid, hydrogen sulfide) will require additional and costly hazardous material safety equipment and training.
- Medical examiners are entitled to expert witness fees per F.S. 406.09. Now and in the past, our office provides expert testimony to the Palm Beach State Attorney or Public Defender without charge. Further reductions in our budget may require collection of expert witness fees from these agencies in order to increase our revenues and reduce our dependence on Ad-Valorem funds.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual      | FY 11 Budget      | FY 12 Budget      | Change (FY 11-FY 12) |           |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------|-----------|
|                                       |                   |                   |                   | \$                   | %         |
| <b><u>Non Ad-Valorem Revenues</u></b> |                   |                   |                   |                      |           |
| Charges for Services                  | \$ 318,387        | \$ 300,500        | \$ 315,000        | \$ 14,500            | 5%        |
| Other                                 | 753               | -                 | -                 | -                    | -         |
| Interfund Transfers                   | -                 | 35,000            | 35,000            | -                    | -         |
| <b>SubTotal</b>                       | <b>\$ 319,140</b> | <b>\$ 335,500</b> | <b>\$ 350,000</b> | <b>\$ 14,500</b>     | <b>4%</b> |

**Appropriations**

|                    |                     |                     |                     |                     |             |
|--------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| Personal Services  | \$ 2,237,363        | \$ 2,107,181        | \$ 1,989,867        | \$ (117,314)        | (6%)        |
| Operating Expenses | 473,101             | 512,223             | 486,380             | (25,843)            | (5%)        |
| Capital Outlay     | 28,025              | 27,000              | -                   | (27,000)            | (100%)      |
| <b>SubTotal</b>    | <b>\$ 2,738,489</b> | <b>\$ 2,646,404</b> | <b>\$ 2,476,247</b> | <b>\$ (170,157)</b> | <b>(6%)</b> |

|                           |                     |                     |                     |                     |             |
|---------------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| <b>Ad Valorem Funding</b> | <b>\$ 2,419,349</b> | <b>\$ 2,310,904</b> | <b>\$ 2,126,247</b> | <b>\$ (184,657)</b> | <b>(8%)</b> |
| <b>Positions</b>          | <b>20</b>           | <b>20</b>           | <b>19</b>           | <b>(1)</b>          | <b>(5%)</b> |

**Budget Variance Explanation**

- \$ (14,500) Increase in cremation revenue based on prior years actuals.
  - \$ (117,314) Decrease due to the elimination of vacant Manager position and a decrease in FRS rates, offset by an increase in health insurance cost and budgeting for overtime.
  - \$ (25,843) Decrease in Urban Area Security Initiative (UASI) grant funds and Casualty Self Insurance Premiums.
  - \$ (27,000) Decrease in machinery & equipment expenses.
- \$ (184,657) Total Decrease**

**Programs/Services**

The Medical Examiner's 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/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.

**FY 11 Highlights & Accomplishments**

- Obtained national accreditation by the National Association of Medical Examiners. One of only six medical examiner offices in Florida to be accredited.
- Hosted the annual Florida Medical Examiner Conference.
- Provided drug data to Florida Department of Law Enforcement (FDLE) for use in the war on "pill mills."
- Identified two previously unidentified "cold case" missing persons through the use of the National Missing and Unidentified Persons system DNA comparison.

**FY 12 Objectives**

- Provide drug data to the Florida Department of Law Enforcement for use in the war on drugs.
- Provide expert death scene investigations and expert testimony in criminal and civil trials.
- Participate in a national study for the investigation of sudden unexpected infant deaths.
- Participate in the National Missing and Unidentified Persons system.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of autopsy reports completed and signed within 90 days                        | 90%                   | 90%                   | 100%                  | 99%                            | 100%                  |
| Medical Examiner cases   | 1,439                 | 1,331                 | 1,425                 | 632                            | 1,400                 |
| Non-Medical Examiner Cases   | 849                   | 934                   | 835                   | 469                            | 1,000                 |
| Training Classes provided for Law Enforcement, Post Secondary Medical Institutions, etc. | 166                   | 111                   | 200                   | 35                             | 130                   |



## DEPARTMENT SUMMARY

### Mission Statement

To perform continuing, comprehensive and coordinated transportation planning required under federal, state, and local regulations.

### Department Overview

The Metropolitan Planning Organization (MPO) is responsible for both long (twenty years) and short (five years) range comprehensive transportation planning. The areas monitored by the MPO have expanded beyond socio-economic data, transit statistics, and roadway improvements and now include other travel modes, safety, and beautification. As a large urban area with a population exceeding one million, the MPO serves as a Transportation Management Area (TMA) with all of the additional responsibilities and requirements relative to data collection and reporting. As part of the Miami Urbanized Area, the MPO closely coordinates its activities with Martin, Broward and Miami-Dade counties.

### Emerging Issues

- Developing a new approach for regional transportation modeling to be used in Florida for the first time. The new approach is expected to increase accuracy.
- Meeting increased travel demands and transportation needs within the constraints of reduced revenues.
- Greater coordination of Transportation Plans with Regional Comprehensive Plans to increase access to additional federal and state funds.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |              |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                     |                     |                     | \$                   | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                     |                     |                     |                      |              |
| Grants                                | \$ 2,107,473        | \$ 2,676,114        | \$ 2,212,151        | \$ (463,963)         | (17%)        |
| Fund Balance                          | 187,802             | 491,378             | 145,768             | (345,610)            | (70%)        |
| <b>SubTotal</b>                       | <b>\$ 2,295,275</b> | <b>\$ 3,167,492</b> | <b>\$ 2,357,919</b> | <b>\$ (809,573)</b>  | <b>(26%)</b> |

**Appropriations**

|                    |                     |                     |                     |                     |              |
|--------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Personal Services  | \$ 814,890          | \$ 887,533          | \$ 901,992          | \$ 14,459           | 2%           |
| Operating Expenses | 1,037,789           | 993,726             | 1,221,857           | 228,131             | 23%          |
| Capital Outlay     | 1,191               | 3,400               | 3,400               | -                   | -            |
| Grants and Aids    | 116,392             | 196,764             | 106,421             | (90,343)            | (46%)        |
| Transfers          | 134,120             | 43,336              | 43,156              | (180)               | (%)          |
| Reserves           | -                   | 1,101,171           | 137,593             | (963,578)           | (88%)        |
| <b>SubTotal</b>    | <b>\$ 2,104,382</b> | <b>\$ 3,225,930</b> | <b>\$ 2,414,419</b> | <b>\$ (811,511)</b> | <b>(25%)</b> |

|                           |                  |                  |                  |                   |             |
|---------------------------|------------------|------------------|------------------|-------------------|-------------|
| <b>Ad Valorem Funding</b> | <b>\$ 62,887</b> | <b>\$ 58,438</b> | <b>\$ 56,500</b> | <b>\$ (1,938)</b> | <b>(3%)</b> |
|---------------------------|------------------|------------------|------------------|-------------------|-------------|

|                  |           |           |           |          |            |
|------------------|-----------|-----------|-----------|----------|------------|
| <b>Positions</b> | <b>10</b> | <b>10</b> | <b>11</b> | <b>1</b> | <b>10%</b> |
|------------------|-----------|-----------|-----------|----------|------------|

**HUMAN SERVICES TRANSPORTATION PLANNING**

**Programs/Services**

Human Services Transportation Planning is for Palm Beach County's disadvantaged population. The client base is composed primarily of those persons who, because of physical or mental disability, income status, age, handicap, high risk, or at-risk children, are unable to transport themselves or purchase transportation. Services entail the transportation of disadvantaged persons to health care, employment, education, shopping, social activities, and other life sustaining activities.

**FY 11 Highlights & Accomplishments**

- Updated the Human Services Transportation Plan.
- Designed a fifth bus route for the City of Belle Glade.
- Designed the City of Pahokee's bus route.
- Completed six of nine water taxi dock projects.
- Completed the County's Community Transportation Coordinator review.

**FY 12 Objectives**

- Assist the County in preparing and updating the Human Services Transportation Plan.
- Compile and summarize Human Services Transportation Planning revenues and expenditures for preparation of annual reports as required by the Commission for the Transportation Disadvantaged.
- Assist the Workforce Alliance Board in planning transportation for clients looking for and obtaining employment.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of annual documents and agreements submitted within stipulated timeframe. | 100%                  | 100%                  | 100%                  | 50%                            | 100%                  |
| Number of Coordination meetings  | 5                     | 4                     | 4                     | 2                              | 5                     |

**HUMAN SERVICES TRANSPORTATION PLANNING**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Grants                                | \$ 43,411           | \$ 43,336           | \$ 43,156           | \$ (180)                |
| <b>SubTotal</b>                       | <b>\$ 43,411</b>    | <b>\$ 43,336</b>    | <b>\$ 43,156</b>    | <b>\$ (180)</b>         |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Transfers                             | \$ 43,411           | \$ 43,336           | \$ 43,156           | \$ (180)                |
| <b>SubTotal</b>                       | <b>\$ 43,411</b>    | <b>\$ 43,336</b>    | <b>\$ 43,156</b>    | <b>\$ (180)</b>         |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>1</b>            | <b>1</b>            | <b>1</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ 180 Decrease due to the reduction in grant funding received from the state.

\$ (180) Decrease in transfers to Palm Tran due to the reduction in grant funding received from the state.

**\$ - Total Decrease**



**TRANSPORTATION PLANNING**

**Programs/Services**

Transportation Planning consists of three components or processes: long range planning, short range planning, and comprehensive planning coordination. The 2035 Long Range Transportation Plan (2035 Plan) addresses transportation needs for at least 20 years with the inclusion of all modes of travel. The short range planning process addresses existing and interim transportation needs for a five-year period. Comprehensive Planning involves the coordination, maintenance, and implementation of local comprehensive plans, regional policy plans, and state growth management planning.

**FY 11 Highlights & Accomplishments**

- Completed Five-year update of Congestion Management Plan.
- Completed State Road 7 Transit Supportive Land Use Study.
- Completed Bicycle Master Plan for Palm Beach County.
- Completed Web-based Interactive Transportation Improvement Program (TIP).

**FY 12 Objectives**

- Initiate 2040 Transportation Plan Update at Regional and Countywide levels.
- Prepare update to MPO Coordination Agreement.
- Complete Interactive Transportation Information System.

| <b>Performance Measures</b>                 | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of required reports (TIP, UPWP, CMP) | 4                     | 4                     | 3                     | 1                              | 3                     |
| Number of newsletters issued                | 4                     | 4                     | 4                     | 2                              | 4                     |
| Number of website hits                      | -                     | 35,700                | 30,000                | 14,754                         | 33,000                |
| Number of meetings (MPO, TAC, CAC, BGPAC)   | 35                    | 35                    | 35                    | 16                             | 35                    |

**TRANSPORTATION PLANNING**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Grants                                | \$ 2,064,062        | \$ 2,632,778        | \$ 2,168,995        | \$ (463,783)            |
| Fund Balance                          | 187,802             | 491,378             | 145,768             | (345,610)               |
| <b>SubTotal</b>                       | <b>\$ 2,251,864</b> | <b>\$ 3,124,156</b> | <b>\$ 2,314,763</b> | <b>\$ (809,393)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 814,890          | \$ 887,533          | \$ 901,992          | \$ 14,459               |
| Operating Expenses                    | 1,037,789           | 993,726             | 1,221,857           | 228,131                 |
| Capital Outlay                        | 1,191               | 3,400               | 3,400               | -                       |
| Grants and Aids                       | 116,392             | 196,764             | 106,421             | (90,343)                |
| Transfers                             | 90,709              | -                   | -                   | -                       |
| Reserves                              | -                   | 1,101,171           | 137,593             | (963,578)               |
| <b>SubTotal</b>                       | <b>\$ 2,060,971</b> | <b>\$ 3,182,594</b> | <b>\$ 2,371,263</b> | <b>\$ (811,331)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 62,887</b>    | <b>\$ 58,438</b>    | <b>\$ 56,500</b>    | <b>\$ (1,938)</b>       |
| <b>Positions</b>                      | <b>9</b>            | <b>9</b>            | <b>10</b>           | <b>1</b>                |

**Budget Variance Explanation**

\$ (1,938) Decrease in County match due to a decrease in grant funding.

**\$ (1,938) Total Decrease**

**Positions Variance Explanation**

The increase in Positions is due to the addition of one new MPO Deputy Director position for the period July 2012 through September 2012. This position has been created due to the impending retirement of the MPO Director in FY 2013.

## DEPARTMENT SUMMARY

### Mission Statement

To provide safe, efficient, affordable and reliable public transportation for the people of Palm Beach County. Through a network of fixed route bus service and paratransit service, Palm Tran's vision is wherever life takes you, Palm Tran will get you there.

### Department Overview

Palm Tran provides public transit service, including fixed route and paratransit, for Palm Beach County. Traditional fixed route services are provided by a fleet of 146 buses operating from facilities in West Palm Beach, Belle Glade and Delray Beach. At peak times, 122 buses are operated by Palm Tran employees servicing 35 fixed routes. Paratransit service is provided by Palm Tran CONNECTION with offices located in suburban Lake Worth. Private contractors operate 165 vans providing service for senior citizens and individuals with disabilities.

### Emerging Issues

- Ability to increase the frequency of service on the bus routes operating at capacity.
- Paratransit contract Request for Proposal (RFP) for a single provider and use of sedans for non-ambulatory clients.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual         | FY 11 Budget          | FY 12 Budget          | Change (FY 11-FY 12) |             |
|---------------------------------------|----------------------|-----------------------|-----------------------|----------------------|-------------|
|                                       |                      |                       |                       | \$                   | %           |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                       |                       |                      |             |
| Charges for Services                  | \$ 9,818,870         | \$ 11,005,401         | \$ 10,812,286         | \$ (193,115)         | (2%)        |
| Gas Taxes                             | 26,503,794           | 26,307,000            | 31,618,773            | 5,311,773            | 20%         |
| Grants                                | 19,039,536           | 70,305,821            | 69,088,524            | (1,217,297)          | (2%)        |
| Licenses & Permits                    | 14,190               | 35,000                | 35,000                | -                    | -           |
| Other                                 | 1,373,226            | 226,630               | 162,006               | (64,624)             | (29%)       |
| Interfund Transfers                   | 43,411               | 143,336               | 43,156                | (100,180)            | (70%)       |
| Fund Balance                          | 7,303,961            | 7,196,766             | 2,462,743             | (4,734,023)          | (66%)       |
| <b>SubTotal</b>                       | <b>\$ 64,096,988</b> | <b>\$ 115,219,954</b> | <b>\$ 114,222,488</b> | <b>\$ (997,466)</b>  | <b>(1%)</b> |
| <b><u>Appropriations</u></b>          |                      |                       |                       |                      |             |
| Personal Services                     | \$ 38,248,794        | \$ 39,962,474         | \$ 40,689,826         | \$ 727,352           | 2%          |
| Operating Expenses                    | 33,998,768           | 37,134,498            | 46,941,882            | 9,807,384            | 26%         |
| Capital Outlay                        | 5,012,658            | 51,739,027            | 41,651,114            | (10,087,913)         | (19%)       |
| Grants & Aids                         | 306,241              | 1,704,527             | 187,906               | (1,516,621)          | (89%)       |
| Transfers                             | 129,272              | 128,426               | 63,426                | (65,000)             | (51%)       |
| Reserves                              | -                    | 65,942                | 1,199,710             | 1,133,768            | 1719%       |
| <b>SubTotal</b>                       | <b>\$ 77,695,733</b> | <b>\$ 130,734,894</b> | <b>\$ 130,733,864</b> | <b>\$ (1,030)</b>    | <b>-</b>    |
| <b>Ad Valorem Funding</b>             | <b>\$ 21,895,872</b> | <b>\$ 15,514,940</b>  | <b>\$ 16,511,376</b>  | <b>\$ 996,436</b>    | <b>6%</b>   |
| <b>Positions</b>                      | <b>549</b>           | <b>549</b>            | <b>549</b>            | <b>-</b>             | <b>-</b>    |

**FIXED ROUTE**

**Programs/Services**

The fixed route division provides daily scheduled bus service throughout Palm Beach County. The fixed route service operates with a fleet of 146 buses operating from facilities in West Palm Beach, Belle Glade and Delray Beach. A new operating facility in Belle Glade was added in FY 2010 for light operations and maintenance. At peak times, 122 buses are operated by Palm Tran servicing 35 fixed routes.

**FY 11 Highlights & Accomplishments**

- Received 18 hybrid buses purchased using American Recovery and Reinvestment Act (ARRA) funds.
- Completed installation of the Automated Vehicle Location (AVL) system and the Automatic Passenger Counter (APC) system on Palm Tran fixed route buses. The AVL system uses global positioning satellite technology to provide accurate bus location information.
- Completed enhanced safety and security at both the North County and South County locations.

**FY 12 Objectives**

- Expand Belle Glade service on peak Routes 47 and 48.
- Complete Lakeside Hospital shelter and crosswalk with American Disabilities Act (ADA) improvements to better serve Palm Tran clients on SR80.
- Install bus shelters in Delray Beach to enhance customer amenities using American Recovery and Reinvestment Act (ARRA) funds.

| <b>Performance Measures</b>                               | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Number of passengers (Ridership)                          | 10,007,972            | 10,319,218            | 10,130,000            | 5,634,723                     | 10,780,487            |
| Number of weekday passengers (Ridership) per revenue hour | 25.55                 | 26.36                 | 25.80                 | 28.58                         | 27.26                 |
| Average cost per passenger trip                           | \$4.19                | \$4.55                | \$4.55                | \$3.63                        | \$4.55                |
| Average miles per gallon of fuel                          | 3.90                  | 4.01                  | 4.08                  | 4.04                          | 4.20                  |

**FIXED ROUTE**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 7,053,626         | \$ 7,561,232         | \$ 7,468,012         | \$ (93,220)             |
| Gas Taxes                             | 16,549,751           | 17,826,431           | 22,100,676           | 4,274,245               |
| Grants                                | 4,580,516            | 5,840,142            | 7,523,686            | 1,683,544               |
| Licenses & Permits                    | 14,190               | 35,000               | 35,000               | -                       |
| Other                                 | 1,042,846            | 400,143              | 408,464              | 8,320                   |
| Interfund Transfers                   | -                    | 100,000              | -                    | (100,000)               |
| Fund Balance                          | 4,172,830            | 4,479,905            | 1,399,963            | (3,079,942)             |
| <b>SubTotal</b>                       | <b>\$ 33,413,759</b> | <b>\$ 36,242,854</b> | <b>\$ 38,935,801</b> | <b>\$ 2,692,948</b>     |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 32,503,505        | \$ 36,101,138        | \$ 36,837,337        | \$ 736,199              |
| Operating Expenses                    | 8,936,699            | 10,724,715           | 12,314,943           | 1,590,228               |
| Capital Outlay                        | 28,979               | 250,000              | -                    | (250,000)               |
| Grants & Aids                         | -                    | 100,001              | -                    | (100,001)               |
| Transfers                             | 129,272              | 128,426              | 63,426               | (65,000)                |
| Reserves                              | -                    | 65,942               | 1,113,404            | 1,047,462               |
| <b>SubTotal</b>                       | <b>\$ 41,598,455</b> | <b>\$ 47,370,222</b> | <b>\$ 50,329,110</b> | <b>\$ 2,958,888</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 5,308,494</b>  | <b>\$ 11,127,368</b> | <b>\$ 11,393,309</b> | <b>\$ 265,940</b>       |
| <b>Positions</b>                      | <b>491</b>           | <b>487</b>           | <b>487</b>           | <b>-</b>                |

**Budget Variance Explanation**

- \$ (1,598,644) Increase in Grant funding for Joint Participation Act High Occupancy Vehicle (JPA HOV) Express Bus Service to Martin County and a new Job Access and Reverse Commute South Florida Regional Transportation Authority (JARC SFRTA) grant award, offset by slight decreases in other revenue.
  - \$ (4,274,245) Increase in Gas Taxes from an additional \$5.3 million allocation from the Six Cent Local Option Gas Tax and a change in distribution between Fixed Route and Connection.
  - \$ 100,000 One time transfer from Emergency Management for UASI grant.
  - \$ 3,079,942 Decrease primarily due to higher than expected fuel and other contractual services expenses in FY2011.
  - \$ 736,199 Increase primarily due to higher group insurance rates.
  - \$ 1,590,228 Increase in diesel fuel and gasoline.
  - \$ (315,000) Decrease in capital spending to meet budget target and decrease in transfer for 800 MHz radio costs to actual levels.
  - \$ (100,001) Decrease in grant expenditures related to UASI grant.
  - \$ 1,047,462 Increase in reserves due to an increase in multi-year grant revenues.
- \$ 265,940 Total Increase**

**CONNECTION**

**Programs/Services**

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 the 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.

**FY 11 Highlights & Accomplishments**

- Strengthened the No-Show policy to lower service delivery costs.
- Processed 47,106 TD Bus walk-in clients, which represented a 1% increase from FY 2010.
- Combined Paratransit and Fixed Route Customer Service to improve efficiency.

**FY 12 Objectives**

- Provide 825,274 paratransit trips.
- Attain service efficiency of 1.71 weekday riders per weekday revenue hour.
- Contain total cost per passenger at \$27.65 per trip.

| <b>Performance Measures</b>                               | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Number of passengers (Ridership)                          | 816,509               | 816,324               | 812,958               | 420,205                       | 825,274               |
| Number of weekday passengers (Ridership) per revenue hour | 1.65                  | 1.67                  | 1.67                  | 1.73                          | 1.71                  |
| Average cost per passenger trip                           | \$27.43               | \$30.07               | \$28.86               | \$27.23                       | \$27.65               |
| Number of customer service calls received                 | 455,279               | 459,133               | 463,000               | 211,445                       | 467,000               |

**CONNECTION**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 2,765,244         | \$ 3,444,169         | \$ 3,344,274         | \$ (99,895)             |
| Gas Taxes                             | 9,954,043            | 8,480,569            | 9,518,097            | 1,037,528               |
| Grants                                | 2,038,603            | 3,636,444            | 2,873,502            | (762,942)               |
| Other                                 | 291,378              | (173,513)            | (246,458)            | (72,944)                |
| Interfund Transfers                   | 43,411               | 43,336               | 43,156               | (180)                   |
| Fund Balance                          | 3,131,131            | 2,716,861            | 1,024,596            | (1,692,265)             |
| <b>SubTotal</b>                       | <b>\$ 18,223,810</b> | <b>\$ 18,147,865</b> | <b>\$ 16,557,167</b> | <b>\$ (1,590,699)</b>   |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 3,621,789         | \$ 3,861,336         | \$ 3,852,489         | \$ (8,847)              |
| Operating Expenses                    | 21,398,092           | 16,797,099           | 17,712,439           | 915,340                 |
| Capital Outlay                        | -                    | 557,002              | -                    | (557,002)               |
| Grants & Aids                         | -                    | 1,320,000            | 24,000               | (1,296,000)             |
| Reserves                              | -                    | -                    | 86,306               | 86,306                  |
| <b>SubTotal</b>                       | <b>\$ 25,019,881</b> | <b>\$ 22,535,437</b> | <b>\$ 21,675,234</b> | <b>\$ (860,203)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 16,587,378</b> | <b>\$ 4,387,572</b>  | <b>\$ 5,118,067</b>  | <b>\$ 730,496</b>       |
| <b>Positions</b>                      | <b>58</b>            | <b>62</b>            | <b>62</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ 99,895 Decrease in user fee revenue due to a decrease in paid passenger trips.
- \$ (1,037,528) Increase in Gas Taxes from an additional \$5.3 million allocation from the Six Cent Local Option Gas Tax and a change in distribution between Fixed Route and Connection.
- \$ 836,066 Decrease in remaining revenues primarily attributable to the elimination of grant revenue for Community Transit Service due to agreements unable to be reached, offset by increased grant revenue for Transportation Disadvantaged.
- \$ 1,692,265 Decrease primarily due to higher than expected fuel and other contractual services expenses in FY2011.
- \$ (8,847) Increase in group insurance rates, offset by decrease due to staff turnover.
- \$ 358,338 Increase in data processing equipment, offset by a decrease in capital spending due to a change in the program use of SIB loan funds.
- \$ (1,296,000) Decrease in grant expenditures related to decreased grant revenue for Community Transit Service grant.
- \$ 86,306 Carryover of unused funds from previous years' investment income.

**\$ 730,496 Total Increase**



**CAPITAL EXPANSION**

**Programs/Services**

To provide the facilities, machinery, and capital equipment required by the Department to fulfill its mission economically and efficiently.

**FY 11 Highlights & Accomplishments**

- Completed installation of the Automated Vehicle Location (AVL) system and the Automatic Passenger Counter (APC) system on Palm Tran fixed route buses.
- Purchased five expansion vehicles for Belle Glade peak service to reduce headways from 60 minutes to 30 minutes.
- Installed new parking lot lighting at the Main Facility to improve security using American Recovery and Reinvestment Act (ARRA) funds.
- Completed construction of the North County guard shack using ARRA funds.

**FY 12 Objectives**

- Purchase 30 replacement vehicles, including five Hybrid buses.
- Purchase Intelligent Voice Recognition (IVR) system for Palm Tran Connection and Fixed Route to provide automated voice information, along with a web component for Connection.
- Install more than 3,000 new bus stop signs/poles throughout Palm Beach County.
- Request approval to purchase six Articulated Buses for use in high-capacity routes.

| <b>Performance Measures</b>                                     | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Number of buses replaced and added to the Fixed Route fleet     | 11                    | 10                    | 10                    | 27                            | 30                    |
| Percentage of Hybrid buses purchased to reduce fuel consumption | 27%                   | 0%                    | 56%                   | 67%                           | 17%                   |

**CAPITAL EXPANSION**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Grants                                | \$ 12,420,417        | \$ 60,829,235        | \$ 58,691,336        | \$ (2,137,899)          |
| Other                                 | 39,002               | -                    | -                    | -                       |
| Fund Balance                          | -                    | -                    | 38,184               | 38,184                  |
| <b>SubTotal</b>                       | <b>\$ 12,459,419</b> | <b>\$ 60,829,235</b> | <b>\$ 58,729,520</b> | <b>\$ (2,099,715)</b>   |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 2,123,500         | \$ -                 | \$ -                 | \$ -                    |
| Operating Expenses                    | 3,663,977            | 9,612,684            | 16,914,500           | 7,301,816               |
| Capital Outlay                        | 4,983,679            | 50,932,025           | 41,651,114           | (9,280,911)             |
| Grants & Aids                         | 306,241              | 284,526              | 163,906              | (120,620)               |
| Transfers                             | -                    | -                    | -                    | -                       |
| <b>SubTotal</b>                       | <b>\$ 11,077,397</b> | <b>\$ 60,829,235</b> | <b>\$ 58,729,520</b> | <b>\$ (2,099,715)</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>-</b>             | <b>-</b>             | <b>-</b>             | <b>-</b>                |

**Budget Variance Explanation**

- \$ 2,137,899 Decrease in grant revenue due to ARRA grants expiring, offset by increased funding in several Federal Transit Administration (FTA) grants.
- \$ (38,184) Increase is due to the sale of surplus equipment in FY 2010, not included in FY 2011 adopted budget.
- \$ (1,979,095) Reallocation from capital to operating expenses based on prior year capital purchases and changes in grant funding.
- \$ (120,620) Decrease in grant expenditures related to decreased grant revenue for Federal Department Of Transportation Joint Participation Act (FDOT JPA) Park & Ride Lots Grant.

**\$ - Increase**

## DEPARTMENT SUMMARY

### Mission Statement

The Palm Beach County Parks and Recreation Department's mission is create opportunities for healthy, happy living.

### 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 of new parks and recreational facilities to meet the needs of a growing population occurs through the Department's Capital Program, which is primarily funded from impact fees, bonds, and grants.

### Emerging Issues

- Continued need for revenue and business plan development at all primary park attractions to support financial sustainability.
- Development of endowment and trust funds through a Park Foundation and the creation of a Development Position are needed to support the park system.
- Development of an overall Marketing and Communication Plan to help the Department's decision-making on how to increase awareness and use of specific park facilities and generate greater revenue.
- Continued budget reductions will result in declining park aesthetics and diminish the life expectancy of many park facilities and amenities.
- A decreased workforce and continued budget reductions may require a reposition or reorganize for some operations.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12)  |             |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|-------------|
|                                       |                      |                      |                      | \$                    | %           |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                      |                      |                       |             |
| Charges for Services                  | \$ 12,626,595        | \$ 15,156,185        | \$ 15,701,165        | \$ 544,980            | 4%          |
| Grants                                | 206,075              | 60,000               | 60,000               | -                     | -           |
| Other                                 | 190,194              | (29,692)             | (29,577)             | 115                   | (%)         |
| Fund Balance                          | 1,461,461            | 939,634              | 720,350              | (219,284)             | (23%)       |
| <b>SubTotal</b>                       | <b>\$ 14,484,325</b> | <b>\$ 16,126,127</b> | <b>\$ 16,451,938</b> | <b>\$ 325,811</b>     | <b>2%</b>   |
| <br>                                  |                      |                      |                      |                       |             |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                       |             |
| Personal Services                     | \$ 39,265,336        | \$ 38,789,577        | \$ 37,104,654        | \$ (1,684,923)        | (4%)        |
| Operating Expenses                    | 21,444,437           | 23,094,029           | 22,399,703           | (694,326)             | (3%)        |
| Capital Outlay                        | 706,915              | 314,025              | 468,500              | 154,475               | 49%         |
| Transfers                             | 711,056              | 712,584              | 711,371              | (1,213)               | (%)         |
| Reserves                              | -                    | 339,182              | 298,948              | (40,234)              | (12%)       |
| <b>SubTotal</b>                       | <b>\$ 62,127,744</b> | <b>\$ 63,249,397</b> | <b>\$ 60,983,176</b> | <b>\$ (2,266,221)</b> | <b>(4%)</b> |
| <br>                                  |                      |                      |                      |                       |             |
| <b>Ad Valorem Funding</b>             | <b>\$ 48,326,818</b> | <b>\$ 47,123,270</b> | <b>\$ 44,531,238</b> | <b>\$ (2,592,032)</b> | <b>(6%)</b> |
| <br>                                  |                      |                      |                      |                       |             |
| <b>Permanent Positions</b>            | <b>624</b>           | <b>595</b>           | <b>569</b>           | <b>(26)</b>           | <b>(4%)</b> |
| <b>Non-Permanent Positions</b>        | <b>472</b>           | <b>469</b>           | <b>459</b>           | <b>(10)</b>           | <b>(2%)</b> |
| <b>Total</b>                          | <b>1,096</b>         | <b>1,064</b>         | <b>1,028</b>         | <b>(36)</b>           | <b>(3%)</b> |

**PARKS MAINTENANCE**

**Programs/Services**

The Parks Maintenance Division is responsible for providing safe, clean, functional and attractive parks, structures, and open spaces which meet the passive and active recreational needs of the visiting public. This also includes the enhancement and preservation of all features of our park system for community enjoyment. Primary services include providing daily grounds maintenance for all park properties, which includes mowing, edging, fertilizing, restroom and picnic area cleaning, refuse collection and disposal, and beach cleaning; providing support services for other recreational activities occurring throughout the park system; ensuring park structures and furnishings are maintained in a safe, functional, and attractive condition; protecting the integrity of the natural resources through restoration and scheduled maintenance; and operating and maintaining park campgrounds countywide.

**FY 11 Highlights & Accomplishments**

- An Iron Ranger pilot program was started at Burt Reynolds Park, offering patrons a convenient onsite method to pay for boat trailer parking on a daily basis. Patron compliance has added significantly to the success of this pilot program. Additional Iron Ranger units have been added at Phil Foster and Jim Barry Light Harbor parks. Other units are being considered for the remaining salt water access boat ramps.
- The Park Ranger section has assumed responsibilities previously handled by the Palm Beach County Sheriff's Office (PBSO) Parks Enforcement Unit. Since this transition, efforts have focused on cost savings and efficiency. Examples include: locking restrooms at dusk to reduce vandalism; shutting off athletic field lighting on unused fields to reduce energy costs; removing unpermitted groups from athletic fields to reduce excessive wear and tear on costly turf areas; and initiating a Park Observer Volunteer Program.
- Renovations and improvements were performed on five (5) fresh water boat ramps at Stub Canal and John Prince Parks. These boat ramps are heavily used and required maintenance to provide a safe and reliable method for boaters to access the waterways.
- The recently renovated Crossroads Center in South Bay was dedicated on August 20th and now provides a rental center where the community can congregate and attend special functions.

**FY 12 Objectives**

- Maintain park properties in accordance with the Palm Beach County Parks and Recreation Quality Standards utilizing staff and supplementing with outsourcing when feasible.
- Consistently operate park field and court lighting.
- Maintain dune crossovers to ensure they are in a safe and usable condition.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of properties maintained in accordance with Quality Standards Manual    | 90%                   | 90%                   | 90%                   | 95%                            | 90%                   |
| Percentage of park field and court lighting ensured to be consistently operational | 98%                   | 97%                   | 90%                   | 98%                            | 90%                   |
| Percentage of dune crossovers maintained in a safe and usable condition            | 94%                   | 96%                   | 90%                   | 98%                            | 90%                   |

**PARKS MAINTENANCE**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 1,929,662         | \$ 2,128,668         | \$ 2,447,548         | \$ 318,880              |
| Grants                                | \$ 123,924           | 60,000               | \$ 60,000            | -                       |
| Other                                 | 60,248               | 100,061              | 103,520              | 3,459                   |
| <b>SubTotal</b>                       | <b>\$ 2,113,834</b>  | <b>\$ 2,288,729</b>  | <b>\$ 2,611,068</b>  | <b>\$ 322,339</b>       |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 20,167,153        | \$ 19,373,437        | \$ 19,321,743        | \$ (51,694)             |
| Operating Expenses                    | 12,412,439           | 12,040,653           | 11,863,621           | (177,032)               |
| Capital Outlay                        | 195,248              | -                    | -                    | -                       |
| <b>SubTotal</b>                       | <b>\$ 32,774,840</b> | <b>\$ 31,414,090</b> | <b>\$ 31,185,364</b> | <b>\$ (228,726)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 30,661,006</b> | <b>\$ 29,125,361</b> | <b>\$ 28,574,296</b> | <b>\$ (551,065)</b>     |
| <b>Permanent Positions</b>            | <b>327</b>           | <b>309</b>           | <b>305</b>           | <b>(4)</b>              |
| <b>Non-Permanent Positions</b>        | <b>11</b>            | <b>6</b>             | <b>7</b>             | <b>1</b>                |
| <b>Total</b>                          | <b>338</b>           | <b>315</b>           | <b>312</b>           | <b>(3)</b>              |

**Budget Variance Explanation**

- \$ (318,880) Increase in parking fees for Kreusler Park from \$1 to \$2 to be consistent with the City of Lake Worth parking fees as well as an increase in parking volume.
- \$ (3,459) Increase in other revenue is due to an increase in the percentage allocated from Administration.
- \$ (51,694) Decrease is due to the elimination of five vacant Maintenance Worker II positions, one vacant Parks Resource Superintendent, one vacant Electrician, one vacant Irrigation Technician, one vacant General Maintenance Mechanic, one vacant Welder I, one vacant Stores Clerk, and FRS savings. These are offset by Parks Security being moved from Administration to Parks Maintenance, FRS rates, and insurance costs.
- \$ (177,032) Decrease primarily in utilities due to closing parks at sunset, turning off tennis and basketball court lights an hour earlier, and installing Seasonal Demand Time of Use (SDTU) meters to avoid electrical use during peak hours.

**\$ (551,065) Total Decrease**

**SPECIAL FACILITIES**

**Programs/Services**

The Special Facilities Division is dedicated to providing customer focused leisure and cultural opportunities that deliver excellent services, quality experiences and value to residents and visitors of all ages and abilities with the support of contractual and non-profit partners. Services include managing, maintaining, programming and coordinating Okeehetee, Southwinds, Park Ridge and Osprey Point Golf Courses and John Prince Golf Learning Center which provide self sustaining and affordable golf opportunities; Jim Brandon Equestrian Center which provides leisure and competitive equine experiences; South County Civic Center which provides meeting space for community and social groups along with special events; the Morikami Museum and Japanese Gardens which provides unique cultural experiences through Japanese inspired facilities, gardens, exhibits, educational programs and seasonal festivals; three Amphitheaters and a Special Events Section which provides opportunities for cultural, fundraising and sporting activities and events.

**FY 11 Highlights & Accomplishments**

- Ongoing improvements at our facilities and enhanced program offerings have resulted in continued positive customer experiences.
- Osprey Point Golf Course is now designated as a certified Audubon International Classic Sanctuary. This is the first designation of this kind in the state of Florida, second in the United States and fifth in the world.
- The Jim Brandon Equestrian Center hosted the World Dressage Masters for the first time, showcasing an International Dressage Competition with superb talent and setting world records in Palm Beach County.

**FY 12 Objectives**

- Provide self-sustaining affordable County golf facilities that meet residents' and visitors' needs by managing operating costs, without sacrificing quality.
- Maintain high-quality special facilities by continually improving and measuring customer service, facility maintenance and program offerings.
- Continue to evaluate all operations and institute changes which provide for greater efficiencies and promote future sustainability.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of operating cost per round at 80% or less the average revenue per round      | 84%                   | 82%                   | 80%                   | 80%                            | 80%                   |
| Percentage of facility users that rate their overall experience as "Excellent" or "Good" | 94%                   | 94%                   | 95%                   | 95%                            | 95%                   |
| Number of facilities completing operational reviews                                      | 4                     | 2                     | 7                     | 4                              | 4                     |

**SPECIAL FACILITIES**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 6,704,886         | \$ 8,836,770         | \$ 9,255,819         | \$ 419,049              |
| Grants                                | 23,252               | -                    | -                    | -                       |
| Other                                 | 72,431               | (287,579)            | (279,998)            | 7,581                   |
| Fund Balance                          | 1,461,461            | 939,634              | 720,350              | (219,284)               |
| <b>SubTotal</b>                       | <b>\$ 8,262,030</b>  | <b>\$ 9,488,825</b>  | <b>\$ 9,696,171</b>  | <b>\$ 207,346</b>       |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 3,997,058         | \$ 4,365,658         | \$ 4,249,600         | \$ (116,058)            |
| Operating Expenses                    | 4,852,550            | 6,328,786            | 6,197,119            | (131,667)               |
| Capital Outlay                        | 496,176              | 314,025              | 468,500              | 154,475                 |
| Transfers                             | 711,056              | 712,584              | 711,371              | (1,213)                 |
| Reserves                              | -                    | 339,182              | 298,948              | (40,234)                |
| <b>SubTotal</b>                       | <b>\$ 10,056,840</b> | <b>\$ 12,060,235</b> | <b>\$ 11,925,538</b> | <b>\$ (134,697)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,478,208</b>  | <b>\$ 2,571,410</b>  | <b>\$ 2,229,367</b>  | <b>\$ (342,043)</b>     |
| <b>Permanent Positions</b>            | <b>109</b>           | <b>100</b>           | <b>98</b>            | <b>(2)</b>              |
| <b>Non-Permanent Positions</b>        | <b>11</b>            | <b>9</b>             | <b>10</b>            | <b>1</b>                |
| <b>Total</b>                          | <b>120</b>           | <b>109</b>           | <b>108</b>           | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ (426,630) Increase in fees for Morikami Museum, Jim Brandon Equestrian Center, and special events and an increase in fees at the Amphitheaters. Special Events and Amphitheaters were moved from Recreations Services to Special Facilities. Increase in other revenue is due to an increase in the percentage allocated from Administration.
  - \$ 219,284 Decrease in fund balance.
  - \$ (116,058) Decrease is due to the elimination of two vacant Cash Accounting Clerk positions, one vacant Golf Attendant, one vacant Procurement Specialist, one vacant Morikami Museum Operating Supervisor position, and FRS savings. These are offset by a change in the allocation from Administration and the transfer of Special Events and Amphitheaters from Recreation Services to Special Facilities.
  - \$ (131,667) Decrease primarily in other contractual services at Osprey Point Golf Course in order to be more in line with actuals.
  - \$ 153,262 Increase in machinery and equipment and park improvements for the golf courses. Decrease in transfer needed to the 6.525M Public Improvement Referendum Bonds for debt service.
  - \$ (40,234) Decrease in reserves for the golf courses.
- \$ (342,043) Total Decrease**



**RECREATION SERVICES**

**Programs/Services**

The Recreation Services Division is dedicated to complementing the unique recreational interests of people through relationships, partnerships, services and venues, inspiring passionate, playful and meaningful lives. Primary services include providing a variety of recreation programs, activities, and events for people of all ages and abilities; managing and coordinating the use of recreational, historical, cultural, and environmental education facilities; coordinating, permitting, and/or facilitating rental of a variety of recreational facilities and cultural venues.

**FY 11 Highlights & Accomplishments**

- The Customer Service Section and West Jupiter Recreation Center implemented the boat trailer parking program. Total revenue collected is \$238,872.
- Nature Center visitation increased to more than 608,000 people, visiting our three nature centers to explore native Florida habitats, take active hikes and tour environmental education exhibits.
- Loxahatchee River Battlefield Park was named as an adjacent park to Riverbend Park. Through partnerships with non-profits, Loxahatchee River Battlefield Preservationists and We R Florida, volunteer docents began leading tours of the battlefield for visitors and held a commemorative ceremony.
- The Athletics Section managed relationships and field use with 86 non-profit youth sport providers and 24 adult sport providers throughout Palm Beach County and ensured compliance with new athletic coach and summer camp background-check legislation (s. 943.0438, 409.175).

**FY 12 Objectives**

- Increase the number of people using a Palm Beach County park or facility for the first time.
- Increase the number of hours contributed by volunteer partner organizations and direct volunteerism.
- Recreation, as a quality of life component, will be considered important by Palm Beach County residents and visitor program/service participants.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of increase in first timers permitting a park or facility from the prior period | -35%                  | 17%                   | 25%                   | 35%                            | 5%                    |
| Percentage of increase in number of volunteer hours from the prior year                    | 9%                    | 47%                   | 5%                    | 12%                            | 8%                    |
| Percentage of participants responding that participation is important to quality of life   | n/a                   | 96%                   | 85%                   | 97%                            | 85%                   |

RECREATION SERVICES

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change 2011-2012      |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                       |
| Charges for Services                  | \$ 1,289,316        | \$ 1,420,611        | \$ 1,190,657        | \$ (229,954)          |
| Grants                                | 20,865              | -                   | -                   | -                     |
| Other                                 | 53,542              | 89,041              | 82,081              | (6,960)               |
| <b>SubTotal</b>                       | <b>\$ 1,363,723</b> | <b>\$ 1,509,652</b> | <b>\$ 1,272,738</b> | <b>\$ (236,914)</b>   |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                       |
| Personal Services                     | \$ 5,369,212        | \$ 5,585,723        | \$ 4,323,872        | \$ (1,261,851)        |
| Operating Expenses                    | 1,880,796           | 2,150,359           | 1,762,715           | (387,644)             |
| Capital Outlay                        | -                   | -                   | -                   | -                     |
| <b>SubTotal</b>                       | <b>\$ 7,250,008</b> | <b>\$ 7,736,082</b> | <b>\$ 6,086,587</b> | <b>\$ (1,649,495)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 5,886,285</b> | <b>\$ 6,226,430</b> | <b>\$ 4,813,849</b> | <b>\$ (1,412,581)</b> |
| <b>Permanent Positions</b>            | <b>80</b>           | <b>83</b>           | <b>68</b>           | <b>(15)</b>           |
| <b>Non-Permanent Positions</b>        | <b>83</b>           | <b>82</b>           | <b>71</b>           | <b>(11)</b>           |
| <b>Total</b>                          | <b>163</b>          | <b>165</b>          | <b>139</b>          | <b>(26)</b>           |

**Budget Variance Explanation**

- \$ 229,954 Decrease in charges for services is due to Special Events and Amphitheaters being moved from Recreation Services to Special Facilities.
- \$ 6,960 Decrease in other revenue is due to an increase in the allocation of Administration.
- \$ (1,261,851) Decrease is due to the elimination of one vacant Director of Recreation Services position, two vacant Clerical Specialists, one vacant Maintenance Worker I, two vacant Naturalist Positions, 11 non-permanent positions and a decrease in FRS rates. These are offset by a change in the allocation from Administration and the transfer of Special Events and Amphitheaters from Recreation Services to Special Facilities.
- \$ (387,644) Decrease in Operating Expenses for the West Jupiter Recreation Center, West Boynton Recreation Center, Westgate Recreation Center and the Summer Camp Program due to decrease in staff.

**\$ (1,412,581) Total Decrease**

**AQUATICS**

**Programs/Services**

The Aquatics Division provides quality water related recreation opportunities for people to pursue their leisure needs and interests. Primary services include managing, programming and coordinating the use of County aquatic facilities and beaches; providing a variety of aquatic programs, activities and events for people of all ages and abilities; providing prevention, rescue and emergency medical care at County beaches, pools, and waterparks; and providing water safety education instruction for schools, groups, and individuals.

**FY 11 Highlights & Accomplishments**

- Ocean Rescue improved the quality and consistency of training newly hired seasonal Ocean Lifeguards by developing a Lifeguard Training Academy. Using instructors from both districts, recruits received 40 hours of structured training in rescues, emergency medical treatment and other skills before on-tower orientation.
- The Head Start Swim Lesson Program was expanded from the initial Pioneer Park Pool/Palm Glades Center, to six Head Start Centers and three county pools. Swim lessons were taught to over 400 Head Start students and the program was funded by the Drowning Prevention Coalition.
- Aquatics Division Administration worked with swim team parents and program participants at North County and Lake Lytal Pools to assist in reducing subsidization and to increase marketing efforts at both pools. Committees have been formed, cooperation and relations have improved, and community marketing efforts increased.
- The Aquatics Division has transitioned from Ellis and Associates to American Red Cross (ARC) certification, allowing us to reduce costs by supplementing our lifeguards with ARC certified coaches and instructors. The cost of training and certifying staff will also be lower.

**FY 12 Objectives**

- Continue to provide proactive skills and administrative training programs, and high levels of accountability to exceed the National Aquatic Safety and Risk Management industry rating standards.
- Maintain high-quality aquatic facilities by continually measuring customer service, training staff in customer service practices, and keeping facilities well maintained.
- Form user group committees at the year round traditional pools to help develop programs that meet the needs of the community and to enhance the marketing abilities of the pools.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Percentage of ratings that Meet/Exceed National Aquatic Safety & Risk Management standards | 100%                  | 100%                  | 95%                   | 100%                           | 95%                   |
| Percentage of facility users that rate their overall experience as “Excellent” or “Good”   | 95%                   | 95%                   | 90%                   | 90%                            | 90%                   |
| Percentage of year round facilities that have active user group committees.                | N/A                   | N/A                   | N/A                   | 33%                            | 100%                  |

**AQUATICS**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 2,702,731         | \$ 2,770,136         | \$ 2,807,141         | \$ 37,005               |
| Grants                                | 38,034               | -                    | -                    | -                       |
| Other                                 | 3,973                | 68,785               | 64,820               | (3,965)                 |
| <b>SubTotal</b>                       | <b>\$ 2,744,738</b>  | <b>\$ 2,838,921</b>  | <b>\$ 2,871,961</b>  | <b>\$ 33,040</b>        |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 9,731,913         | \$ 9,464,759         | \$ 9,209,439         | \$ (255,320)            |
| Operating Expenses                    | 2,298,652            | 2,574,231            | 2,576,248            | 2,017                   |
| Capital Outlay                        | 15,491               | -                    | -                    | -                       |
| <b>SubTotal</b>                       | <b>\$ 12,046,056</b> | <b>\$ 12,038,990</b> | <b>\$ 11,785,687</b> | <b>\$ (253,303)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 9,301,318</b>  | <b>\$ 9,200,069</b>  | <b>\$ 8,913,726</b>  | <b>\$ (286,343)</b>     |
| <b>Permanent Positions</b>            | <b>108</b>           | <b>103</b>           | <b>98</b>            | <b>(5)</b>              |
| <b>Non-Permanent Positions</b>        | <b>367</b>           | <b>372</b>           | <b>371</b>           | <b>(1)</b>              |
| <b>Total</b>                          | <b>475</b>           | <b>475</b>           | <b>469</b>           | <b>(6)</b>              |

**Budget Variance Explanation**

- \$ (37,005) Increase in admission and program fees for County pools.
  - \$ 3,965 Decrease in other revenue is due to an increase in the allocation of Administration.
  - \$ (255,320) Decrease is due to the elimination of one vacant Recreation Specialist II position, a change in the allocation from Administration, and FRS savings.
  - \$ 2,017 Increase in miscellaneous operating expenses.
- \$ (286,343) Total Decrease**

## DEPARTMENT SUMMARY

### Mission Statement

To maintain a quality community through comprehensive planning and growth management, implement zoning regulations to benefit and protect citizens, apply performance and aesthetic standards to new developments and redevelopments, provide building inspections to protect the community and to promote compliance, certify contractors to protect citizens by assuring a knowledgeable, qualified workforce and enhancing and promoting intergovernmental relationships.

### Department Overview

The Planning, Zoning and Building (PZB) Department provides growth management and redevelopment services including comprehensive planning, development review, construction permitting and inspection, code enforcement, and certification of contractors. Services are provided at the Department's main facility in West Palm Beach and very limited services are provided from a South County office at the Southeast County complex.

### Emerging Issues

- Code Enforcement staff continues to receive complaints regarding abandoned houses and/or foreclosures. Staff faces numerous challenges in trying to locate the legal property owner and getting them to bring the property into compliance.
- On August 16th, 2011, Ordinance # 2011-015 "Mortgage Foreclosure Registration" was passed requiring lenders to register all foreclosed properties. As a result, PZ&B hopes to see a reduction of complaints on foreclosed properties.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12)  |             |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|-------------|
|                                       |                      |                      |                      | \$                    | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                       |             |
| Charges for Services                  | \$ 1,887,759         | \$ 1,664,746         | \$ 1,690,499         | \$ 25,753             | 2%          |
| Fines & Forfeitures                   | 443,039              | 590,000              | 560,500              | (29,500)              | (5%)        |
| Licenses & Permits                    | 11,105,586           | 10,632,705           | 10,852,100           | 219,395               | 2%          |
| Other                                 | 263,855              | (400,588)            | (309,476)            | 91,112                | (23%)       |
| Interfund Transfers                   | 25,000               | 25,000               | 51,228               | 26,228                | 105%        |
| Fund Balance                          | 1,073,525            | 1,160,567            | 3,305,512            | 2,144,945             | 185%        |
| <b>SubTotal</b>                       | <b>\$ 14,798,764</b> | <b>\$ 13,672,430</b> | <b>\$ 16,150,363</b> | <b>\$ 2,477,933</b>   | <b>18%</b>  |
| <br>                                  |                      |                      |                      |                       |             |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                       |             |
| Personal Services                     | \$ 19,504,441        | \$ 20,658,989        | \$ 20,125,936        | \$ (533,053)          | (3%)        |
| Operating Expenses                    | 3,136,422            | 3,827,048            | 3,219,863            | (607,185)             | (16%)       |
| Capital Outlay                        | 38,675               | 97,550               | 82,550               | (15,000)              | (15%)       |
| Transfers                             | 18,605               | 14,588               | 12,685               | (1,903)               | (13%)       |
| Reserves                              | -                    | 517,389              | 3,094,079            | 2,576,690             | 498%        |
| <b>SubTotal</b>                       | <b>\$ 22,698,143</b> | <b>\$ 25,115,564</b> | <b>\$ 26,535,113</b> | <b>\$ 1,419,549</b>   | <b>6%</b>   |
| <br>                                  |                      |                      |                      |                       |             |
| <b>Ad Valorem Funding</b>             | <b>\$ 10,869,285</b> | <b>\$ 11,443,134</b> | <b>\$ 10,384,750</b> | <b>\$ (1,058,384)</b> | <b>(9%)</b> |
| <br>                                  |                      |                      |                      |                       |             |
| <b>Positions</b>                      | <b>281</b>           | <b>263</b>           | <b>252</b>           | <b>(11)</b>           | <b>(4%)</b> |

**ADMINISTRATION**

**Programs/Services**

The Administration Division is responsible for providing service functions including personnel, budget, policies and procedures, facilities management and records management to the Department. Administration's accounting section collects money for fees charged by the department and ensures proper accounting. The Records section maintains the Building Division's construction plans. In addition, PZB's Information Technology section resides in Administration and is responsible for the following: Network administration, desktop services, internet and intranet management, enterprise business application management and the Geographic Information Systems (GIS).

**FY 11 Highlights & Accomplishments**

- Implemented ePZB technical refresh for the Accounting, Addressing and Planning and Zoning modules.
- Implemented final rounds of fee increases for Planning and Zoning.
- Completed the re-design of the PZB Internet site to conform with County standard design and appearance. The new design incorporates a new look, improved navigation and intuitive public guides.

**FY 12 Objectives**

- Develop and implement enhanced reporting of ePZB data.
- Evaluate divisional scanning processes for ePZB document retention and retrieval.
- Implement the ePZB Holds, Flags and Contacts Module to incorporate all hold and notification processing into one module, as well as disseminate the information out to all ePZB related modules.
- Implement ePZB Miscellaneous Fees screens on the Internet for Public Access.

| <b>Performance Measures</b>                  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Number of customer record requests processed | N/A                   | 9,937                 | 8,000                 | 5,655                         | 9,250                 |
| Number of public record requests processed   | N/A                   | 162                   | 140                   | 80                            | 130                   |
| Number of PZB help desk requests processed   | N/A                   | 10,149                | 9,000                 | 5,305                         | 11,000                |
| Number of PZB main (web) Request/Responses   | N/A                   | N/A                   | 1,500                 | 876                           | 1,500                 |

**ADMINISTRATION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 675              | \$ 10               | \$ 140              | \$ 130                  |
| Other                                 | 159,930             | 115,000             | 130,035             | 15,035                  |
| <b>SubTotal</b>                       | <b>\$ 160,605</b>   | <b>\$ 115,010</b>   | <b>\$ 130,175</b>   | <b>\$ 15,165</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,795,593        | \$ 2,883,414        | \$ 2,752,223        | \$ (131,191)            |
| Operating Expenses                    | 344,792             | 506,000             | 406,258             | (99,742)                |
| Capital Outlay                        | 33,480              | 67,550              | 52,550              | (15,000)                |
| Charge Offs                           | (247,750)           | (267,750)           | (267,750)           | -                       |
| <b>SubTotal</b>                       | <b>\$ 2,926,115</b> | <b>\$ 3,189,214</b> | <b>\$ 2,943,281</b> | <b>\$ (245,933)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,765,510</b> | <b>\$ 3,074,204</b> | <b>\$ 2,813,106</b> | <b>\$ (261,098)</b>     |
| <b>Positions</b>                      | <b>45</b>           | <b>37</b>           | <b>36</b>           | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ (15,165) Increase in miscellaneous revenues.
- \$ (131,191) Decrease in FRS rates and the elimination of a System Administrator I position, offset by an increase in insurance costs.
- \$ (99,742) Decrease in various operating expenses such as postage, office equipment rent, and data processing software, equipment maintenance and hardware.
- \$ (15,000) Decrease in purchases of computer hardware.

**\$ (261,098) Total Decrease**



**BUILDING**

**Programs/Services**

Building Division’s mission is to provide a high level of service to the citizens of Palm Beach County through effective, efficient administration and enforcement of Building standards. This is accomplished primarily through the enforcement of technical codes, including structural, electrical, gas, plumbing, and mechanical heating and cooling systems; through prompt, complete inspections of structures and building systems under construction; and by the provision of leadership in code changes, product approvals, and staff training on a local, state, and national level by influencing the base building code. The Building Division provides administrative and technical staff support for the Building Code Advisory Board, Local Construction Regulation Board, Flood Damage Prevention Board, and Construction Board of Adjustment and Appeals. Primary services include timely and thorough review of building permit applications, drawings, and specifications; coordination of multiple agency plan reviews; and performance of sequential inspections, for permits and construction that are code compliant.

**FY 11 Highlights & Accomplishments**

- As a result of slow, but steady, increases in Building Division activity, the Division has been able to return to a full forty hour work week.
- Played a major role in the Community Rating System Cycle Visit, performed by the Insurance Services Offices (a provider of risk data to the insurance industry), by providing the majority of information and processes necessary to potentially reduce flood insurance rates for our community's citizens.

**FY 12 Objectives**

- Maintain permit processing times within statutory requirements.
- Complete refinements and enhancements of the essential elements of the Building Division Module of ePZB.
- Continue updating Division Policy and Procedure Memoranda (PPM’s) to reflect current codes and conditions and provide the necessary guidelines for optimal effectiveness.

| <b>Performance Measures</b>                 | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Number of permits issued                    | 32,867                | 35,131                | 40,000                | 18,651                        | 40,000                |
| Number of construction plans reviewed       | 21,080                | 21,602                | 30,000                | 9,726                         | 30,000                |
| Number of inspections per day per inspector | 12                    | 15                    | 17                    | 15                            | 17                    |

**BUILDING**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 654,661           | \$ 658,216           | \$ 576,200           | \$ (82,016)             |
| Other Fines and Forfeiture            | 674                  | 40,000               | 500                  | (39,500)                |
| Licenses & Permits                    | 10,506,377           | 9,907,305            | 10,251,500           | 344,195                 |
| Other                                 | 83,626               | (541,088)            | (465,011)            | 76,077                  |
| Interfund Transfers                   | -                    | -                    | 26,228               | 26,228                  |
| Fund Balance                          | 1,073,525            | 1,160,567            | 3,305,512            | 2,144,945               |
| <b>SubTotal</b>                       | <b>\$ 12,318,863</b> | <b>\$ 11,225,000</b> | <b>\$ 13,694,929</b> | <b>\$ 2,469,929</b>     |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 7,137,104         | \$ 8,102,650         | \$ 8,468,500         | \$ 365,850              |
| Operating Expenses                    | 1,940,303            | 2,292,623            | 1,821,915            | (470,708)               |
| Capital Outlay                        | 5,195                | 30,000               | 30,000               | -                       |
| Transfers                             | 18,605               | 14,588               | 12,685               | (1,903)                 |
| Charge Offs                           | 247,750              | 267,750              | 267,750              | -                       |
| Reserves                              | -                    | 517,389              | 3,094,079            | 2,576,690               |
| <b>SubTotal</b>                       | <b>\$ 9,348,957</b>  | <b>\$ 11,225,000</b> | <b>\$ 13,694,929</b> | <b>\$ 2,469,929</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>104</b>           | <b>104</b>           | <b>104</b>           | <b>0</b>                |

**Budget Variance Explanation**

- \$ (2,469,929) Increase in fund balance and increase in licenses & permits due to increased volume. Decrease in charges for services and fines and forfeitures to bring in line with prior years estimated actuals.
- \$ 365,850 Increase in staff work hours from 36 to 40 hours and increase in insurance costs, offset by a decrease in FRS rates.
- \$ (470,708) Decrease in operating expenses due to streamlining workload, resulting in cost savings.
- \$ (1,903) Decrease in charges for 800MHz radios.
- \$ 2,576,690 Increase in reserves due to cost savings during FY 2011 and increase in activity for FY 2012.

**\$ - Total Decrease**

**CODE ENFORCEMENT**

**Programs/Services**

Code Enforcement is responsible for enforcing property maintenance and zoning-related codes and ordinances applicable in the unincorporated areas of Palm Beach County. Primary services include responding to complaints by citizens and the Board of County Commissioners (BCC); conducting inspections for Business Tax Receipts approval to assure compliance with applicable codes and ordinances; conducting Code Enforcement Hearings to promote compliance with applicable codes and ordinances; and conducting inspections of commercial development approvals to ensure compliance with BCC conditions of approval. Code Enforcement works closely with various County agencies and constitutional offices in the enforcement of overlapping programs.

**FY 11 Highlights & Accomplishments**

- Updated policies and procedures to address the explosive growth of abandoned properties, including revising property maintenance code to allow the use of storm panel for board ups.
- Revised procedures to enforce foreclosed property registration ordinance passed by the BCC.
- Enhanced interagency coordination with the Solid Waste Authority, PBC Sheriff's Office, Fire Rescue, Building, Road and Bridge and Animal Care to achieve code ordinance compliance.

**FY 12 Objectives**

- Reduce the number of violations notices issued by achieving compliance through enhanced notification and voluntary cooperation.
- Continue to improve the County's commercial areas through the efforts of the four individual Enforcement Teams.
- Continue to improve the timeliness and efficiency of field staff investigations through the utilization of remote network and the ability to access ePZB and the internet while working in the field.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Number of customer initiated complaints                             | 6,393                 | 2,618                 | 5,000                 | 2,318                         | 4,500                 |
| Number of violation notices issued                                  | 5,703                 | 954                   | 3,000                 | 999                           | 2,700                 |
| Number of cases referred to the Code Enforcement Special Magistrate | 1,544                 | 772                   | 1,200                 | 488                           | 1,080                 |

**CODE ENFORCEMENT**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 213              | \$ 10               | \$ 149              | \$ 139                  |
| Other Fines & Forfeitures             | 331,207             | 450,000             | 460,000             | 10,000                  |
| Other                                 | 8,735               | 25,000              | 25,000              | -                       |
| <b>SubTotal</b>                       | <b>\$ 340,155</b>   | <b>\$ 475,010</b>   | <b>\$ 485,149</b>   | <b>\$ 10,139</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,922,758        | \$ 2,951,001        | \$ 2,722,097        | \$ (228,904)            |
| Operating Expenses                    | 385,499             | 470,546             | 459,753             | (10,793)                |
| <b>SubTotal</b>                       | <b>\$ 3,308,257</b> | <b>\$ 3,421,547</b> | <b>\$ 3,181,850</b> | <b>\$ (239,697)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,968,102</b> | <b>\$ 2,946,537</b> | <b>\$ 2,696,701</b> | <b>\$ (249,836)</b>     |
| <b>Positions</b>                      | <b>40</b>           | <b>38</b>           | <b>35</b>           | <b>(3)</b>              |

**Budget Variance Explanation**

- \$ (10,139) Increase in revenues due to new Mortgage Foreclosure Registration Ordinance passed by the BCC on 8/16/2011 with fee collections to begin on 10/1/2011.
- \$ (228,904) Decrease due to the elimination of one Senior Code Enforcement Officer and two Code Enforcement Officers and a decrease in FRS rates, offset by an increase in insurance costs.
- \$ (10,793) Decrease in various operating expenses such as court reporter services.

**\$ (249,836) Total Decrease**

**CONTRACTORS CERTIFICATION**

**Programs/Services**

Contractors Certification implements and enforces the Special Act 67-1876, Laws of Florida and Florida Statute, Chapter 489, which regulates the construction industry within Palm Beach County and municipalities. Primary services include licensing of contractors through an examination and evaluation process; field investigation of alleged violations of construction licensing regulations; assisting the Construction Industry Licensing Board (CILB); and recovering fraudulently obtained funds for citizens through investigation, administration, and prosecution processes. Contractors Certification coordinates with the State Department of Business Professional Regulation (DBPR) and various law enforcement agencies to enforce contractor's licensing.

**FY 11 Highlights & Accomplishments**

- Enhanced contractor file data collected with streamlined record filing for state contractor and county journeyman renewal cycle.
- Implemented contractor/journeyman certificate format, printing and mail out procedure.

**FY 12 Objectives**

- Through the Civil Citation process, encourage qualified unlicensed practitioners to apply for licensure.
- Maintain a 95% minimum approval rate on applications submitted to the Construction Industry Licensing Board (CILB).
- Maintain a minimum average monthly case load of 20 investigations per investigator.

| <b>Performance Measures</b>              | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Cited unlicensed to apply for license    | 24                    | 12                    | 24                    | 20                            | 21                    |
| CILB application approval rate           | 99%                   | 96%                   | 95%                   | 98%                           | 95%                   |
| Average case load per investigator/month | 22                    | 18                    | 20                    | 13                            | 20                    |

**CONTRACTORS CERTIFICATION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 61               | \$ 10               | \$ 10               | \$ -                    |
| Fines & Forfeitures                   | 111,158             | 100,000             | 100,000             | -                       |
| Licenses & Permits                    | 598,196             | 725,000             | 600,000             | (125,000)               |
| Other                                 | 1,057               | 500                 | 500                 | -                       |
| <b>SubTotal</b>                       | <b>\$ 710,472</b>   | <b>\$ 825,510</b>   | <b>\$ 700,510</b>   | <b>\$ (125,000)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 927,448          | \$ 959,498          | \$ 756,308          | \$ (203,190)            |
| Operating Expenses                    | 65,197              | 87,108              | 80,336              | (6,772)                 |
| <b>SubTotal</b>                       | <b>\$ 992,645</b>   | <b>\$ 1,046,606</b> | <b>\$ 836,644</b>   | <b>\$ (209,962)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 282,173</b>   | <b>\$ 221,096</b>   | <b>\$ 136,134</b>   | <b>\$ (84,962)</b>      |
| <b>Positions</b>                      | <b>14</b>           | <b>13</b>           | <b>10</b>           | <b>(3)</b>              |

**Budget Variance Explanation**

- \$ 125,000 Decrease in revenue from Contractor Certification Licenses.
- \$ (203,190) Decrease due to the elimination of one Senior Investigator, one Investigator and one Senior Clerk Typist position and a decrease in FRS rates, offset by an increase in insurance costs.
- \$ (6,772) Decrease in various operating expenses.

**\$ (84,962) Total Decrease**

**PLANNING**

**Programs/Services**

The Planning Division's responsibility is to attain a quality community through comprehensive planning which responds to the changing needs and values of the community, in both the natural and built environments, and creates opportunities to realize the community's desired vision of the future. Primary services include updating and implementing, as necessary, the Comprehensive Plan including the Future Land Use Atlas; conducting studies related to the use of land, the provision of infrastructure and services, the protection of natural resources, and economic development; reviewing proposed development for consistency with the Comprehensive Plan; reviewing proposed annexations for consistency with the requirements of state law; responding to requests for planning information from the public, municipalities, and County departments. Other significant functions include responding to BCC direction. Some of these result in long term policy implementation such as neighborhood plans, TDR changes and housing issues. The Division also coordinates with other County departments, State and Federal agencies on new statutory mandates.

**FY 11 Highlights & Accomplishments**

- Produced State revised Evaluation and Appraisal Report (EAR).
- Provided greater level of review and contribution to Unified Land Development Code (ULDC) process.
- Addressed increasingly complex intergovernmental annexation issues.
- Completed Lake Okeechobee Archeological survey and submitted to the State.

**FY 12 Objectives**

- Assess impact and implement changes from Growth Management Legislation.
- Implement direction and work program of Evaluation and Appraisal Report (EAR) major issues.
- Process two large scale and four small scale Comprehensive Plan amendment rounds.

| <b>Performance Measures</b>             | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Number of demographic data requests     | 108                   | 51                    | 88                    | 40                            | 60                    |
| Number of public contacts               | 1,172                 | 538                   | 1,300                 | 447                           | 600                   |
| Number of proposed annexations reviewed | 35                    | 8                     | 25                    | 17                            | 12                    |

PLANNING

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change 2011-2012    |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                     |
| Charges for Services                  | \$ 215,680          | \$ 127,500          | \$ 135,200          | \$ 7,700            |
| Interfund Transfers                   | 25,000              | 25,000              | 25,000              | -                   |
| <b>SubTotal</b>                       | <b>\$ 240,680</b>   | <b>\$ 152,500</b>   | <b>\$ 160,200</b>   | <b>\$ 7,700</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                     |
| Personal Services                     | \$ 2,806,942        | \$ 2,762,088        | \$ 2,675,016        | \$ (87,072)         |
| Operating Expenses                    | 143,918             | 178,920             | 171,771             | (7,149)             |
| <b>SubTotal</b>                       | <b>\$ 2,950,860</b> | <b>\$ 2,941,008</b> | <b>\$ 2,846,787</b> | <b>\$ (94,221)</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,710,180</b> | <b>\$ 2,788,508</b> | <b>\$ 2,686,587</b> | <b>\$ (101,921)</b> |
| <b>Positions</b>                      | <b>32</b>           | <b>32</b>           | <b>31</b>           | <b>(1)</b>          |

**Budget Variance Explanation**

- \$ (7,700) Increase in charges for services.
- \$ (87,072) Decrease due to the elimination of one Planner I position and a decrease in FRS rates, offset by an increase in insurance costs.
- \$ (7,149) Decrease in various operating expenses, such as postage and legal advertising.

**\$ (101,921) Total Decrease**



**ZONING**

**Programs/Services**

Zoning Division ensures the most appropriate use of land and protects the safety, health and welfare of the general public by regulating orderly growth and development within the unincorporated areas of Palm Beach County. The Zoning Division reviews applications for compliance with zoning principles and property development regulations and coordinates with sixteen County and State agencies through the Development Review process. The Zoning Division provides recommendations for all types of land development applications to the Zoning Commission and to the BCC and performs Administrative amendments for development permits. The Division also establishes and maintains the Unified Land Development Code (ULDC), and provides recommendations to the BCC and Land Development Regulation Advisory Board (LDRAB)/Land Development Regulation Commission (LDRC) regarding amendments to the Code. In addition, the Zoning Division offers information to the general public and responds to inquiries via services such as Planner on-call, websites, e-mail correspondence and confirmation letters. The Division maintains ePZB, an electronic Oracle database for Zoning data, and allows applicants to obtain first hand information in a timely manner via the internet. Furthermore, the Zoning Division has implemented the online submittal for Variance applications and will be completing two electronic systems: the Plan Amendment process and the File Storage (Tab Fusion).

**FY 11 Highlights & Accomplishments**

- Established and implemented a Concurrent Review for Zoning, Building and Land Development to expedite approval process.
- Established and implemented an expedited “Off-The-Board” Final Development Review Officer Approval process.
- Implemented two rounds of ULDC Amendments (2009-01 and 02).
- Updated the Zoning Technical Manual to be consistent with the latest ULDC Amendments.

**FY 12 Objectives**

- Implement 2011-01 and 2011-02 rounds of ULDC amendments, revised regulations for Priority Areas of the Urban Redevelopment Area, new regulations for Pain Management Clinic & Renewable Wind Energy.
- Complete implementation of the Electronic Site Plan Amendments and SMEAD e-file storage of plans.
- Improve Customer Service and communication with private industry by continuing to implement changes to the On-Call Process, Zoning Web Page, Zoning Review Process, and increase meetings with the industry to obtain their input.
- Establish support staff pool. Cross-train staff and consolidate functions and duties to provide more efficient services to the public.

| <b>Performance Measures</b>                   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Community Development Applications Processed* | 9,730*                | 14,326*               | 8,780*                | 4,599                         | 9,198                 |
| Number of ULDC Amendments processed           | 134                   | 197                   | 93                    | 83                            | 166                   |

\*In prior years, number of applications was split under Community Development/ARPI.

ZONING

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 1,016,469        | \$ 879,000          | \$ 978,800          | \$ 99,800               |
| Licenses & Permits                    | 1,013               | 400                 | 600                 | 200                     |
| Other                                 | 10,507              | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 1,027,989</b> | <b>\$ 879,400</b>   | <b>\$ 979,400</b>   | <b>\$ 100,000</b>       |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,914,596        | \$ 3,000,338        | \$ 2,751,792        | \$ (248,546)            |
| Operating Expenses                    | 256,713             | 291,851             | 279,830             | (12,021)                |
| <b>SubTotal</b>                       | <b>\$ 3,171,309</b> | <b>\$ 3,292,189</b> | <b>\$ 3,031,622</b> | <b>\$ (260,567)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,143,320</b> | <b>\$ 2,412,789</b> | <b>\$ 2,052,222</b> | <b>\$ (360,567)</b>     |
| <b>Positions</b>                      | <b>46</b>           | <b>39</b>           | <b>36</b>           | <b>(3)</b>              |

**Budget Variance Explanation**

- \$ (100,000) Increase in charges for services due to higher volume estimates for FY 2012.
- \$ (248,546) Decrease due to the elimination of one Secretary, one Site Planner II and one Site Planner I and a decrease in FRS rates, offset by an increase in insurance costs.
- \$ (12,021) Decrease in various operating expenses.

**\$ (360,567) Total Decrease**

## DEPARTMENT SUMMARY

### Mission Statement

To plan, coordinate and communicate information of County services and programs to the public through print, video and digital materials.

### Department Overview

The Public Affairs Department (PAD) is comprised of four divisions providing all methods of communication of County services and programs. In FY 2011, two divisions were reorganized to better align the services performed on behalf of departments and services of the Board of County Commissioners; (1) Digital Marketing and Communications (DM&C), formerly Community Relations & Marketing (CR&M), is responsible for Board Support Services and the digital marketing of information regarding programs and services to residents of Palm Beach County. The Information Desk sells Palm Tran bus passes, provides information to the public, and routes phone calls to proper agencies and the Organizational Improvement division coordinates the Golden Palm program and "Breakfast with Bob"; both were merged into DM&C. (2) Special Projects was reorganized and is now Media and Public Information. This division is responsible for coordinating media relations, producing public information campaigns with local, state and federal agencies regarding county programs and services, as well as working with local and regional partners regarding emergency management via the Public Information Unit. (3) Graphics has assumed resource management for the copier equipment evaluation for county departments and provides printing and publication services for departments and other taxing agencies; (4) PBC TV Channel 20 produces programming of BCC meetings, Commission on Ethics (COE) meetings, and other local content for viewing on Channel 20 and PBCGOV.COM On Demand; PAD is also responsible for the Public Information Unit (PIU) for Emergency Management providing print, web, and video services during activations and emergencies. The Joint Information Center System and Resident Information Center are now coordinated by PAD as part of the PIU. PAD also coordinates, facilitates and tracks all Public Records requests made to County agencies.

### Emerging Issues

- Communication roles are expected to expand and follow FEMA Incident Command System (ICS), Joint Information Center and System (JIC/JIS), Public Information Unit (PIU), Emergency Information Center (EIC) and the Homeland Security Exercise and Evaluation Program (HSEEP) protocols for communicating all-hazards information pursuant to the County's Comprehensive Emergency Management Plan.
- Social Media continues to evolve and enhance methods of disseminating information to the public regarding County programs and services.
- Assess the department's workflow as staff assignments shifted due to eliminated positions, at the same time providing increased services.
- PAD will continue to lead the way for County departments on communication efforts to the public regarding department specific services, events and programs.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual            | FY 11 Budget            | FY 12 Budget            | Change (FY 11-FY 12)    |                 |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-----------------|
|                                       |                         |                         |                         | \$                      | %               |
| <b><u>Non Ad-Valorem Revenues</u></b> |                         |                         |                         |                         |                 |
| Charges for Services                  | \$ 33,115               | \$ -                    | \$ 20,000               | \$ 20,000               | 100%            |
| Other                                 | 483,355                 | 597,200                 | 491,200                 | (106,000)               | (18%)           |
| Fund Balance                          | 1,560,069               | 1,623,069               | 1,499,563               | (123,506)               | (8%)            |
| <b>SubTotal</b>                       | <b>\$ 2,076,539</b>     | <b>\$ 2,220,269</b>     | <b>\$ 2,010,763</b>     | <b>\$ (209,506)</b>     | <b>(9%)</b>     |
| <br><b><u>Appropriations</u></b>      |                         |                         |                         |                         |                 |
| Personal Services                     | \$ 3,363,636            | \$ 3,321,972            | \$ 3,079,616            | \$ (242,356)            | (7%)            |
| Operating Expenses                    | 880,295                 | 1,261,361               | 1,212,297               | (49,064)                | (4%)            |
| Capital Outlay                        | 72,676                  | 55,000                  | 55,000                  | -                       | -               |
| Reserves                              | -                       | 1,681,069               | 1,539,563               | (141,506)               | (8%)            |
| <b>SubTotal</b>                       | <b>\$ 4,316,607</b>     | <b>\$ 6,319,402</b>     | <b>\$ 5,886,476</b>     | <b>\$ (432,926)</b>     | <b>(7%)</b>     |
| <br><b>Ad Valorem Funding</b>         | <br><b>\$ 3,870,533</b> | <br><b>\$ 4,099,133</b> | <br><b>\$ 3,875,713</b> | <br><b>\$ (223,420)</b> | <br><b>(5%)</b> |
|                                       | <b>51</b>               | <b>45</b>               | <b>42</b>               | <b>(3)</b>              | <b>(7%)</b>     |

**EDUCATION AND GOVERNMENT TV**

**Programs/Services**

The Channel 20 Division of Public Affairs 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 internal staff and the public.

**FY 11 Highlights & Accomplishments**

- Presented live broadcasts of all Inspector General and Commission on Ethics Ordinance Drafting Committee Meeting.
- Provided video production services for Commission on Ethics to facilitate Ethics Training initiatives through the use of digital media.
- Provided broadcast coverage of all Palm Beach County Legislative Delegation Meetings discussing County priorities leading up to the FY 2011 Legislative Session.
- Staff began the production and broadcast of daily news breaks that provide viewers with information on County events, activities, programs and services.

**FY 12 Objectives**

- Establish a method to monitor and track the customer performance rating of programs produced in conjunction with County departments and agencies providing programs and services to residents.
- Increase the production of informational video presentations that explain programs and services delivered to residents by County departments.
- Increase the production of PSAs promoting locally produced programs that inform residents about County services.
- Establish a tracking database and respond to all public record requests satisfactorily and in a timely manner.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of programs/productions involving County departments and/or supported agencies | 196                   | 259                   | 70                    | 143                            | 200                   |
| Percentage of on-time completion of Production Projects                               | 95%                   | 95%                   | 95%                   | 100%                           | 100%                  |
| Internal customer service performance survey rating (scale of 1-10)                   | N/A                   | N/A                   | N/A                   | N/A                            | 10                    |
| Percentage of public record requests responded to satisfactorily                      | N/A                   | N/A                   | N/A                   | N/A                            | 100%                  |

**EDUCATION AND GOVERNMENT TV**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Service                   | \$ 29,880           | \$ -                | \$ 20,000           | \$ 20,000               |
| Other                                 | 70,396              | 83,000              | 40,000              | (43,000)                |
| Fund Balance                          | 1,560,069           | 1,623,069           | 1,499,563           | (123,506)               |
| <b>SubTotal</b>                       | <b>\$ 1,660,345</b> | <b>\$ 1,706,069</b> | <b>\$ 1,559,563</b> | <b>\$ (146,506)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 1,217,099        | \$ 1,178,661        | \$ 1,118,390        | \$ (60,271)             |
| Operating Expenses                    | 288,992             | 367,050             | 370,279             | 3,229                   |
| Capital Outlay                        | 53,107              | 55,000              | 55,000              | -                       |
| Reserves                              | -                   | 1,681,069           | 1,539,563           | (141,506)               |
| <b>SubTotal</b>                       | <b>\$ 1,559,198</b> | <b>\$ 3,281,780</b> | <b>\$ 3,083,232</b> | <b>\$ (198,548)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,529,318</b> | <b>\$ 1,575,711</b> | <b>\$ 1,523,669</b> | <b>\$ (52,042)</b>      |
| <b>Positions</b>                      | <b>16</b>           | <b>16</b>           | <b>15</b>           | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ 146,506 Decrease in revenue carried forward due to the reduction in anticipated investment income.
  - \$ (60,271) Decrease due to the elimination of one vacant Production Assistant position.
  - \$ 3,229 Increase in Insurance cost, rentals cost offset by a decrease in repair and maintenance for motor pool vehicles.
  - \$ (141,506) Decrease in operating reserves due to the reduction in anticipated investment income.
- \$ (52,042) Total Decrease**

**DIGITAL MARKETING AND COMMUNICATIONS**

**Programs/Services**

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 Board of County Commissioners and County Administration. The division designs and manages Palm Beach County's website content; assists County departments/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 including the Golden Palm Awards and Breakfast with Bob programs. The IT unit supports the County's internal and external websites. The IT unit also provides technical training and support to County agencies and maintains and enforces County web design standards.

**FY 11 Highlights & Accomplishments**

- Eliminated printed version of the County Line. The digital version has been renamed Count-e-Line and is e-mailed to all employees each payday. This project will save \$12,000 annually in printing costs.
- Eight publications were discontinued in their print versions saving the county \$10,000 annually. The Guide to Services was scaled back significantly in design and number of copies printed, resulting in a savings of \$35,000 annually. All publications are updated on demand and published on the county's website.
- A new Intranet portal was launched using SharePoint technology to provide one-click access for all employees to the latest County news and online tools they use on a regular basis.
- Pbcgov.com was named top transparency website by the Sunshine Review. It was also ranked #1 in the Digital Counties Survey in partnership with the National Association of Counties (NACo), up from #3 in FY 2010.

**FY 12 Objectives**

- Redesign Internet homepage for more efficient and effective usability.
- Increase communication with digital communities by launching the County's Facebook page.
- Maintain or reduce annual cost of Public Information Program per resident.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Average number of county government articles covered by the media per month. | N/A                   | N/A                   | N/A                   | N/A                            | 85                    |
| Number of unique visitors to Internet homepage per month.                    | N/A                   | N/A                   | N/A                   | N/A                            | 475,000               |
| Number of unique visitors to Intranet homepage per month.                    | N/A                   | N/A                   | N/A                   | N/A                            | 3,120                 |
| Cost of Public Information program per resident.                             | N/A                   | N/A                   | N/A                   | N/A                            | \$0.80                |

**DIGITAL MARKETING AND COMMUNICATIONS**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Service                   | \$ 1,725            | \$ -                | \$ -                | \$ -                    |
| Other                                 | 6,465               | 3,000               | -                   | (3,000)                 |
| <b>SubTotal</b>                       | <b>\$ 8,190</b>     | <b>\$ 3,000</b>     | <b>\$ -</b>         | <b>\$ (3,000)</b>       |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 811,782          | \$ 784,234          | \$ 918,413          | \$ 134,179              |
| Operating Expenses                    | 71,339              | 127,561             | 129,645             | 2,084                   |
| Capital Outlay                        | 7,530               | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 890,651</b>   | <b>\$ 911,795</b>   | <b>\$ 1,048,058</b> | <b>\$ 136,263</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ 882,461</b>   | <b>\$ 908,795</b>   | <b>\$ 1,048,058</b> | <b>\$ 139,263</b>       |
| <b>Positions</b>                      | <b>12</b>           | <b>10</b>           | <b>13</b>           | <b>3</b>                |

**Budget Variance Explanation**

- \$ 3,000 Decrease is due to a elimination of budgeted sales of advertising space.
  - \$ 134,179 Increase in personal services due to the transfer of one Lead Clerk and two Receptionist II positions from the Information Desk Division.
  - \$ 2,084 Increase in various operating expenses.
- \$ 139,263 Total Increase**



**ORGANIZATIONAL IMPROVEMENT**

|                              | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                         |
| Personal Services            | \$ 29,799           | \$ 56,814           | \$ -                | \$ (56,814)             |
| Operating Expenses           | 4,296               | 9,875               | -                   | (9,875)                 |
| <b>SubTotal</b>              | <b>\$ 34,095</b>    | <b>\$ 66,689</b>    | <b>\$ -</b>         | <b>\$ (66,689)</b>      |
| <b>Ad Valorem Funding</b>    | <b>\$ 34,095</b>    | <b>\$ 66,689</b>    | <b>\$ -</b>         | <b>\$ (66,689)</b>      |
| <b>Positions</b>             | <b>1</b>            | <b>1</b>            | <b>-</b>            | <b>(1)</b>              |

**Budget Variance Explanation**

\$ (66,689) The elimination of one vacant Administrative Secretary and all expenses from this Division.

**\$ (66,689) Total Decrease**

**INFORMATION DESK**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Service                   | \$ 1,510            | \$ -                | \$ -                | \$ -                    |
| <b>SubTotal</b>                       | <b>\$ 1,510</b>     | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 131,871          | \$ 127,375          | \$ -                | \$ (127,375)            |
| Operating Expenses                    | 3,365               | 2,424               | -                   | (2,424)                 |
| <b>SubTotal</b>                       | <b>\$ 135,236</b>   | <b>\$ 129,799</b>   | <b>\$ -</b>         | <b>\$ (129,799)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 133,726</b>   | <b>\$ 129,799</b>   | <b>\$ -</b>         | <b>\$ (129,799)</b>     |
| <b>Positions</b>                      | <b>3</b>            | <b>3</b>            | <b>-</b>            | <b>(3)</b>              |

**Budget Variance Explanation**

\$ (129,799) This division has been eliminated and transferred one Lead Clerk and two Receptionist II positions to Digital Marketing and Communication Division.

**\$ (129,799) Total Decrease**

**GRAPHICS**

**Programs/Services**

Graphics provides and coordinates quality printing and publication services in a timely and cost effective manner to Board of County Commission departments, divisions, offices, and other taxing agencies. Primary services include high speed copying (color/black & white) with bindery options; graphic design and preproduction consultation; single color and multi-color printing; large format inkjet poster and banner printing; postproduction/binding including folding, padding, cutting, stapling, scoring, and bulk mailing. Resource Manager for all in-house and outsource printing and copiers for all County departments.

**FY 11 Highlights & Accomplishments**

- Implemented use of "Quick Response" QR-codes on County documents linking the printed page with the internet.
- Transitioned our partnership with Seagull Industries for the Disabled by training them to independently provide bulk mailing services to their customers while remaining a vital partner in our bulk mail services to County departments.
- Provided printing services and expertise to the Tax Collector for their "Say Cheese" drivers license campaign; including posters, flyers, document envelopes, and cards.
- Provided printing and design services for Fire Rescue Mass Casualty triage forms and color-coded wrist bands.

**FY 12 Objectives**

- Expand the implementation of Graphics On-line ordering to include general copying and printing, expanded department focused on-line catalogs of commonly used documents, and credit card payments from outside customers.
- Provide on-going customer training to allow for better utilization of Graphics On-Line services.
- Continued expansion of bulk mail processes to include variable data printing for targeted marketing/messages. Review production processes to identify opportunities for "Green Practices."
- Implement copier fleet resource management procedures and policies. Transition existing County-wide office copiers into a fleet under one vendor contract. Establish usage tracking and standards.

| <b>Performance Measures</b>                 | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| % quality satisfaction from customer survey | 99%                   | 99%                   | 98%                   | 99%                            | 100%                  |
| % timely delivery from customer survey      | 99%                   | 99%                   | 99%                   | 99%                            | 100%                  |
| Average cost per page (8.5"x11 black only)  | N/A                   | N/A                   | N/A                   | N/A                            | \$0.05                |
| Average cost per page (8.5"x11 color)       | N/A                   | N/A                   | N/A                   | N/A                            | \$0.15                |

**GRAPHICS**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 399,441          | \$ 511,200          | \$ 451,200          | \$ (60,000)             |
| <b>SubTotal</b>                       | <b>\$ 399,441</b>   | <b>\$ 511,200</b>   | <b>\$ 451,200</b>   | <b>\$ (60,000)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 611,506          | \$ 623,281          | \$ 516,549          | \$ (106,732)            |
| Operating Expenses                    | 476,926             | 703,050             | 655,245             | (47,805)                |
| Capital Outlay                        | 12,039              | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 1,100,471</b> | <b>\$ 1,326,331</b> | <b>\$ 1,171,794</b> | <b>\$ (154,537)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 701,030</b>   | <b>\$ 815,131</b>   | <b>\$ 720,594</b>   | <b>\$ (94,537)</b>      |
| <b>Positions</b>                      | <b>9</b>            | <b>9</b>            | <b>8</b>            | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ 60,000 Decrease in revenue due to the reduction of services for printing and copying.
- \$ (106,732) Reduction in personal services due to the elimination of one Production Coordinator position and a reduction in FRS rates, offset by an increase in insurance costs.
- \$ (47,805) Decrease in rental, outside printing and binding, and materials and supplies due to the reduction of operating revenue.

**\$ (94,537) Total Decrease**

**ADMINISTRATION/MEDIA AND PUBLIC INFORMATION**

**Programs/Services**

The Administration/Media and Public Information Division of Public Affairs coordinates Emergency Management training for the department and in activation, handles all press conferences and the media at the Emergency Management Center (EOC). Additionally, this division plans, coordinates and organizes 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 county-wide 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.

**FY 11 Highlights & Accomplishments**

- Acting as the Public Information Unit, participated in five emergency preparedness exercises. Three of the exercises were full scale functional exercises that exercised policies, procedures and equipment in the field.
- Spearheaded three County-wide public information campaigns; the Ethics Ordinance Drafting Committees, the review of the County Charter and the Redistricting process were communicated in print, digital and video resource formats to include public meetings, advertising, publications and an extensive Web presence.
- Coordinated the County's presence at the South Florida Fair. 564,000 Fair attendees were exposed to information on 13 County Departments and 2 Constitutional Offices. Over 6000 copies of the Palm Beach County Guide to Services were given out in the 17 day period.
- Public Affairs issued over 175 press releases with at least 60% of these releases becoming newspaper articles.

**FY 12 Objectives**

- Re-align staff to reflect the changing aspect of media and public relations. Public outreach will be separated into digital and traditional sections to focus and increase exposure of County services and initiatives.
- Assist BCC and Administration in the Charter review process. All divisions of Public Affairs will be involved in the gathering of suggestions, public meetings, public outreach and publication of Charter changes.
- Increase region-wide training by continuing to participate in exercises in conjunction with FL Department of Emergency Management, Army Corps of Engineers, Regional Domestic Security Task Force and other Region 7 partners.
- Provide information to the residents of Palm Beach County about government agencies and services.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Special events/projects coordinated  | 47                    | 23                    | 25                    | 12                             | 30                    |
| Number of Emergency Management Exercises   | N/A                   | N/A                   | N/A                   | N/A                            | 10                    |
| Percentage of evaluated EM Exercises in which PA was rated satisfactory or above | N/A                   | N/A                   | N/A                   | N/A                            | 95%                   |
| Number of telephone calls from residents   | N/A                   | N/A                   | N/A                   | N/A                            | 55,000                |

**ADMINISTRATION/MEDIA AND PUBLIC INFORMATION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 7,053            | \$ -                | \$ -                | -                       |
| <b>SubTotal</b>                       | <b>\$ 7,053</b>     | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 561,579          | \$ 551,607          | \$ 526,264          | \$ (25,343)             |
| Operating Expenses                    | 35,377              | 51,401              | 57,128              | 5,727                   |
| <b>SubTotal</b>                       | <b>\$ 596,956</b>   | <b>\$ 603,008</b>   | <b>\$ 583,392</b>   | <b>\$ (19,616)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ 589,903</b>   | <b>\$ 603,008</b>   | <b>\$ 583,392</b>   | <b>\$ (19,616)</b>      |
| <b>Positions</b>                      | <b>6</b>            | <b>6</b>            | <b>6</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (25,343) Decrease due to the reduction in FRS rates offset by the increase in insurance cost.

\$ 5,727 Decrease in various operating expenses

**\$ (19,616) Total Decrease**

## DEPARTMENT SUMMARY

### Mission Statement

To protect, enhance, and improve the health, safety, welfare and quality of life in Palm Beach County. This mission is conducted with employee teamwork and public service through an organization of diverse agencies, programs and services.

### Department Overview

The Department of Public Safety provides for administration and enforcement of laws; one-to-one counseling, advocacy, treatment programs and services; educational programs; court support programs and disaster response and recovery coordination and crisis management through six divisions: Animal Care and Control (ACC), Consumer Affairs (CA), Emergency Management (EM), Victim Services (VS), Youth Affairs (YA), and Justice Services (JS). Each division has a central office and four of the programs have additional satellite facilities. Services provided by the divisions of Animal Care and Control, Consumer Affairs, and Emergency Management relate primarily to regulatory enforcement. All programs support activities related to counseling and advocacy, education, and disaster crisis management.

### Emerging Issues

- ACC's statistical analysis showed an emerging trend of a decrease in euthanasia and an increase of 15% in the release of companion animals. FY 2010 saw a fractional decrease in euthanasia, but FY 2011 reveals an overall 19% decrease; of these figures the division euthanized 24% fewer cats. These statistics are a historical first in Palm Beach County.
- VS procured \$880,662 (for a 3 year period) in recurring funding from the State of Florida Department of Health to improve services for sexual assault victims by establishing a Forensic Rape Exam Facility in Palm Beach County to provide patient assessment and medical treatment, documenting and collecting forensic evidence, and preparing for offender prosecution.
- With the ever increasing legislative efforts of the Bail Bond Industry to "outlaw" the comprehensive use of Pretrial Services Programs and the reduction of staff through budgetary necessity, JS will require "reaching deep" to provide consistent high level of services to the Courts. Accurate data collection and reporting of services provided will be critical in addressing both issues in an accountable manner.
- CA is dealing with a six month Moratorium enacted by the Board of County Commissioners preventing the acceptance of applications for the issuance of Vehicle for Hire (VFH) Business Permits. The Moratorium, scheduled to end November 2011, will have a significant impact on incoming revenues necessary for meeting the regulated VFH budget requirements and supporting staff if extended beyond 2011.
- EM is facing cuts to several Homeland Security Grants and additional sheltering service requirements based on new federal mandates. EM is working to overcome challenges with the implementation of the Next Generation 9-1-1 system and emerging issues related to required technologies. Finally, with the new surge model information and evacuation studies, there is a need to revise hurricane evacuation areas and sheltering plans.
- YA is working with the Criminal Justice Commission to examine performance data and provide information that will illustrate the effectiveness of our programming and treatment approach. The cost of the psychometric tools to measure the change in their treatment population and the limited funding resources presents a challenge in implementing our evaluation to prove the efficacy of our programming.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12)  |              |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|--------------|
|                                       |                      |                      |                      | \$                    | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                      |                      |                       |              |
| Charges for Services                  | \$ 3,484,265         | \$ 3,450,785         | \$ 4,358,775         | \$ 907,990            | 26%          |
| Fines & Forfeitures                   | 862                  | 1,000                | 21,000               | 20,000                | 2000%        |
| Grants                                | 1,701,039            | 3,908,407            | 2,344,064            | (1,564,343)           | (40%)        |
| 911 Revenue                           | 8,413,002            | 7,800,000            | 7,800,000            | -                     | -            |
| Licenses & Permits                    | 565,745              | 528,000              | 545,500              | 17,500                | 3%           |
| Other                                 | 1,092,048            | 238,825              | (158,702)            | (397,527)             | (166%)       |
| Interfund Transfers                   | 1,100,435            | 1,004,174            | 898,355              | (105,819)             | (11%)        |
| Fund Balance                          | 19,887,174           | 15,225,512           | 6,382,529            | (8,842,983)           | (58%)        |
| <b>SubTotal</b>                       | <b>\$ 36,244,570</b> | <b>\$ 32,156,703</b> | <b>\$ 22,191,521</b> | <b>\$ (9,965,182)</b> | <b>(31%)</b> |

**Appropriations**

|                    |                      |                      |                      |                        |              |
|--------------------|----------------------|----------------------|----------------------|------------------------|--------------|
| Personal Services  | \$ 21,693,676        | \$ 21,483,371        | \$ 19,699,849        | \$ (1,783,522)         | (8%)         |
| Operating Expenses | 9,206,356            | 10,015,564           | 7,402,309            | (2,613,255)            | (26%)        |
| Capital Outlay     | 41,293               | 6,812,151            | 100,000              | (6,712,151)            | (99%)        |
| Grants and Aids    | 2,340,729            | 4,362,413            | 3,014,576            | (1,347,837)            | (31%)        |
| Transfers          | 1,284,566            | 1,901,329            | 1,385,217            | (516,112)              | (27%)        |
| Reserves           | -                    | 6,540,619            | 8,163,211            | 1,622,592              | 25%          |
| <b>SubTotal</b>    | <b>\$ 34,566,620</b> | <b>\$ 51,115,447</b> | <b>\$ 39,765,162</b> | <b>\$ (11,350,285)</b> | <b>(22%)</b> |

|                           |                      |                      |                      |                       |             |
|---------------------------|----------------------|----------------------|----------------------|-----------------------|-------------|
| <b>Ad Valorem Funding</b> | <b>\$ 19,156,868</b> | <b>\$ 18,958,744</b> | <b>\$ 17,573,641</b> | <b>\$ (1,385,103)</b> | <b>(7%)</b> |
|---------------------------|----------------------|----------------------|----------------------|-----------------------|-------------|

|                  |            |            |            |             |             |
|------------------|------------|------------|------------|-------------|-------------|
| <b>Positions</b> | <b>334</b> | <b>331</b> | <b>312</b> | <b>(19)</b> | <b>(6%)</b> |
|------------------|------------|------------|------------|-------------|-------------|



**ANIMAL CARE AND CONTROL**

**Programs/Services**

To prevent and investigate cruelty to animals and to prevent unwanted pets through vigorous spay/neuter efforts, to conduct a proper licensing program for pets, handle complaints and conduct investigations for civil infractions, provide sheltering and medical care for impounded/unwanted animals, and to facilitate live release of as many animals as possible through adoption or rescue partnering. Primary services include public health and safety through rabies surveillance and testing; humane education on the proper care of companion animals; provide low cost spaying and neutering of dogs and cats and encourage pet sterilization; develop ordinances to protect animals; and enforce existing laws.

**FY 11 Highlights & Accomplishments**

- Passage of ordinance to protect and raise the standard of care for working guard dogs. Ordinance required expanded living space, improved standards of care and veterinary certification the dog is fit to work.
- Passage of ordinance to prohibit chaining or tethering of animals at any time unless owner or caretaker is present.
- Euthanasia is down 19% from previous year and represents the second year in a row for this trend. FY 2010 marked the first time in ACC history a decline in euthanasia and FY 2011 marks the first significant
- Release of dogs and cats increased nearly 15% and is contributed to a multi-faceted approach to adoptions and community partnering efforts. Spay/Neuter programs showed a 40% increase in surgeries.

**FY 12 Objectives**

- Increase tag revenue by 30%. ACC now allows residents to purchase rabies tags on-line. This increase, combined with outsourcing data entry, should allow increased revenue and more efficient operations.
- Increase live release rate of animals by 10%. The Division will be focusing on increasing adoptions and placement by separation of adoptable animals from non-adoptable, re-branding shelter, and changing marketing strategy.
- Increase sterilizations by 10%. The Division is implementing spay/neuter programs that focus on high-risk targets such as cats and large dogs and by recruiting veterinary staff who specialize in high-volume surgery.

| <b>Performance Measures</b>                     | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Rabies/license tag revenue                      | 2,088,597             | 1,728,683             | 1,600,000             | 839,001                        | 2,080,000             |
| The number of animals adopted or sent to rescue | 7,227                 | 7,240                 | 7,050                 | 2,793                          | 7,755                 |
| The number of Countywide sterilizations         | 6,941                 | 9,517                 | 7,500                 | 4,293                          | 8,250                 |

**ANIMAL CARE AND CONTROL**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 2,716,160        | \$ 2,598,215        | \$ 3,575,430        | \$ 977,215              |
| Fines & Forfeitures                   | 862                 | 1,000               | 21,000              | 20,000                  |
| Other                                 | 145,160             | 45,610              | 39,002              | (6,608)                 |
| Fund Balance                          | 1,442,806           | 830,751             | 565,669             | (265,082)               |
| <b>SubTotal</b>                       | <b>\$ 4,304,988</b> | <b>\$ 3,475,576</b> | <b>\$ 4,201,101</b> | <b>\$ 725,525</b>       |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 7,472,777        | \$ 7,632,870        | \$ 7,062,082        | \$ (570,788)            |
| Operating Expenses                    | 1,453,164           | 1,500,698           | 2,010,044           | 509,346                 |
| Capital Outlay                        | 10,172              | -                   | -                   | -                       |
| Transfers                             | 400,000             | -                   | -                   | -                       |
| Reserves                              | -                   | 365,658             | 521,776             | 156,118                 |
| <b>SubTotal</b>                       | <b>\$ 9,336,113</b> | <b>\$ 9,499,226</b> | <b>\$ 9,593,902</b> | <b>\$ 94,676</b>        |
| <b>Ad Valorem Funding</b>             | <b>\$ 5,031,125</b> | <b>\$ 6,023,650</b> | <b>\$ 5,392,801</b> | <b>\$ (630,849)</b>     |
| <b>Positions</b>                      | <b>122</b>          | <b>122</b>          | <b>115</b>          | <b>(7)</b>              |

**Budget Variance Explanation**

- \$ (725,525) Increase in tag sales from outsourcing the tag section and increase in spay/neuter fees for dogs owned by non-indigent residents. This is offset by a decrease in fund balance due to a reduction of expenses charged to the Spay/Neuter fund.
- \$ (570,788) Decrease due to the elimination of seven positions (three Data Processor I, two Fiscal Specialist I, Manager Community Projects, and Assistant Director) and a reduction in FRS rates. Five of the eliminated positions are due to outsourcing the tag section.
- \$ 509,346 Increase primarily in other contractual services due to the outsourcing of the tag section.
- \$ 156,118 Increase in reserves due to a reduction of expenses charged to Spay/Neuter Fund.

**\$ (630,849) Total Decrease**

**CONSUMER AFFAIRS**

**Programs/Services**

To utilize county and state consumer protection ordinances/statutes to: 1) Investigate and enforce unfair and deceptive trade practices of businesses in Palm Beach County. 2) Educate and assist Palm Beach County Consumers in the process of selecting businesses which provide fair value for services/merchandise and avoid conflicts/misunderstandings with those businesses. 3) Effectively assist consumers in mediating disputes with businesses and landlords. 4) Regulate the moving, vehicle-for-hire and towing industries operating in the County to protect the safety and interests of consumers. 5) Enforce "price gouging" ordinance during hurricanes and other declared emergencies to protect the financial interest of consumers. 6) Administer the placement of tobacco products in retail establishments to reduce possession by minors.

**FY 11 Highlights & Accomplishments**

- Processed over 40,000 contacts by telephone, e-mail, fax, and in person.
- Investigators mediated and negotiated over \$185,000 in refunds of cash or services for consumers.
- Enforcement actions by Compliance Officers resulted in over 300 administrative actions taken against unlicensed businesses and licensed companies/drivers in violation of the Ordinance.
- Over 400 consumer complaints resulted in successful mediation or a reasonable offer made by the business to resolve the issue.

**FY 12 Objectives**

- Increase Moving, Towing and Vehicle for Hire enforcement or administrative actions against unlicensed or offending businesses by 10%.
- Attain an 80% resolution rate for Moving, Towing and Vehicle for Hire Ordinance violations processed through Civil Court or Special Master Hearing.
- Respond to 90% of Moving, Towing and Vehicle for Hire complaints within five working days from receipt.
- Conduct 10 consumer and business outreach or education events at civic, business and neighborhood meetings.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of Administrative/Enforcement Actions   | 623                   | 476                   | 650                   | 331                            | 715                   |
| Resolution rate for violations processed through Civil Court or Special Master Hearing | N/A                   | N/A                   | N/A                   | 67%                            | 80%                   |
| Average number of complaints received and responded within 5 working days              | N/A                   | N/A                   | N/A                   | 80%                            | 90%                   |
| Consumer and Business Outreach/Education event meetings                                | N/A                   | N/A                   | N/A                   | 1                              | 10                    |

**CONSUMER AFFAIRS**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 132              | \$ 21,000           | \$ -                | \$ (21,000)             |
| Licenses & Permits                    | 544,929             | 510,000             | 523,000             | 13,000                  |
| Other                                 | 56,236              | 8,000               | 1,450               | (6,550)                 |
| Fund Balance                          | 1,008,829           | 749,383             | 429,050             | (320,333)               |
| <b>SubTotal</b>                       | <b>\$ 1,610,126</b> | <b>\$ 1,288,383</b> | <b>\$ 953,500</b>   | <b>\$ (334,883)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 1,347,809        | \$ 1,289,640        | \$ 1,052,501        | \$ (237,139)            |
| Operating Expenses                    | 178,704             | 264,224             | 203,281             | (60,943)                |
| Transfers                             | 2,114               | 2,614               | 2,614               | -                       |
| Reserves                              | -                   | 245,864             | 146,252             | (99,612)                |
| <b>SubTotal</b>                       | <b>\$ 1,528,627</b> | <b>\$ 1,802,342</b> | <b>\$ 1,404,648</b> | <b>\$ (397,694)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ (81,499)</b>  | <b>\$ 513,959</b>   | <b>\$ 451,148</b>   | <b>\$ (62,811)</b>      |
| <b>Positions</b>                      | <b>21</b>           | <b>18</b>           | <b>18</b>           | <b>-</b>                |

**Budget Variance Explanation**

- \$ 334,883 Reduction in revenue due primarily to a reduction in fund balance.
- \$ (237,139) Decrease is due to staff salaries charged off to appropriately reflect actual salary expenses and a reduction in FRS rates.
- \$ (60,943) Decrease primarily in other charges and obligations, office furniture, and equipment and postage.
- \$ (99,612) Decrease in Vehicle for Hire Ordinance reserves is due to higher than expected expenses for the prior year.

**\$ (62,811) Total Decrease**

**EMERGENCY MANAGEMENT**

**Programs/Services**

To prepare and maintain all-hazard disaster preparedness, response, recovery, redevelopment and mitigation programs and plans; inspect licensed Emergency Medical Service (EMS) agencies and hazardous materials facilities; maintain street address database for 9-1-1; update and maintain critical 9-1-1 files; conduct outreach and educational programs; and provide public alerts, warnings, and after hour emergency notifications. Primary services include review and approval of emergency plans for licensed residential health care facilities; Emergency Operations Center (EOC) planning and readiness; County Emergency Response Team (CERT) citizen training; business and industry disaster readiness; special needs registration and disaster sheltering program; maintain a 24-hour Communications Center and Countywide emergency alert and warning system (Dialogic); manage various EMS, 9-1-1, and Homeland Security grants for Palm Beach County.

**FY 11 Highlights & Accomplishments**

- Updated the Disaster Recovery Plan which outlines the system for recovery operations and organizational framework, bridging the gap between response and redevelopment plans.
- Ensured compliance with FEMA's Five Year National Incident Management System (NIMS) Training Plan and implemented PBC Division of Emergency Management Multi-Year Training and Exercise Plan.
- Improved public and partner agency emergency information sharing systems by creating various social media pages, mobile public damage reporting tools, and “WebEOC” system enhancements.
- Completed the five year Community Rating System (CRS) on-site review and audit. The completion of this audit will result in flood insurance discounts for the residents of Palm Beach County.

**FY 12 Objectives**

- Maintain compliance with FEMA’s Five Year National Incident Management System Training Plan and implement the PBC Division of Emergency Management Multi-Year Training and Exercise Plan.
- Update the Strategic Shelter Plan and Special Needs Program to meet State requirements and ensure sufficient capacity through ongoing coordination with partner agencies.
- Complete transition to the NG 9-1-1 system to include installation, training and system migration.
- Establish and implement programs to recruit, assign, and train County employees for disaster response and recovery assignments.

| <b>Performance Measures</b>                                  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| County Warning Point Communication Activities                | 106,560               | 138,511               | 135,000               | 70,056                         | 140,000               |
| Percentage of EOC Activation Staff that meet NIMS Compliance | N/A                   | 41%                   | 55%                   | 43%                            | 65%                   |
| The number of Duty Officer Events                            | 146                   | 101                   | 250                   | 120                            | 300                   |

**EMERGENCY MANAGEMENT**

|                                       | <b>FY 10 Actual</b>    | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|------------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                        |                      |                      |                         |
| Charges for Services                  | \$ 75,688              | \$ 108,540           | \$ 46,555            | \$ (61,985)             |
| Grants                                | 1,551,894              | 3,013,216            | 1,710,006            | (1,303,210)             |
| 911 Revenue                           | 8,413,002              | 7,800,000            | 7,800,000            | -                       |
| Licenses & Permits                    | 20,146                 | 16,500               | 21,000               | 4,500                   |
| Other                                 | 877,521                | 150,600              | (230,000)            | (380,600)               |
| Fund Balance                          | 17,143,485             | 13,374,288           | 5,328,052            | (8,046,236)             |
| <b>SubTotal</b>                       | <b>\$ 28,081,736</b>   | <b>\$ 24,463,144</b> | <b>\$ 14,675,613</b> | <b>\$ (9,787,531)</b>   |
| <b><u>Appropriations</u></b>          |                        |                      |                      |                         |
| Personal Services                     | \$ 2,539,026           | \$ 2,439,027         | \$ 2,463,411         | \$ 24,384               |
| Operating Expenses                    | 6,382,573              | 6,503,205            | 3,446,530            | (3,056,675)             |
| Capital Outlay                        | 31,121                 | 6,812,151            | 100,000              | (6,712,151)             |
| Grants and Aids                       | 1,300,432              | 3,310,972            | 1,981,824            | (1,329,148)             |
| Transfers                             | 882,452                | 1,898,715            | 1,382,603            | (516,112)               |
| Reserves                              | -                      | 5,726,133            | 7,495,183            | 1,769,050               |
| <b>SubTotal</b>                       | <b>\$ 11,135,604</b>   | <b>\$ 26,690,203</b> | <b>\$ 16,869,551</b> | <b>\$ (9,820,652)</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ (16,946,132)</b> | <b>\$ 2,227,059</b>  | <b>\$ 2,193,938</b>  | <b>\$ (33,121)</b>      |
| <b>Positions</b>                      | <b>35</b>              | <b>37</b>            | <b>36</b>            | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ 1,365,195 Decrease primarily in Urban Area Security Initiative (UASI), State Homeland Security Grant Program (SHSGP), Emergency Management System (EMS), and United Way due to expiring agreements.
- \$ 8,422,336 Decrease primarily due to fund balance.
- \$ 24,384 Increase due to staff hired above the minimum salary requirement and internal promotions. Eliminated one filled Program Coordinator position.
- \$ (3,056,675) Decrease in Next Generation (NG) 911 project components of the NG phone system.
- \$ (8,041,299) Decrease is primarily due to purchasing the final components of the new NG 911 phone system in FY 2011; as a result, there will be a much lower need for capital purchases in FY 2012. There was also a reduction in 911 call taker salaries. Finally, the purchasing of medical equipment will no longer occur through the Emergency Medical Services grant. Moving forward, the County will procure the equipment then transfer to the municipalities.
- \$ (516,112) Decrease in transfers to Fire Rescue and Palm Beach County Sheriff's Office for 911 call taker salaries and the closing of the Urban Area Security Initiative grants.
- \$ 1,769,050 Increase in reserves to balance fund.

**\$ (33,121) Total Decrease**

**VICTIM SERVICES**

**Programs/Services**

To provide comprehensive direct services to crime victims and to advocate on their behalf within the criminal justice system and the community. Primary services include 1) 24-hour hotline and crisis field response for victims and surviving family members of sexual assault, domestic violence, homicide, and other serious injury cases; 2) comprehensive advocacy to uphold the rights of crime victims including personal and legal advocacy, court accompaniment, assistance with filing victim compensation claims, and information and referral; 3) individual and family therapy support groups; and 4) professional training and community awareness for law enforcement and health care professionals, schools, and community groups on impact of criminal victimization, crime victims' rights, and available services.

**FY 11 Highlights & Accomplishments**

- Procured \$880,662 (for a 3 year period) in recurring funding from the State Department of Health to improve services for sexual assault victims by establishing a Forensic Rape Exam Facility in Palm Beach County.
- Increased therapeutic service capacity by 800 hours annually for traumatized crime victims by establishing a therapy intern program at no cost to the County.
- Contracted with 211 Helpline of Palm Beach/Treasure Coast to provide 24/7 hotline services for crime/sexual assault victims.
- Integrated the Justice Services and Victim Services Directors into one position providing the County with a cost savings of one executive position.

**FY 12 Objectives**

- Assist 3,300 new crime victims with comprehensive services including 24 hour hotline, crisis field response, forensic exams, medical care follow-up, criminal justice assistance, and victims' rights advocacy.
- Provide 3,100 direct service therapy hours by licensed therapists for children and adults who are victims of domestic violence, sexual assault, homicide, and general crime.
- Provide 80 professional training and public presentations with respect to sexual assault awareness, crime victims' rights, the impact of criminal victimization, and available services.
- Coordinate 200 forensic rape exams through the 24/7 rape crisis program where advocates will provide reporting and non-reporting sexual assault victims with crisis counseling, advocacy, and accompaniment during exam.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of New Crime Victims served  | 3,217                 | 3,359                 | 3,200                 | 1,801                          | 3,300                 |
| Number of direct therapy hours by licensed therapists                                 | 2,793                 | 3,159                 | 3,000                 | 1,424                          | 3,100                 |
| Number of professional trainings and public presentations                             | 70                    | 119                   | 50                    | 59                             | 80                    |
| Number of Forensic Rape Exams coordinated by staff for Primary Sexual Assault Clients | N/A                   | 203                   | 200                   | 117                            | 200                   |

**VICTIM SERVICES**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 42,349           | \$ 35,000           | \$ 40,483           | \$ 5,483                |
| Grants                                | 186,457             | 235,480             | 280,044             | 44,564                  |
| Interfund Transfers                   | -                   | 13,081              | 25,297              | 12,216                  |
| Other                                 | 2,042               | 2,000               | 1,000               | (1,000)                 |
| Fund Balance                          | 84,461              | 57,709              | 43,608              | (14,101)                |
| <b>SubTotal</b>                       | <b>\$ 315,309</b>   | <b>\$ 343,270</b>   | <b>\$ 390,432</b>   | <b>\$ 47,162</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,592,482        | \$ 2,418,034        | \$ 2,311,241        | \$ (106,793)            |
| Operating Expenses                    | 128,496             | 187,901             | 227,908             | 40,007                  |
| Reserves                              | -                   | 2,964               | -                   | (2,964)                 |
| <b>SubTotal</b>                       | <b>\$ 2,720,978</b> | <b>\$ 2,608,899</b> | <b>\$ 2,539,149</b> | <b>\$ (69,750)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,405,669</b> | <b>\$ 2,265,629</b> | <b>\$ 2,148,717</b> | <b>\$ (116,912)</b>     |
| <b>Positions</b>                      | <b>36</b>           | <b>36</b>           | <b>37</b>           | <b>1</b>                |

**Budget Variance Explanation**

- \$ (47,162) Increase in revenue primarily for the Victim of Crimes Act, Therapy, and Sexual Assault
- \$ (106,793) Decrease due to the elimination of one vacant Victim Advocate and one vacant Senior Clerk Typist and a reduction in FRS rates, offset by increased insurance costs. Three additional grant-funded positions were added during FY 2011 that were not included in the adopted budget.
- \$ 37,043 Increase primarily in Victim of Crimes Act, Therapy, and Sexual Assault grants.

**\$ (116,912) Total Decrease**



**YOUTH AFFAIRS**

**Programs/Services**

To provide educational, outreach, and residential services to the youth and families of Palm Beach County. Primary services include prevention programs aimed at diverting “at risk” youth from the juvenile justice system; and psychological and therapeutic services in the form of family therapy, psychological testing, residential care, and psycho-educational groups for parents and youth.

**FY 11 Highlights & Accomplishments**

- The Division of Youth Affairs (YA) solidified a collaboration with CJC to retrieve and analyze data regarding the effectiveness of YA programming.
- The Highridge Family Center maintained a full census with a waiting list of 24 kids. In addition, program completion rates are on the rise.
- The Youth Service Bureau broke new ground by making contact with as many as fifty (50) agencies and schools previously underserved.
- The Division increased its collaboration with Youth Court, the Family Violence Intervention Program, and the Firesetter's Program.

**FY 12 Objectives**

- The Highridge Family Center (HRFC) will provide residential care to 200 families. The HRFC serves youth 11 to 16 years of age. The treatment program is 3 months long and 48 beds are available.
- The Highridge Family Center will achieve a program completion rate of 55% and a bed utilization rate of 90%.
- The Youth Service Bureau will provide community-based clinical treatment to 1,300 families at several locations within Palm Beach County.
- The Youth Affairs Education & Training Center will provide 2,000 hours of direct service in the form of family, individual, group, psychological testing, professional training, and Psycho-Ed groups.

| <b>Performance Measures</b>                          | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Highridge bed days utilization                       | 95%                   | 91%                   | 90%                   | 92%                            | 90%                   |
| Highridge completion rate                            | 48%                   | 58%                   | 50%                   | 62%                            | 55%                   |
| Number of families receiving clinical services (YSB) | 1,935                 | 1,254                 | 1,500                 | 1,021                          | 1,300                 |
| Number of education & training direct service hours  | N/A                   | N/A                   | N/A                   | 1,262                          | 2,000                 |

**YOUTH AFFAIRS**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Licenses & Permits                    | \$ 670              | \$ 1,500            | \$ 1,500            | \$ -                    |
| Other                                 | 12,121              | 32,615              | 29,846              | (2,769)                 |
| Fund Balance                          | 7,593               | 13,381              | 16,150              | 2,769                   |
| <b>SubTotal</b>                       | <b>\$ 20,384</b>    | <b>\$ 47,496</b>    | <b>\$ 47,496</b>    | <b>\$ -</b>             |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 4,432,436        | \$ 4,315,825        | \$ 3,967,828        | \$ (347,997)            |
| Operating Expenses                    | 423,577             | 499,402             | 545,327             | 45,925                  |
| <b>SubTotal</b>                       | <b>\$ 4,856,013</b> | <b>\$ 4,815,227</b> | <b>\$ 4,513,155</b> | <b>\$ (302,072)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 4,835,629</b> | <b>\$ 4,767,731</b> | <b>\$ 4,465,659</b> | <b>\$ (302,072)</b>     |
| <b>Positions</b>                      | <b>68</b>           | <b>67</b>           | <b>61</b>           | <b>(6)</b>              |

**Budget Variance Explanation**

\$ (347,997) Decrease due to the elimination of six vacant positions (two Licensed Family Therapists, one Family Counselor, two Senior Clerk Typists, and one Clerical Specialist) and a reduction in FRS rates, offset by increased insurance costs.

\$ 45,925 Increase primarily in other contractual services, offset by a decrease in utilities and electric.

**\$ (302,072) Total Decrease**

**JUSTICE SERVICES**

**Programs/Services**

To provide a variety of highly professional age and issue specific programs to enhance public safety and assist the Justice System and the citizens of Palm Beach County. Primary services include 1) identification and treatment of substance abuse issues through a rigorous Drug Court treatment program; 2) prevention of domestic violence through dedicated case management and monitoring services; 3) provision of information to the court so informed decisions can be made regarding bond for defendants; 4) supervision and monitoring of individuals referred by the court pending disposition of their criminal case; 5) evaluation and assessment and qualified expert witness testimony by forensic psychologists; 6) provision of Legal Aid services (state mandated); and 7) access to enhanced independent living case management through Guardian Ad Litem for Children.

**FY 11 Highlights & Accomplishments**

- Cross-trained and integrated Elder Justice Counselors to work in the Supervised Release Program while maintaining service levels for Elder Justice.
- Pretrial Services re-designed interview and procedures to assist in the identification of individuals suitable for Veterans Court Docket.
- Successfully implemented Family Drug Court (funded by a federal grant) to work with individuals involved with substance abuse in the child welfare system.
- Supervised Release Program took on the challenge of verifying utilization of the Juvenile Detention Center and saved the County over \$40,000 in the first half of the fiscal year by determining we were overcharged by 152 days.

**FY 12 Objectives**

- Process over 30,000 individuals awaiting the disposition of their cases by presenting interview information to the Court and offering supervision services to those released pretrial.
- Coordinate and oversee drug treatment services for 450 individuals through the Adult Felony Drug Court.
- Maintain current level of issue specific case management services provided by Family Violence Intervention (FVIP), Elder Justice (EJ) and Domestic Violence (DV) Programs.
- Maintain current level of Forensic Evaluations performed by the Forensic Psychology Office.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| # of pretrial defendants screened, interviewed, supervised or participating in drug court | 30,600                | 30,708                | 29,025                | 16,077                         | 30,650                |
| FVIP/DV/EJ issued specific case management services provided (*excludes EJ cases)         | 1,533                 | 1,102                 | 1,153                 | 664                            | 1,142                 |
| Number of forensic evaluations performed  | 315                   | 370                   | 330                   | 198                            | 342                   |
| Number of participants diverted into Adult Drug Court                                     | 205                   | 401                   | 500                   | 439                            | 500                   |

**JUSTICE SERVICES**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 649,936          | \$ 688,030          | \$ 696,307          | \$ 8,277                |
| Grants                                | (37,312)            | 659,711             | 354,014             | (305,697)               |
| Other                                 | (1,032)             | -                   | -                   | -                       |
| Interfund Transfers                   | 1,100,435           | 991,093             | 873,058             | (118,035)               |
| Fund Balance                          | 200,000             | 200,000             | -                   | (200,000)               |
| <b>SubTotal</b>                       | <b>\$ 1,912,027</b> | <b>\$ 2,538,834</b> | <b>\$ 1,923,379</b> | <b>\$ (615,455)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 3,309,146        | \$ 3,387,975        | \$ 2,842,786        | \$ (545,189)            |
| Operating Expenses                    | 639,842             | 1,060,134           | 969,219             | (90,915)                |
| Grants and Aids                       | 1,040,297           | 1,051,441           | 1,032,752           | (18,689)                |
| Reserves                              | -                   | 200,000             | -                   | (200,000)               |
| <b>SubTotal</b>                       | <b>\$ 4,989,285</b> | <b>\$ 5,699,550</b> | <b>\$ 4,844,757</b> | <b>\$ (854,793)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 3,077,258</b> | <b>\$ 3,160,716</b> | <b>\$ 2,921,378</b> | <b>\$ (239,338)</b>     |
| <b>Positions</b>                      | <b>52</b>           | <b>51</b>           | <b>45</b>           | <b>(6)</b>              |

**Budget Variance Explanation**

- \$ 305,697 Decrease in grants for the Family and Drug Court Programs ending in FY 2012.
  - \$ 309,758 Decrease in interfund transfers is combined with an increase in Drug Court funding from the Crime Prevention fund and a decrease in funding from the \$65 fee revenue. Decrease in fund balance is due to the Family Drug Court program grant ending in FY 2012.
  - \$ (545,189) Decrease due to the elimination of six positions (Case Coordinator, Legal Clerk, Pretrial Counselor I, Pretrial Counselor II and two Elder Justice Counselors) and reductions in FRS rates, offset by increased insurance costs.
  - \$ (90,915) Decrease in various operating expenses, primarily office supplies, travel and rent-office equipment.
  - \$ (18,689) Decrease in legal aid due to a reduction in funding from the \$65 fee revenue.
  - \$ (200,000) Decrease in reserves to balance fund.
- \$ (239,338) Total Decrease**

## DEPARTMENT SUMMARY

### Mission Statement

To provide departments under the Board of County Commissioners with procurement services in accordance with the Palm Beach County Code, with central warehouse services that include a store and storage facility, and with delivery of interdepartmental mail, stored items, and stock goods.

### 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 for all County departments under the Board of County Commissioners. Procurements valued at or exceeding \$1,000 are centralized through the Purchasing department; however, all purchases less than \$1,000 in value are decentralized through the user County Departments. The procurement of goods and services is accomplished through various methods including the Request For Quote (RFQ), Invitation For Bid (IFB), Request For Submittal (RFS), and Request For Proposal (RFP). Other services provided by the Purchasing Department include the provision of a central warehouse facility that provides centralized shipping, receiving, and storage for County departments, a County store that provides basic operating supplies, and delivery of interdepartmental and U.S. Mail, stored items, and stock goods.

### Emerging Issues

- With the increase in vendor related issues, including vendor protests and public records requests, the time required for processing requisitions, contracts and purchase orders is increasing.
- Purchasing is working on transferring the responsibility of insurance tracking for all applicable County contracts to the Risk Management Department.
- Vendor Self Service will be implemented Fall 2012. This Advantage Financial System component provides online registration to vendors and will be a major change to the current vendor registration process.
- Purchasing is moving toward a "paperless" system by implementing SmeadSoft, an online record storage program. Converting all department documents online should be accomplished by early 2012.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |              |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                     |                     |                     | \$                   | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                     |                     |                     |                      |              |
| Charges for Services                  | \$ 926              | \$ 6,200            | \$ 1,500            | \$ (4,700)           | (76%)        |
| Fines & Forfeitures                   | 3,000               | 7,000               | 7,000               | -                    | -            |
| Other                                 | \$ 2,369            | \$ -                | \$ -                | \$ -                 | -            |
| <b>SubTotal</b>                       | <b>\$ 6,295</b>     | <b>\$ 13,200</b>    | <b>\$ 8,500</b>     | <b>\$ (4,700)</b>    | <b>(36%)</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |              |
| Personal Services                     | \$ 3,207,911        | \$ 3,302,243        | \$ 3,196,547        | \$ (105,696)         | (3%)         |
| Operating Expenses                    | 270,297             | 272,372             | 274,463             | 2,091                | 1%           |
| <b>SubTotal</b>                       | <b>\$ 3,478,208</b> | <b>\$ 3,574,615</b> | <b>\$ 3,471,010</b> | <b>\$ (103,605)</b>  | <b>(3%)</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 3,471,913</b> | <b>\$ 3,561,415</b> | <b>\$ 3,462,510</b> | <b>\$ (98,905)</b>   | <b>(3%)</b>  |
| <b>Positions</b>                      | <b>43</b>           | <b>43</b>           | <b>43</b>           | <b>-</b>             | <b>-</b>     |

**PURCHASING****Programs/Services**

Primary services include the procurement of non-construction related goods and services via the RFQ, IFB, RFS, and RFP processes; monitoring term contracts to ensure that gaps in service do not occur; monitoring decentralized purchases made by user County departments to ensure that the appropriate policies and procedures are observed; providing suggestions to user County departments with regard to alternative source selection; handling all protests, including those pertaining to construction related procurements; coordinate and participate in protest hearings conducted before a Special Master; and provide procurement training, advice, and assistance to all user County departments.

**FY 11 Highlights & Accomplishments**

- Implemented the Inspector General Fee Policy and Procedure Manual.
- Revised the Purchasing Department's process and procedure for advertising solicitations on our website, on Channel 20, and in the Palm Beach Post. Vendors are now able to download any of the Purchasing Department's solicitations directly from the website.
- Added a Glades Local Preference to the County's Local Preference Ordinance; adopted by the BCC.
- Added an alternative source selection process for Glades Utility procurements to the Purchasing Code; adopted by the BCC.

**FY 12 Objectives**

- Provide excellent customer service by processing requisitions within 18 workdays or less.
- Provide excellent customer service by issuing 88% of purchase orders within 30 days.
- Provide excellent customer service by processing 88% of all term contracts without a gap in service.

| <b>Performance Measures</b>   | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|---|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Average workdays to process requisitions                            | 13                        | 12                        | 18                        | 11                                 | 18                        |
| Percentage of purchase orders issued within 30 days                 | 92%                       | 94%                       | 88%                       | 95%                                | 88%                       |
| Percentage of all term contracts processed without a gap in service | 93%                       | 94%                       | 88%                       | 96%                                | 88%                       |

**PURCHASING**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 926              | \$ 6,200            | \$ 1,500            | \$ (4,700)              |
| Fines & Forfeitures                   | 3,000               | 7,000               | 7,000               | -                       |
| <b>SubTotal</b>                       | <b>\$ 3,926</b>     | <b>\$ 13,200</b>    | <b>\$ 8,500</b>     | <b>\$ (4,700)</b>       |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 2,318,390        | \$ 2,424,698        | \$ 2,340,238        | \$ (84,460)             |
| Operating Expenses                    | 111,259             | 146,134             | 137,000             | (9,134)                 |
| <b>SubTotal</b>                       | <b>\$ 2,429,649</b> | <b>\$ 2,570,832</b> | <b>\$ 2,477,238</b> | <b>\$ (93,594)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,425,723</b> | <b>\$ 2,557,632</b> | <b>\$ 2,468,738</b> | <b>\$ (88,894)</b>      |
| <b>Positions</b>                      | <b>30</b>           | <b>30</b>           | <b>30</b>           | <b>-</b>                |

**Budget Variance Explanation**

- \$ 4,700 Decrease in revenue due to vendors ability to print the Purchasing Advertised Solicitations from the website.
- \$ (84,460) Decrease is primarily due to the downgrading of a Senior Buyer position to a Buyer position and a reduction in FRS rates.
- \$ (9,134) Decrease in casualty self insurance premiums.

**\$ (88,894) Total Decrease**



**WAREHOUSE/STORES****Programs/Services**

Primary services include the processing of stock requisitions through the automated Inventory Control Subsystem and providing stock items (i.e., basic operating supplies) to user County Departments; delivering of interdepartmental and U.S. Mail, publications, and paychecks to user County Departments; provide centralized shipping, receiving, and storage operation for User County Departments and Constitutional Officers; maintain an inventory of emergency supplies; and deliver storage items and stock goods to User Departments as requested.

**FY 11 Highlights & Accomplishments**

- The Warehouse/Stores section filled approximately 4,000 stock requisitions.

**FY 12 Objectives**

- Provide excellent customer service by filling 95% of the commodity lines on stock requisitions within five workdays.
- Reduce the number of back orders for supplies ordered from the Purchasing Warehouse by more closely monitoring inventory levels and expediting open orders.

| <b>Performance Measures</b>  | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|--|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Line items filled within five workdays as a percentage of total number of line items shipped | 95.20%                    | 96.40%                    | 95%                       | 95.90%                             | 95%                       |
| Number of back orders recorded from stock requisitions shipped from the Warehouse            | 1174                      | 848                       | 1075                      | 448                                | 1075                      |

**WAREHOUSE/STORES**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 2,369            | \$ -                | \$ -                | \$ -                    |
| <b>SubTotal</b>                       | <b>\$ 2,369</b>     | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 889,521          | \$ 877,545          | \$ 856,309          | \$ (21,236)             |
| Operating Expenses                    | 159,038             | 126,238             | 137,463             | 11,225                  |
| <b>SubTotal</b>                       | <b>\$ 1,048,559</b> | <b>\$ 1,003,783</b> | <b>\$ 993,772</b>   | <b>\$ (10,011)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,046,190</b> | <b>\$ 1,003,783</b> | <b>\$ 993,772</b>   | <b>\$ (10,011)</b>      |
| <b>Positions</b>                      | <b>13</b>           | <b>13</b>           | <b>13</b>           | <b>-</b>                |

**Budget Variance Explanation**

\$ (21,236) Decrease primarily due to a reduction in FRS rates.

\$ 11,225 Increase in various operating expenses, including motor pool costs.

**\$ (10,011) Total Decrease**

## DEPARTMENT SUMMARY

### 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. The Department strives for excellence through proactive management of various programs including Property & Casualty, Workers' Compensation, Occupational Health and Employee Assistance Program, Group Health Insurance and Employee Safety/Loss Control.

### Department Overview

The Department is comprised of seven major programs including: Administration, Property and Casualty, Workers' Compensation, Employee Safety/Loss Control, Occupational Health, Employee Benefits and Employee Assistance. Within these various programs, the Department manages claims involving Workers' Compensation and damage to County property and allegations of County liability. The Employee Safety/Loss Control section develops and implements comprehensive programs targeted to reduce accidents and comply with state and federal occupational health and safety laws. The Occupational Health Clinic provides medical services for work related injuries and illnesses, as well as health education and employee physical examinations. The Employee Assistance Program provides assistance to employees who have personal and family problems that may affect their work performance. The Employee Benefits Section develops and administers health and life insurance and long-term disability programs to protect County employees and their families.

### Emerging Issues

- As the Patient Protection and Affordable Care Act of 2010 continues to roll out its incremental deadlines as it reaches its final fruition in 2018, the landscape of employer-sponsored health insurance benefits will change dramatically. We must continually monitor and ensure compliance with the Act.
- Challenges to legislation that limits workers' compensation attorneys fees could be overturned and increase the County's workers' compensation costs.
- The County's excess liability exposure limits set under F.S. 768.28 will increase from \$100,000/\$200,000 to \$200,000/\$300,000 on 10/1/11 causing potentially significant increases in claims payouts.
- The Employee Assistance Program continues to experience increased assistance for employees and their family members due to the economic downturn.
- New fees for employee drivers' motor vehicle records will increase costs and cause a reduction in current driving record data used by Risk Management for driving risk analysis.
- Active weather events impacting the United States have the potential to dramatically affect the cost of the County's property insurance portfolio.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual          | FY 11 Budget          | FY 12 Budget          | Change (FY 11-FY 12)   |              |
|---------------------------------------|-----------------------|-----------------------|-----------------------|------------------------|--------------|
|                                       |                       |                       |                       | \$                     | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                       |                       |                       |                        |              |
| Other                                 | \$ 82,399,227         | \$ 83,803,559         | \$ 88,072,483         | \$ 4,268,924           | 5%           |
| Fund Balance                          | 41,912,958            | 31,984,441            | 13,364,241            | (18,620,200)           | (58%)        |
| <b>SubTotal</b>                       | <b>\$ 124,312,185</b> | <b>\$ 115,788,000</b> | <b>\$ 101,436,724</b> | <b>\$ (14,351,276)</b> | <b>(12%)</b> |
| <b><u>Appropriations</u></b>          |                       |                       |                       |                        |              |
| Personal Services                     | \$ 2,662,061          | \$ 2,568,786          | \$ 2,611,332          | \$ 42,546              | 2%           |
| Operating Expenses                    | 94,490,536            | 90,840,276            | 96,839,405            | 5,999,129              | 7%           |
| Transfers                             | 3,169,865             | -                     | 491,800               | 491,800                | -            |
| Reserves                              | -                     | 22,754,713            | 1,861,976             | (20,892,737)           | (92%)        |
| <b>SubTotal</b>                       | <b>\$ 100,322,462</b> | <b>\$ 116,163,775</b> | <b>\$ 101,804,513</b> | <b>\$ (14,359,262)</b> | <b>(12%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 377,168</b>     | <b>\$ 375,775</b>     | <b>\$ 367,789</b>     | <b>\$ (7,986)</b>      | <b>(2%)</b>  |
| <b>Positions</b>                      | <b>30</b>             | <b>30</b>             | <b>30</b>             | <b>-</b>               | <b>-</b>     |

**ADMINISTRATION**

**Programs/Services**

The Administration section oversees the day-to-day operations and fiscal activities of the Group Insurance, Property & Casualty, Workers' Compensation, Occupational Health Clinic and Employee Assistance Program sections of the Department.

**FY 11 Highlights & Accomplishments**

- Reviewed and realigned process to ensure appropriate Workers' Compensation allocation for the Constitutional Officers.
- Reported all eligible COBRA participants to ensure the agency received \$93,000 subsidy payroll credit through the American Recovery and Reinvestment Act.
- Reviewed and processed required changes of benefit data in the Risk Information Management System to ensure accurate records for billing and benefits information.

**FY 12 Objectives**

- Evaluate and implement a centralized process for the collection, recording, transportation and deposit of checks received from benefit self-pay participants, claim subrogation, insurance proceeds, etc.
- Evaluate and implement "best practice" solutions for each of the fiscal tasks associated with the operations of the department.
- Continue to monitor department computer systems and software for efficiency and effectiveness.

| <b>Performance Measures</b>                      | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of days to audit/process benefit invoices | 2                     | 2                     | 2                     | 2                              | 2                     |

**ADMINISTRATION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 504,647          | \$ 525,491          | \$ 538,989          | \$ 13,498               |
| <b>SubTotal</b>                       | <b>\$ 504,647</b>   | <b>\$ 525,491</b>   | <b>\$ 538,989</b>   | <b>\$ 13,498</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 454,092          | \$ 449,924          | \$ 461,049          | \$ 11,125               |
| Operating Expenses                    | 50,555              | 75,567              | 77,940              | 2,373                   |
| <b>SubTotal</b>                       | <b>\$ 504,647</b>   | <b>\$ 525,491</b>   | <b>\$ 538,989</b>   | <b>\$ 13,498</b>        |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>5</b>            | <b>5</b>            | <b>5</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (13,498) Administration is fully funded through the Workers' Compensation Division. As expenses increase in this Division, the corresponding revenue will increase.

\$ 13,498 Increase in health insurance costs and Casualty Self Insurance premiums offset by a reduction in FRS rates.

**\$ - Total Decrease**

## PROPERTY AND CASUALTY

### Programs/Services

To serve the citizens of Palm Beach County and other operating units within County government by providing 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. Primary services include 1) to serve as the County's resource with respect to matters pertaining to the avoidance, retention and transfer of risk; 2) to educate County staff and customers on insurance related issues through participation in workshops and expanded use of the intranet; and 3) to control the cost of insurance and self-insured claim costs through the aggressive defense of claims against the County and collection of costs associated with the negligence of third parties.

### FY 11 Highlights & Accomplishments

- Began a new contract for insurance broker services that will allow the County to secure the best possible pricing and coverage for both property and liability insurance.
- Began a new three-year Master Builders Risk Insurance Program that will result in a significant savings for new construction and renovation projects.
- Successfully subrogated over 90% of County third party claims using internal staff. By doing this, costs were kept at a minimum and over 80% of the monies owed to the County were collected.
- Continued to control costs within claims management.

### FY 12 Objectives

- Maximize the recovery of repair costs to County-owned assets damaged due to negligence of third parties.
- Continue to participate in workshops and training sessions.
- Use new full service system to centralize insurance certificate tracking for County agencies.
- Control costs within the entire claims management system.

| Performance Measures   | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|--|----------------|----------------|----------------|-------------------------|----------------|
| Percentage of costs recovered for repair of County owned assets. | 86%            | 80%            | 80%            | 85%                     | 80%            |
| Percentage of successfully subrogated claims                     | 95%            | 80%            | 80%            | 93%                     | 80%            |
| Number of workshops and training sessions                        | 13             | 10             | 6              | 3                       | 6              |

**PROPERTY AND CASUALTY**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Other                                 | \$ 11,547,302        | \$ 11,105,278        | \$ 11,045,114        | \$ (60,164)             |
| Fund Balance                          | 12,630,962           | 8,960,464            | 8,819,333            | (141,131)               |
| <b>SubTotal</b>                       | <b>\$ 24,178,264</b> | <b>\$ 20,065,742</b> | <b>\$ 19,864,447</b> | <b>\$ (201,295)</b>     |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 359,284           | \$ 315,590           | \$ 317,720           | \$ 2,130                |
| Operating Expenses                    | 11,369,316           | 12,819,012           | 12,406,212           | (412,800)               |
| Transfers                             | 1,942,407            | -                    | 491,800              | 491,800                 |
| Reserves                              | -                    | 6,931,140            | 1,861,976            | (5,069,164)             |
| <b>SubTotal</b>                       | <b>\$ 13,671,007</b> | <b>\$ 20,065,742</b> | <b>\$ 15,077,708</b> | <b>\$ (4,988,034)</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>4</b>             | <b>4</b>             | <b>4</b>             | <b>-</b>                |

**Budget Variance Explanation**

- \$ 201,295 Decrease in revenues, primarily from fund balance.
- \$ 2,130 Increase in health insurance costs offset by a reduction in FRS rates.
- \$ (412,800) Decrease in insurance claims expense and other various operating expenses.
- \$ 491,800 Increase due to a one-time transfer to the General Fund to settle an insurance claim.
- \$ (5,069,164) Decrease in reserves due to the transfer to the Workers' Compensation Division due to higher expenses.

|             |                       |
|-------------|-----------------------|
| <b>\$ -</b> | <b>Total Decrease</b> |
|-------------|-----------------------|

NOTE: The revenues and expenses listed above do not include transfers within Risk Management funds.



## WORKERS' COMPENSATION

### Programs/Services

To manage and oversee the administering of the County's self-insured Workers' Compensation claims. The County's claims are now administered by a third party administrator, which includes two on-site adjusters, and is in accordance with the Florida Workers' Compensation Law (F.S. 440). This program insures that all claims are processed in an efficient and timely manner, and to investigate all claims involving lost time. The Workers' Compensation Division/Third Party Administrator, currently has approximately 950 open claims and receives approximately 60 new claims a month. The primary services include 1) process all injury claims timely and efficiently; 2) investigate the compensability of all accidents to assure coverage; 3) pay all lost time claims in accordance with Florida Statute 440; 4) mitigate the costs and exposures associated with litigated claims; 5) pursue any and all subrogation and Special Disability Trust Fund (SDTF) recoveries; 6) pay all authorized medical bills in accordance with the Florida Medical and Surgical Fee Schedule, as well as obtain PPO and Rx discounts; and 7) close claims timely.

### FY 11 Highlights & Accomplishments

- Maintained a high rate of success defending claims made against the County, including a 1st District Court of Appeals case.
- Secured excess reinsurance coverage, while continuing to pursue old excess insurance recoveries, including identifying additional losses from policies dating back to the 1980's.
- Closed and settled many of the high exposure claims that were identified going into the year.
- Achieved savings for the second year in a row, by utilizing a pharmacy benefits manager and network provider discounts, available through our Third Party Administrator.

### FY 12 Objectives

- Ensure third party administrator continues to process all injury claims timely and efficiently, while investigating the compensability of all accidents.
- Work closely with the third party administrator to ensure all claims are handled within the terms of the contract and medical utilization is appropriate for each claim.
- Pursue any and all subrogation and SDTF recoveries through the third party administrator and defense counsel.
- Continue to pursue already identified reinsurance recoveries.

| Performance Measures   | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|--|----------------|----------------|----------------|-------------------------|----------------|
| Compliance with State minimum standards for processing claims from medical providers | 98%            | 100%           | 100%           | 100%                    | 100%           |
| Claims closing ratio (At the end of each month, closed claims/new claims received)   | 178%           | 119%           | 100%           | 109%                    | 100%           |
| Average number of days to process claims from medical providers                      | 35             | 40             | 40             | 40                      | 40             |

**WORKERS' COMPENSATION**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Other                                 | \$ 11,443,957        | \$ 10,315,614        | \$ 8,869,962         | \$ (1,445,652)          |
| Fund Balance                          | 7,262,105            | 6,653,149            | -                    | (6,653,149)             |
| <b>SubTotal</b>                       | <b>\$ 18,706,062</b> | <b>\$ 16,968,763</b> | <b>\$ 8,869,962</b>  | <b>\$ (8,098,801)</b>   |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 146,092           | \$ 138,760           | \$ 153,404           | \$ 14,644               |
| Operating Expenses                    | 15,455,368           | 11,077,933           | 13,503,297           | 2,425,364               |
| Reserves                              | -                    | 5,752,070            | -                    | (5,752,070)             |
| <b>SubTotal</b>                       | <b>\$ 15,601,460</b> | <b>\$ 16,968,763</b> | <b>\$ 13,656,701</b> | <b>\$ (3,312,062)</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>2</b>             | <b>2</b>             | <b>2</b>             | <b>-</b>                |

**Budget Variance Explanation**

- \$ 1,445,652 Decrease in other revenue due to increased expenditures in the Administration, Employee Safety/Loss Control, Occupational Health and Employee Assistance Program divisions that are funded by the Workers' Compensation Division.
- \$ 6,653,149 Decrease in revenues from the elimination of the fund balance.
- \$ 14,644 Increase in health insurance costs offset by a reduction in FRS rates.
- \$ 2,425,364 Increase in insurance claims expense.
- \$ (5,752,070) Decrease in reserves primarily due to various increases in Workers' Compensation costs.

|             |                       |
|-------------|-----------------------|
| <b>\$ -</b> | <b>Total Decrease</b> |
|-------------|-----------------------|

NOTE: The revenues and expenses listed above do not include transfers within Risk Management funds.

## EMPLOYEE SAFETY/LOSS CONTROL

### Programs/Services

To provide 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. To accomplish this, the Employee Safety/Loss Control Division develops, maintains, and provides programs and services to the Departments of the BCC to identify and control inherent risks through 1) developing and maintaining written procedures and policies; 2) administering a variety of programs including audits, inspections, and respiratory protection; 3) providing and specifying worker and supervisor training; and 4) supporting departmental safety programs / committees and providing technical assistance.

### FY 11 Highlights & Accomplishments

- Provided a variety of routine and specialized Safety and Health training, both online and in person.
- Continued to provide health, safety and loss control technical support and consultative services to BCC departments and constitutionals. Provided support to safety committees throughout the County.
- Provided technical support in the area of Industrial Hygiene and Safety. Significant work was performed to ensure compliance in the areas of asbestos projects, radon testing and Industrial Hygiene air sampling.
- Managed the vehicle safety program. This includes new employee approval, accident investigation, conducting Accident Review Boards and ensuring that approved drivers have valid Florida licenses.

### FY 12 Objectives

- Continue to provide general and specialized safety training to County supervisors and employees.
- Increase field-based safety initiatives to ensure employee safety by observing worksite activities.
- Continue to provide investigative support for employee and vehicle accidents.
- Evaluate and implement any necessary changes to the Driver Program based on new fee requirements anticipated from the State of Florida.

| Performance Measures                       | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|--|----------------|----------------|----------------|-------------------------|----------------|
| Employee training classes                  | 318            | 344            | 275            | 101                     | 300            |
| Review all employee injury/illness reports | 719            | 768            | 800            | 591                     | 800            |
| PBC Driver Program employees               | 5,060          | 5,295          | 5,450          | N/A*                    | 6,050          |

\* March 31 information was not available because the system used to store the data is not capable of producing information from the past. Going forward, procedures have been put in place to run the reports on the dates that are required.

**EMPLOYEE SAFETY/LOSS CONTROL**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 980,874          | \$ 1,001,263        | \$ 985,721          | \$ (15,542)             |
| <b>SubTotal</b>                       | <b>\$ 980,874</b>   | <b>\$ 1,001,263</b> | <b>\$ 985,721</b>   | <b>\$ (15,542)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 730,109          | \$ 697,516          | \$ 685,705          | \$ (11,811)             |
| Operating Expenses                    | 250,765             | 303,747             | 300,016             | (3,731)                 |
| <b>SubTotal</b>                       | <b>\$ 980,874</b>   | <b>\$ 1,001,263</b> | <b>\$ 985,721</b>   | <b>\$ (15,542)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>7</b>            | <b>7</b>            | <b>7</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ 15,542 Employee Safety/Loss Control is fully funded through the Workers' Compensation Division. As cuts are made in this Division, the corresponding revenue will decrease.
- \$ (11,811) Reduction in FRS rates and lower costs due to staff turnover offset by an increase in health insurance costs.
- \$ (3,731) Decrease in Casualty Self Insurance premiums.

**\$ - Total Decrease**

## OCCUPATIONAL HEALTH

### Programs/Services

To provide 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, timely medical and rehabilitative services, and health education programs, employees are able to achieve the highest level of health and wellness. Services offered include 1) conducting post-offer physical examinations; 2) conducting periodic medical surveillance due to occupational hazards to comply with Occupational Health and Safety Administration (OSHA) and the Department of Transportation (DOT); 3) treatment and case management of work-related injuries and illnesses as mandated by F.S. 440; 4) providing immunizations for Hepatitis A & B, Rabies, Tetanus and skin testing for Tuberculosis for employees with potential occupational exposure; and 5) monitoring personal medical leave of absence in accordance with the Family Medical Leave Act (FMLA).

### FY 11 Highlights & Accomplishments

- Continued to provide post-offer physical exams for all new employees.
- Continued medical surveillance testing and vaccine programs for employees at risk for occupational exposures.
- Provided cost-effective in-house medical treatment and case management for injured employees.
- Continued to monitor personal medical leave of absences in accordance with the FMLA.
- Continued working with Human Resources and ISS to develop a FMLA tracking system, integrated with the current leave system, that uses electronic workflow to initiate, route, approve incidents and print required federal notices to employees.

### FY 12 Objectives

- Provide post-offer physical exams for all new employees and medical surveillance as mandated by OSHA and DOT.
- Aim for further penetration of the contracted workers' compensation PPO network to achieve maximum savings.
- Monitor employees on short term disability to ensure compliance with the Family Medical Leave Act.

| <b>Performance Measures</b>  | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|--|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Post-offer physicals provided  | 393                       | 374                       | 400                       | 202                                | 400                       |
| Medical surveillance visits  | 5,271                     | 4,832                     | 5,000                     | 2,328                              | 5,000                     |
| Percentage of FMLA leaves processed in compliance with Federal Regulations | 100%                      | 100%                      | 100%                      | 100%                               | 100%                      |

**OCCUPATIONAL HEALTH**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 631,824          | \$ 749,424          | \$ 757,254          | \$ 7,830                |
| <b>SubTotal</b>                       | <b>\$ 631,824</b>   | <b>\$ 749,424</b>   | <b>\$ 757,254</b>   | <b>\$ 7,830</b>         |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 469,222          | \$ 483,141          | \$ 490,602          | \$ 7,461                |
| Operating Expenses                    | 162,602             | 266,283             | 266,652             | 369                     |
| <b>SubTotal</b>                       | <b>\$ 631,824</b>   | <b>\$ 749,424</b>   | <b>\$ 757,254</b>   | <b>\$ 7,830</b>         |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>6</b>            | <b>6</b>            | <b>6</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (7,830) Occupational Health is fully funded through the Workers' Compensation Division. As expenses increase in this Division, the corresponding revenue will increase.

\$ 7,461 Increase in health insurance costs offset by a reduction in FRS rates.

\$ 369 Increase in Casualty Self Insurance premiums.

**\$ - Total Decrease**

## EMPLOYEE BENEFITS

### Programs/Services

To provide excellent customer service to group insurance participants and to properly administer the County's various employee group insurance (health, life, and short and long term disability) plans in accordance with federal law and County policies. Primary services include: 1) maintain active employee, retiree, COBRA, VSIP and enrollment change information; 2) act as a liaison for County employees with the insurance carriers as needed in the resolution of problems or disputes; 3) provide information to employees explaining plan benefits, available service providers, and claim procedures; 4) verify and process premium bills for payment; and 5) expedite the payment of claims on behalf of service providers.

### FY 11 Highlights & Accomplishments

- Implemented review of eligibility provisions regarding overage dependents, grandchildren, etc. Reviewed eligibility, made any necessary adjustments, and implemented review standards and business processes for notifying employees about coverage termination of covered dependents and coverage options for overage dependents.
- Enhanced the Open Enrollment document distribution process by providing a concise and condensed document printed and distributed directly by Public Affairs/Graphics; thereby increasing efficiencies in delivering benefits information, reducing printing and other supply costs, and virtually eliminating Risk Management staff time dedicated to these tasks.
- Continued evaluation and review of the open enrollment processes and delivery of information by evaluating presentations and exploring utilization of alternate communication methods to deliver the information and increase flexibility of receiving information, enhancing use of electronic systems and increasing efficiencies.
- Continued collaboration with ISS regarding RIMS and MyBenefits systems to explore ways to maximize use of technology and working towards automation of benefits processes.

### FY 12 Objectives

- Evaluate and implement a more efficient open enrollment process for County employees enrolled in the Board-sponsored benefit plans.
- Increase the percentage of employees who use the County's online enrollment system.
- Work to reduce the amount of paper used and distributed by the division.

| Performance Measures   | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|--|----------------|----------------|----------------|-------------------------|----------------|
| Number of employee, retiree, or dependent participant benefit encounters | n/a            | n/a            | n/a            | n/a                     | 5,000          |
| Number of short term disability claims processed                         | n/a            | n/a            | n/a            | n/a                     | 60             |
| Number of long term disability claims processed                          | n/a            | n/a            | n/a            | n/a                     | 30             |
| Percentage of employees using the online enrollment system               | 21%            | 33%            | 70%            | 40%                     | 75%            |

**EMPLOYEE BENEFITS**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Other                                 | \$ 57,085,946        | \$ 59,898,281        | \$ 65,662,634        | \$ 5,764,353            |
| Fund Balance                          | 22,019,891           | 16,370,828           | 4,544,908            | (11,825,920)            |
| <b>SubTotal</b>                       | <b>\$ 79,105,837</b> | <b>\$ 76,269,109</b> | <b>\$ 70,207,542</b> | <b>\$ (6,061,567)</b>   |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 304,078           | \$ 284,847           | \$ 299,349           | \$ 14,502               |
| Operating Expenses                    | 67,196,437           | 66,288,534           | 70,275,982           | 3,987,448               |
| Transfers                             | 1,227,458            | -                    | -                    | -                       |
| Reserves                              | -                    | 10,071,503           | -                    | (10,071,503)            |
| <b>SubTotal</b>                       | <b>\$ 68,727,973</b> | <b>\$ 76,644,884</b> | <b>\$ 70,575,331</b> | <b>\$ (6,069,553)</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ 377,168</b>    | <b>\$ 375,775</b>    | <b>\$ 367,789</b>    | <b>\$ (7,986)</b>       |
| <b>Positions</b>                      | <b>4</b>             | <b>4</b>             | <b>4</b>             | <b>-</b>                |

**Budget Variance Explanation**

\$ (5,764,353) Increase in revenues from interdepartmental charges. Department's allocation of insurance cost will increase effective January 2012 to compensate for an increase in insurance cost. Employee insurance rates were not increased.

\$ 11,825,920 Use of Fund Balance to fund on-going operations.

\$ 14,502 Increase in health insurance costs and staff turnover offset by a reduction in FRS rates.

\$ 3,987,448 Increase in insurance claims expense.

\$ (10,071,503) Decrease in reserves primarily due to various increases in Insurance Claims Expense.

**\$ (7,986) Total Decrease**



## EMPLOYEE ASSISTANCE PROGRAM

### Programs/Services

To promote the 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. Services include: 1) assessment of both personal/professional problems; 2) referral to community resources; 3) short-term counseling; 4) case management and follow-up; 5) conduct mandated (Department of Transportation and Drug Free Workplace) substance abuse evaluations; 6) provide crisis intervention in the workplace; 7) conduct supervisor training in identifying and referring employees to the Employee Assistance Program (EAP) and supervisor training mandated in substance abuse education; and 8) provide education programs in substance abuse, stress, smoking cessation, financial concerns, parenting and other conditions which negatively impact the employee.

### FY 11 Highlights & Accomplishments

- Maintained a high level of counseling services and supervisor training while the Employee Assistance Specialist position was vacant.
- "Ask Dr. Marcy" column has been well received.
- Implemented a self help lending library open to all employees at zero cost to the County.

### FY 12 Objectives

- Inform supervisors on ways to assist their employees with performance problems by publishing a semi-annual column entitled "Supervisor's Corner" on the EAP website.
- Schedule on-going evening or Lunch and Learn classes to benefit employees.

| <b>Performance Measures</b>       | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|-----------------------------------|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Supervisors trained               | 130                       | 95                        | 215                       | 62                                 | 95                        |
| Counseling sessions               | n/a                       | n/a                       | n/a                       | 612                                | 576                       |
| Educational and training programs | 67                        | 38                        | 40                        | 14                                 | 40                        |

**EMPLOYEE ASSISTANCE PROGRAM**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 204,677          | \$ 208,208          | \$ 212,809          | \$ 4,601                |
| <b>SubTotal</b>                       | <b>\$ 204,677</b>   | <b>\$ 208,208</b>   | <b>\$ 212,809</b>   | <b>\$ 4,601</b>         |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 199,184          | \$ 199,008          | \$ 203,503          | \$ 4,495                |
| Operating Expenses                    | 5,493               | 9,200               | 9,306               | 106                     |
| <b>SubTotal</b>                       | <b>\$ 204,677</b>   | <b>\$ 208,208</b>   | <b>\$ 212,809</b>   | <b>\$ 4,601</b>         |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>2</b>            | <b>2</b>            | <b>2</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (4,601) Employee Assistance Program is fully funded through the Workers' Compensation division. As expenses increase in this division, the corresponding revenue will increase.

\$ 4,601 Increase in health insurance costs offset by a reduction in FRS rates.

**\$ - Total Decrease**

## DEPARTMENT SUMMARY

### Mission Statement

The Tourist Development Council (TDC) and its agencies' mission is to lead the promotion of tourism in Palm Beach County (PBC) by empowering collaborative partnerships, advocating appropriate destination defining developments and ensuring the steady growth of visitors.

### Department Overview

The TDC has the oversight responsibilities of four publicly funded agencies, four funding programs, and one County related program. The four publicly funded organizations are: 1) Convention & Visitors Bureau (CVB); 2) Cultural Council; 3) Sports Commission; and 4) Film & Television Commission (FTV). The four funding programs are: 1) 4th Cent which funds operating deficits on the Convention Center and debt service on Roger Dean Stadium and the Convention Center; 2) 1st Cent which funds the Convention Center parking garage/expansion; 3) Convention Center Operations; and 4) Special Projects. In addition, TDC funds are transferred to the Environmental Resource Management department for the beach renourishment program.

### Emerging Issues

- The TDC is exploring ways to maintain, as well as increase, its presence in the market.
- County staff continues to support the building of a convention center hotel as the process evolves.
- The TDC continues to work with Roger Dean Stadium to maintain long-term contract with Major League Baseball during spring training.
- The TDC and CVB continue to support and assist Palm Beach International Airport in attracting additional service to the airport.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12) |            |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|------------|
|                                       |                      |                      |                      | \$                   | %          |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |            |
| Charages for Services                 | \$ 3,405,151         | \$ 3,288,921         | \$ 3,507,639         | \$ 218,718           | 7%         |
| Grants                                | 250,000              | 250,000              | 250,000              | -                    | -          |
| Tourist Development Taxes             | 23,219,184           | 22,109,617           | 25,113,870           | 3,004,253            | 14%        |
| Other                                 | 697,219              | (697,855)            | (734,383)            | (36,528)             | 5%         |
| Fund Balance                          | 18,576,836           | 15,661,250           | 19,041,909           | 3,380,659            | 22%        |
| <b>SubTotal</b>                       | <b>\$ 46,148,390</b> | <b>\$ 40,611,933</b> | <b>\$ 47,179,035</b> | <b>\$ 6,567,102</b>  | <b>16%</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |            |
| Personal Services                     | \$ 406,337           | \$ 424,112           | \$ 414,449           | \$ (9,663)           | (2%)       |
| Operating Expenses                    | 15,636,795           | 15,269,127           | 17,361,011           | 2,091,884            | 14%        |
| Grants and Aids                       | 2,278,892            | 2,135,141            | 2,635,000            | 499,859              | 23%        |
| Transfers                             | 9,264,346            | 9,082,186            | 9,038,760            | (43,426)             | -          |
| Reserves                              | -                    | 13,701,367           | 17,729,815           | 4,028,448            | 29%        |
| <b>SubTotal</b>                       | <b>\$ 27,586,370</b> | <b>\$ 40,611,933</b> | <b>\$ 47,179,035</b> | <b>\$ 6,567,102</b>  | <b>16%</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>4</b>             | <b>0</b>             | <b>-</b>   |

**ADMINISTRATION**

**Programs/Services**

TDC Administration monitors and approves agency budgets, administers contracts, and approves marketing plans for the agencies, and provides strategic planning for the successful promotion of tourism in PBC.

**FY 11 Highlights & Accomplishments**

- The bed tax collections increased by 9.7% over FY 2010's collections.
- Occupancy rate increased 5.5% over FY 2010.
- ADR (average daily rate) is up 6.7% over FY 2010.

**FY 12 Objectives**

- Administer the agency's contractual obligations, bed tax collections and pursue additional sources of funding for agencies to assist in promoting Palm Beach County as a major tourist destination.
- Increase interaction among tourism stakeholders in identifying opportunities to increase destination visibility.

| <b>Performance Measures</b> | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY 11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|-----------------------------|---------------------------|---------------------------|---------------------------|------------------------------------|---------------------------|
| Bed Taxes                   | \$23,346,490              | \$23,219,185              | \$21,910,966              | \$12,843,940                       | \$25,113,870              |

**ADMINISTRATION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 57               | \$ -                | \$ -                | \$ -                    |
| <b>SubTotal</b>                       | <b>\$ 57</b>        | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 406,337          | \$ 424,112          | \$ 414,449          | \$ (9,663)              |
| Operating Expenses                    | 210,689             | 128,537             | 81,456              | (47,081)                |
| <b>SubTotal</b>                       | <b>\$ 617,026</b>   | <b>\$ 552,649</b>   | <b>\$ 495,905</b>   | <b>\$ (56,744)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>6</b>            | <b>4</b>            | <b>4</b>            | <b>0</b>                |

**Budget Variance Explanation**

\$ (9,663) Decrease in FRS rates offset by an increase in insurance costs.

\$ (47,081) Decrease in various operating expenditures including contractual services, promotional activities, and advertising.

**\$ (56,744) Total Decrease**

**CONVENTION AND VISITOR'S BUREAU**

**Programs/Services**

The Convention and Visitor's Bureau (CVB) develops a brand strategy and implements marketing and sales programs to increase visitation to PBC by leisure tourists, groups and meetings and other visitors in key markets throughout the United States and internationally. This is accomplished through on- and off-line consumer and trade advertising and targeted sales programs directed to different geographic and niche segments of the marketplace.

**FY 11 Highlights & Accomplishments**

- Launched first-ever multi-channel cooperative program with JetBlue airlines resulting in a 521% increase in getaway package sales to Palm Beach County during the first 30 days of the campaign, out-pacing other comparable Florida destinations.
- Secured the first-ever 32-page editorial and advertorial insert in the Delta Sky in-flight magazine valued at \$1.6 million in earned value for the destination and attracting re-location inquiries from three corporations.
- Successfully initiated a database prospecting call program to intensify prospect development and lead generation, from existing and newly acquired databases.
- Launched a new Meetings and Weddings Microsite featuring updated and compelling Hotel and Resort Meetings and Weddings Packages.

**FY 12 Objectives**

- Maximize media placement to generate 272,000 inquires.
- Generate 474,000 visitors to the Convention and Visitors Bureau's website.
- Book 75,000 room nights for the hotel group sales effort.

| <b>Performance Measures</b>          | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--------------------------------------|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of advertising inquires       | 278,168               | 207,946               | 242,000               | 236,552                        | 272,000               |
| Number of unique visitors to website | 472,617               | 313,011               | 423,000               | 218,763                        | 474,000               |
| Number of booked room nights         | 70,933                | 89,507                | 50,000                | 36,287                         | 75,000                |

**CONVENTION & VISITOR'S BUREAU**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b> | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|---------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                     |                      |                         |
| Charges for Services                  | \$ 236,965           | \$ 238,921          | \$ 277,722           | \$ 38,801               |
| Tourist Development Taxes             | 7,096,788            | 6,747,474           | 7,693,273            | 945,799                 |
| Other                                 | 197,705              | (251,491)           | (222,809)            | 28,682                  |
| Fund Balance                          | 5,322,204            | 2,642,659           | 3,259,050            | 616,391                 |
| <b>SubTotal</b>                       | <b>\$ 12,853,662</b> | <b>\$ 9,377,563</b> | <b>\$ 11,007,236</b> | <b>\$ 1,629,673</b>     |
| <b><u>Appropriations</u></b>          |                      |                     |                      |                         |
| Operating Expenses                    | \$ 8,056,710         | \$ 7,278,317        | \$ 9,042,539         | \$ 1,764,222            |
| Reserves                              | -                    | 1,546,597           | 1,468,792            | (77,805)                |
| <b>SubTotal</b>                       | <b>\$ 8,056,710</b>  | <b>\$ 8,824,914</b> | <b>\$ 10,511,331</b> | <b>\$ 1,686,417</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>0</b>             | <b>0</b>            | <b>0</b>             | <b>0</b>                |

**Budget Variance Explanation**

- \$ (1,629,673) Increase in Tourist Development Tax revenue due to projected increase in room and occupancy rates. Increase in fund balance due to Tourist Development Tax revenues for prior year exceeded estimates.
  
- \$ 1,686,417 Increase in contractual services due to estimated increase in bed taxes for FY12 of which an established percentage is paid to Discover Palm Beach County, Inc. d.b.a Palm Beach County Convention & Visitors Bureau for the provision of services under PBC's Tourist Development Plan.

**\$ - Total Decrease**



**CULTURAL COUNCIL**

**Programs/Services**

The Cultural Council helps to develop PBC as a premier cultural destination through support, education and promotion of arts, heritage, culture, and nature-based venues and activities throughout the County, region and nation. Primary services include: 1) programs that provide financial investments to arts and cultural entities through competitive grant processes; 2) coordinated marketing and audience development strategies to promote the arts and culture to residents and visitors; 3) assists organizations and individuals in professional development for cultural leadership; 4) assists organizations in the development and promotion of arts and cultural education to all residents, especially school age children, and; 5) advocating on behalf of the cultural industry on funding, public policy, and economic development issues.

**FY 11 Highlights & Accomplishments**

- Awarded a total of \$1,880,440 to support the marketing of Palm Beach County through 34 arts, cultural, heritage and nature-based organizations.
- Developed and implemented the national *Getaway to Culture* marketing campaign promoting cultural hotel packages, resulting in 3,500 hits to the website.
- Launched a new and more attractive website ([www.palmbeachculture.com](http://www.palmbeachculture.com)) with added capabilities in video and social media.
- Promoted Palm Beach County as a cultural destination through several on-line integrated marketing campaigns directed at patron for theaters and summer travel.

**FY 12 Objectives**

- Market the county as a cultural destination through advertising, public relations, and promotions integrated with social media across local, regional, and national media.
- Expand the destination marketing by use of Category B grantees that use funds for marketing purposes. The Council will create co-op advertising opportunities for grantees.
- Manage "[www.palmbeachculture.com](http://www.palmbeachculture.com)" as the county's primary source for cultural information including experiences for tourists, visitors, and residents.

| <b>Performance Measures</b>   | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| The number of visitor leads coming from advertising in all media and channels           | 28,431                | 18,191                | 18,000                | 1,477                          | 15,000                |
| The number of reimbursement requests for marketing and advertising the destination      | 50                    | 50                    | 60                    | 25                             | 96                    |
| The number of times the website is accessed for cultural information on the destination | 35,455                | 35,951                | 45,000                | 18,707                         | 48,000                |
| The number of times the Council provides technical support or professional development  | 2,628                 | 1,698                 | 1,334                 | 968                            | 1,463                 |

**CULTURAL COUNCIL**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Tourist Development Taxes             | \$ 3,044,572        | \$ 2,894,714        | \$ 3,300,468        | \$ 405,754              |
| Other                                 | 37,981              | (116,957)           | (129,465)           | (12,508)                |
| Fund Balance                          | 779,538             | 511,687             | 1,019,155           | 507,468                 |
| <b>SubTotal</b>                       | <b>\$ 3,862,091</b> | <b>\$ 3,289,444</b> | <b>\$ 4,190,158</b> | <b>\$ 900,714</b>       |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Operating Expenses                    | \$ 1,006,190        | \$ 977,365          | \$ 1,216,923        | \$ 239,558              |
| Grants and Aids                       | 1,999,143           | 1,885,141           | 2,360,000           | 474,859                 |
| Reserves                              | -                   | 426,938             | 613,235             | 186,297                 |
| <b>SubTotal</b>                       | <b>\$ 3,005,333</b> | <b>\$ 3,289,444</b> | <b>\$ 4,190,158</b> | <b>\$ 900,714</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>0</b>            | <b>0</b>            | <b>0</b>            | <b>0</b>                |

**Budget Variance Explanation**

- \$ (900,714) Increase in Tourist Development Tax revenue due to projected increase in room and occupancy rates. Increase in fund balance due to Tourist Development Tax revenues for prior year exceeded estimates.
- \$ 714,417 Increase in operating expenses and grants and aids are due to projected increase in Cultural Council activities in FY 2012 as a result of projected increases in room and occupancy rates.
- \$ 186,297 Increase in reserves is due to the projected increase in Tourist Development Tax revenues for FY 2012 not currently appropriated.

**\$ - Total Increase**

**SPORTS COMMISSION**

**Programs/Services**

The Palm Beach County Sports Commission strives to attract sports events and sports activities to Palm Beach County. The commission actively submits bids and provides financial and staff support to event producers and event rights holders in our ongoing effort to establish and maintain relationships within the sports travel marketplace. The Commission is instrumental in procuring facilities and venues for event producers; helps with accommodations for sports participants and visitors; and provides event marketing, public relations, and operational support as required to ensure the success of county events. The Sports Commission advertises Palm Beach County as a tourist destination through national and international media whenever possible and continues to use the Commission's website (www.palmbeachsports.com) as a portal for sports information, sporting events, and sport organizations within Palm Beach County.

**FY 11 Highlights & Accomplishments**

- Palm Beach County continues to be recognized as one of the most prominent sports destinations in Florida. The Sports Commission has successfully promoted and marketed Palm Beach County and its sports assets in order to attract and support a diversified portfolio of amateur and professional athletic events. In FY 2011 the Sports Commission assisted 94 different events that generated 153,968 hotel room nights.
- The Sports Commission’s efforts have led to Palm Beach County becoming a premier destination for amateur baseball in the State. The number of state-wide, regional, and national amateur baseball tournaments held in the county has more than doubled since 2006. The county hosted a total of 24 such tournaments generating 15,293 room nights and nearly \$14 million of economic impact.
- The Sports Commission finished the year with its most noteworthy achievement in recent history. A detailed site visit, various local negotiations, and a thorough and comprehensive bid resulted in Palm Beach County being awarded the right to host the 2012 and 2013 USA Field Hockey (USAFH) National Hockey Festival. This is the largest field hockey tournament in the world, bringing an estimated 230 teams, 4,000 athletes, and 8,000 total participants to Palm Beach County during Thanksgiving weekend in each year.
- As a result of the Palm Beach County Sports Commission’s ongoing marketing efforts, Palm Beach County was recognized by both, "Sports Events Magazine", and, "Sports Destination Magazine" as a leading destination for sports tourism.

**FY 12 Objectives**

- Achieve 140,000 sports related room nights.
- Bid on 25 events/activities.
- Provide assistance and support to 70 events.
- Organize eight site visits.

| <b>Performance Measures</b>        | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|------------------------------------|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Support sports related room nights | 144,751               | 166,206               | 133,000               | 76,691                         | 140,000               |
| Submitted or assisted bids         | 22                    | 26                    | 22                    | 24                             | 25                    |
| Assisted sporting events           | 82                    | 90                    | 60                    | 56                             | 70                    |
| Organized site visits to recruit   | 21                    | 14                    | 6                     | 8                              | 8                     |

**SPORTS COMMISSION**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Tourist Development Taxes             | \$ 946,779          | \$ 900,178          | \$ 1,026,356        | \$ 126,178              |
| Other                                 | 21,927              | (27,569)            | (31,173)            | (3,604)                 |
| Fund Balance                          | 597,884             | 371,877             | 430,076             | 58,199                  |
| <b>SubTotal</b>                       | <b>\$ 1,566,590</b> | <b>\$ 1,244,486</b> | <b>\$ 1,425,259</b> | <b>\$ 180,773</b>       |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Operating Expenses                    | \$ 800,305          | \$ 817,929          | \$ 796,724          | \$ (21,205)             |
| Grants and Aids                       | 279,749             | 250,000             | 275,000             | 25,000                  |
| Transfers                             | 26,542              | -                   | -                   | -                       |
| Reserves                              | -                   | 176,557             | 353,535             | 176,978                 |
| <b>SubTotal</b>                       | <b>\$ 1,106,596</b> | <b>\$ 1,244,486</b> | <b>\$ 1,425,259</b> | <b>\$ 180,773</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>0</b>            | <b>0</b>            | <b>0</b>            | <b>0</b>                |

**Budget Variance Explanation**

- \$ (180,773) Increase in Tourist Development Tax revenue due to projected increase in room and occupancy rates. Increase in fund balance due to Tourist Development Tax revenues for prior year exceeded estimates.
- \$ (21,205) Decrease in various operating expenses.
- \$ 25,000 Increase in incentive grants provided by the Sports Commission to events held in Palm Beach County.
- \$ 176,978 Increase in reserves is due to the projected increase in Tourist Development Tax revenues for FY 2012 not currently appropriated.

**\$ - Total Decrease**

**FILM AND TELEVISION COMMISSION**

**Programs/Services**

The FTC provides 24-hour client services, one-stop permitting, a production guide, location assistance, lead responses, and other support mechanisms; promotes the development of new PBC based studios and production companies; markets PBC as a viable film destination and cost-effective alternative to other locations; enhances and utilizes incentive programs to encourage the growth and expansion of the industry; financially supports local film festivals and industry events; provides industry related education programs, provides student one-stop permitting and valuable resources; produces "Student Showcase of Films", Florida's largest student film competition; administers a new state-of-the-art website featuring on-line permitting, local production support, searchable locations database, streaming videos, industry news, press releases and job opportunities; produces two half-hour TV shows on the industry with local distribution in place; writes and edits a monthly industry newsletter distributed nationally; collects, reports and maintains statistical and historical information through proven research methods utilized by the FTC.

**FY 11 Highlights & Accomplishments**

- Increased State Film Incentives from \$38 million per year to \$42 million per year for the next 3 years.
- PBC was internationally and nationally featured in several important trade journals including: **Lions, P3 and Markee**. (*Producers take a shine to Sunshine, Supporting the Vision...Attracting, Building and Keeping the Film & TV Industry in Their Regions, Top 10: United States of Production, The Southeast: Setting the Stage for Success*)
- The FTC exceeded the goal for permits issued by 5%.
- Hosted the 6th annual Film Florida Legends Award honoring Burt Reynolds.
- The DigitalDomain/FSU facility opened in downtown West Palm Beach.

**FY 12 Objectives**

- Collect and monitor production revenue of \$102 million (dollars spent in PBC).
- Generate 10,300 hotel room nights.
- Issue 195 film permits.
- Provide professional assistance to 90 other projects not required to pull a film permit.

| Performance Measures                             | FY 2009 Actual | FY 2010 Actual | FY 2011 Target | FY 11 Actual on 3/31/11 | FY 2012 Target |
|--|----------------|----------------|----------------|-------------------------|----------------|
| Production Revenue (in millions of dollars)      | \$99.10        | \$95.28        | \$101.00       | \$62.54                 | \$102.00       |
| Hotel Room Nights                                | 9,145          | 9,598          | 10,000         | 6,968                   | 10,300         |
| Permits Issued                                   | 180            | 191            | 185            | 130                     | 195            |
| Projects Shot (Permit not necessary, FTC Assist) | 83             | 88             | 85             | 34                      | 90             |

FILM AND TELEVISION COMMISSION

|                                       | FY 10 Actual      | FY 11 Budget      | FY 12 Budget      | Change 2011-2012 |
|---------------------------------------|-------------------|-------------------|-------------------|------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                   |                   |                  |
| Tourist Development Taxes             | \$ 530,196        | \$ 504,099        | \$ 574,759        | \$ 70,660        |
| Other                                 | 5,364             | (23,056)          | (26,221)          | (3,165)          |
| Fund Balance                          | 74,310            | 110,999           | 142,118           | 31,119           |
| <b>SubTotal</b>                       | <b>\$ 609,870</b> | <b>\$ 592,042</b> | <b>\$ 690,656</b> | <b>\$ 98,614</b> |
| <b><u>Appropriations</u></b>          |                   |                   |                   |                  |
| Operating Expenses                    | \$ 582,782        | \$ 569,620        | \$ 599,732        | \$ 30,112        |
| Reserves                              | -                 | 22,422            | 90,924            | 68,502           |
| <b>SubTotal</b>                       | <b>\$ 582,782</b> | <b>\$ 592,042</b> | <b>\$ 690,656</b> | <b>\$ 98,614</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>      |
| <b>Positions</b>                      | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>         |

**Budget Variance Explanation**

- \$ (98,614) Increase in Tourist Development Tax revenue due to projected increase in room and occupancy rates. Increase in fund balance due to Tourist Development Tax revenues for prior year exceeded estimates.
- \$ 30,112 Decrease in various operating expenses.
- \$ 68,502 Increase in reserves is due to the projected increase in Tourist Development Tax revenues for FY 2012 not currently appropriated.

**\$ - Total Decrease**

**CONVENTION CENTER**

**Programs/Services**

The Palm Beach County Convention Center (PBCCC) is 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 through licensing agreements, conferences, banquets, tradeshow, etc. 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. Once an event is licensed to occur, the event client is then provided the opportunity to utilize in-house resources to service the event. This in turn creates more revenue for the facility to offset operational costs.

**FY 11 Highlights & Accomplishments**

- Assisted anchor clients in sustaining their events during the economic downturn in order to keep year over year consistency of this baseline business until a hotel is present to capture convention business. Locked in anchor clients to multi-year agreements including: Florida Fashion Focus; Palm Beach Jewelry Art & Antique Show; and the Quilt Show.
- Found new clientele to fill dates that were once occupied by larger events that have ceased to exist due to economic circumstances including; Hollywood Wheels, Exfuse and Feld Disney Live. Launched a self-promoted Consignment Sale in July 2011.
- Transferred Food and Beverage operators from Aramark to Ovations. In January 2011 Ovations held its national General Managers Meeting for 3 days and provided nearly 300 room nights to local hotels. Ovations underwrote the annual Matchmaker's luncheon, provided local scholarships, and together with Global has secured long term meeting and meal commitments from local Chambers as well as the Forum Club. Late in 2011 heightened interest in social events increased and will yeild new one time sales in 2012.

**FY 12 Objectives**

- Continue to develop Feld Entertainment (Ringling Circus & Disney Live) relationship and build a strong family show business.
- Assist anchor clients in sustaining their events during the economic downturn and until a hotel is present to capture convention business. One strategy will be to lock in anchor clients to multi-year agreements.
- Find new clientele to fill dates that were once occupied by larger events that have ceased to exist due to economic circumstances (i.e. High School Graduations).
- Focus sales and marketing efforts on state and regional conference and convention business to increase room nights in partnership with the CVB.

| <b>Performance Measures</b>        | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|------------------------------------|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Gross rental revenue.              | \$1,732,808           | \$1,693,117           | \$1,863,765           | \$1,141,355                    | \$1,863,020           |
| Total number of events.            | 265                   | 253                   | 326                   | 156                            | 236                   |
| Food and beverage sales.           | \$1,790,000           | \$2,107,295           | \$1,877,800           | \$1,214,953                    | \$2,102,916           |
| Number of room nights 0-17 months. | N/A                   | N/A                   | 6,162                 | 3,372                          | 10,000                |

CONVENTION CENTER

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change 2011-2012  |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                   |
| Charges for Services                  | \$ 3,168,186        | \$ 3,050,000        | \$ 3,229,917        | \$ 179,917        |
| Grants                                | 250,000             | 250,000             | 250,000             | -                 |
| Tourist Development Taxes             | 253,807             | 253,807             | 253,807             | -                 |
| Other                                 | 52,768              | (119,497)           | (131,077)           | -                 |
| Fund Balance                          | 1,797,869           | 1,558,820           | 1,649,160           | 90,340            |
| <b>SubTotal</b>                       | <b>\$ 5,522,630</b> | <b>\$ 4,993,130</b> | <b>\$ 5,251,807</b> | <b>\$ 270,257</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                   |
| Operating Expenses                    | \$ 4,496,151        | \$ 4,982,086        | \$ 4,955,540        | (26,546)          |
| Reserves                              | -                   | 1,361,044           | 1,496,267           | 135,223           |
| <b>SubTotal</b>                       | <b>\$ 4,496,151</b> | <b>\$ 6,343,130</b> | <b>\$ 6,451,807</b> | <b>\$ 108,677</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>       |
| <b>Positions</b>                      | <b>0</b>            | <b>0</b>            | <b>0</b>            | <b>0</b>          |

**Budget Variance Explanation**

- \$ (179,917) Increase in Convention Center concession revenues, additional planning, and bookings of events. Increase in fund balance over prior year.
- \$ (90,340) Increase in fund balance over prior year.
- \$ (26,546) Decrease in various operating expenses.
- \$ 135,223 Increase in reserves is due to the projected increase in revenues for FY 2012 not currently appropriated.

**\$ - Total Decrease**

NOTE: The revenues and expenses listed above do not include transfers within TDC funds.



**OTHER TDC FUNDED PROGRAMS****Programs/Services**

Other TDC funds include three funding programs and one County-related program. The 1st Cent funding is designated for the construction, extending, enlarging, remodeling, repairing and/or improvement of the Convention Center and garage. The 4th Cent funds are earmarked by Section 125.0104 (5)(a) of the Florida Statutes for the payment of debt service on Roger Dean Stadium and the Convention Center. In addition, funds are authorized for payment of Convention Center losses for 10 years which expires in FY 2013. The Beaches and Shores program provides beach improvement, maintenance, renourishment, restoration, and erosion control with emphasis on dune restoration where possible. This program is administered by the Environmental Resource Management department. Finally, the TDC administers the Special Projects fund which provides funding to attract visitors to events held in Palm Beach County.

**FY 11 Highlights & Accomplishments**

- In accordance with the original 2004 Convention Center Refunding Bonds, the County called and refunded the term bonds that would have matured on November 1, 2030, realizing a savings in excess of \$1 million.

**FY 12 Objectives**

- Continue to promote major events to improve the economic impact and increased room nights for Palm Beach County.

**OTHER TDC FUNDED PROGRAMS**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Tourist Development Taxes             | \$ 11,347,042        | \$ 10,809,345        | \$ 12,265,207        | \$ 1,455,862            |
| Other                                 | 381,417              | (159,285)            | (193,638)            | (34,353)                |
| Fund Balance                          | 10,005,031           | 10,465,208           | 12,542,350           | 2,077,142               |
| <b>SubTotal</b>                       | <b>\$ 21,733,490</b> | <b>\$ 21,115,268</b> | <b>\$ 24,613,919</b> | <b>\$ 3,498,651</b>     |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Operating Expenses                    | \$ 483,968           | \$ 515,273           | \$ 668,097           | \$ 152,824              |
| Transfers                             | 9,237,804            | 9,082,186            | 9,038,760            | (43,426)                |
| Reserves                              | -                    | 10,167,809           | 13,707,062           | 3,539,253               |
| <b>SubTotal</b>                       | <b>\$ 9,721,772</b>  | <b>\$ 19,765,268</b> | <b>\$ 23,413,919</b> | <b>\$ 3,648,651</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>0</b>             | <b>0</b>             | <b>0</b>             | <b>0</b>                |

**Budget Variance Explanation**

- \$ (3,498,651) Increase in Tourist Development Tax revenue due to projected increase in room and occupancy rates. Increase in fund balance due to Tourist Development Tax revenues for prior year exceeded estimates.
- \$ 152,824 Increase in operating expenses is primarily due to increased contract payments tied to established percentages of estimated Tourist Development Tax collections.
- \$ (43,426) Decrease in required transfers to support annual debt service payments.
- \$ 3,539,253 Increase in reserves is due to the projected increase in Tourist Development Tax revenues for FY 2012 not currently appropriated.

**\$ - Total Increase**

NOTE: The revenues and expenses listed above do not include transfers within TDC funds.

## DEPARTMENT SUMMARY

### 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 532,000 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's water distribution system includes over 2,141 miles of pipe, 17 ground storage tanks, and 16,353 fire hydrants. For wastewater collection, the Department maintains 1,687 miles of gravity sewers and force mains, and 768 lift stations. The Department also operates a Central Region Operations Center, a Southern Region Operations Center and Central Laboratory, and a Customer Service Facility.

### Emerging Issues

- On October 1, 2009 the Department began operating the Glades Utility Authority (GUA) which provides water and sewer service for 24,000 residents in the Cities of Belle Glade, Pahokee and South Bay. Due to an eroding customer base, \$53.9 million in debt, and \$100 million in infrastructure needs, the GUA is facing a \$6.8 million shortfall over the next two years and will not be able to stay afloat without hefty surcharges or drastic help from the state and federal governments. At this time, it is premature to say who would be responsible for the GUA's debts and infrastructure problems if the utility folds.
- The FY 2012 operating budget increased \$3.8 million (3.3%) from FY 2011. The change reflects \$3.4 million in additional maintenance work to be performed for the Glades Utility Authority (which will be reimbursed) and increases in indirect costs of \$2.3 million. Without these two items, the budget decreased by \$1.9 million from the FY 2011 budget submission due to the implementation of additional cost-cutting measures.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual          | FY 11 Budget          | FY 12 Budget          | Change (FY 11-FY 12) |           |
|---------------------------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------|
|                                       |                       |                       |                       | \$                   | %         |
| <b><u>Non Ad-Valorem Revenues</u></b> |                       |                       |                       |                      |           |
| Charges for Services                  | \$ 104,853,926        | \$ 116,735,506        | \$ 120,764,000        | \$ 4,028,494         | 3%        |
| Other                                 | 5,415,048             | -                     | -                     | -                    | -         |
| Interfund Transfers                   | 791,937               | 146,973               | 188,384               | 41,411               | 28%       |
| Fund Balance                          | 3,181,000             | 340,876               | 3,419,021             | 3,078,145            | 903%      |
| <b>SubTotal</b>                       | <b>\$ 114,241,911</b> | <b>\$ 117,223,355</b> | <b>\$ 124,371,405</b> | <b>\$ 7,148,050</b>  | <b>6%</b> |
| <br>                                  |                       |                       |                       |                      |           |
| <b><u>Appropriations</u></b>          |                       |                       |                       |                      |           |
| Personal Services                     | \$ 40,112,183         | \$ 42,495,469         | \$ 41,512,709         | \$ (982,760)         | (2%)      |
| Operating Expenses                    | 52,378,254            | 70,674,886            | 75,664,347            | 4,989,461            | 7%        |
| Capital Outlay                        | 1,192,304             | 2,447,000             | 2,281,000             | (166,000)            | (7%)      |
| Debt Service                          | -                     | 6,000                 | -                     | (6,000)              | (100%)    |
| Reserves                              | -                     | 1,600,000             | 4,913,349             | 3,313,349            | 207%      |
| <b>SubTotal</b>                       | <b>\$ 93,682,741</b>  | <b>\$ 117,223,355</b> | <b>\$ 124,371,405</b> | <b>\$ 7,148,050</b>  | <b>6%</b> |
| <br>                                  |                       |                       |                       |                      |           |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>          | <b>-</b>  |
| <br>                                  |                       |                       |                       |                      |           |
| <b>Positions</b>                      | <b>559</b>            | <b>558</b>            | <b>558</b>            | <b>-</b>             | <b>-</b>  |

**CUSTOMER SERVICE**

**Programs/Services**

The Department’s customer service program 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.

**FY 11 Highlights & Accomplishments**

- Developed and started implementation of one uniform set of rates for the Glades Utility Authority.
- Completed implementation of changes to Uniform Policy and Procedures Manual, including rate changes.

**FY 12 Objectives**

- Complete the annual implementation of changes to Uniform Policy and Procedures Manual, including rate changes.
- Complete conversion of all Glades Utility Authority customers to one billing system.
- Complete the implementation of one uniform set of rates for the Glades Utility Authority.

| <b>Performance Measures</b>                         | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Average time to respond to written customer inquiry | 3 days                | 3 days                | 3 days                | 3 days                        | 3 days                |
| Percentage of meters read correctly                 | 98%                   | 98%                   | 99%                   | 98%                           | 99%                   |
| Write-offs as a percent of total operating revenue  | 1.0%                  | 0.6%                  | 8.0%                  | 8.0%                          | 6.0%                  |

**CUSTOMER SERVICE**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 13,106,741        | \$ 14,591,938        | \$ 15,095,500        | \$ 503,562              |
| Other                                 | 676,881              | -                    | -                    | -                       |
| Interfund Transfers                   | 98,992               | 18,372               | 23,548               | 5,176                   |
| Fund Balance                          | 397,625              | 42,610               | 427,378              | 384,768                 |
| <b>SubTotal</b>                       | <b>\$ 14,280,239</b> | <b>\$ 14,652,920</b> | <b>\$ 15,546,426</b> | <b>\$ 893,506</b>       |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 5,014,023         | \$ 5,311,934         | \$ 5,189,089         | \$ (122,845)            |
| Operating Expenses                    | 6,547,282            | 8,834,361            | 9,458,043            | 623,682                 |
| Capital Outlay                        | 149,038              | 305,875              | 285,125              | (20,750)                |
| Debt Service                          | -                    | 750                  | -                    | (750)                   |
| Reserves                              | -                    | 200,000              | 614,169              | 414,169                 |
| <b>SubTotal</b>                       | <b>\$ 11,710,343</b> | <b>\$ 14,652,920</b> | <b>\$ 15,546,426</b> | <b>\$ 893,506</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>100</b>           | <b>100</b>           | <b>100</b>           | <b>-</b>                |

**Budget Variance Explanation**

\$ (893,506) Increase due to existing on-line rate increases of 4.262%, authorized by the Board as an annual rate increase based on 75% of the Consumer Price Index for Water and Sewer Maintenance. The increase also includes additional FPL reclaimed funding and other charges such as bulk agreement revenues from Lake Clarke Shores and Seacoast Utility Authority.

\$ 893,506 Increase due to uncontrollable operating cost, capital purchases of new equipment and new services, offset by service improvements and a decrease in personal services due to staff turnover.

**\$ - Total**

**POTABLE WATER TREATMENT AND DELIVERY**

**Programs/Services**

This program 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.

**FY 11 Highlights & Accomplishments**

- Completed the design of the ozone replacement project at Water Treatment Plant #2.
- Completed the design of six new production wells at Water Treatment Plant #9.
- Completed part one of improvements to the Glades Utility Authority water distribution system to begin compliance with consent orders in effect.

**FY 12 Objectives**

- Complete the design of ozone replacement project at Water Treatment Plant #8, which was delayed in FY 2010 and FY 2011 due to funding issues.
- Complete on-going construction of ozone replacement project at Water Treatment Plant #2.
- Complete on-going construction of six new production wells at Water Treatment Plant #9.
- Complete part two of improvements to the Glades Utility Authority water distribution system to begin compliance with consent orders in effect.

| <b>Performance Measures</b>                           | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Operating costs per thousand gallons of water treated | \$2.36                | \$2.48                | \$2.64                | \$2.54                        | \$2.64                |
| Average monthly water dwelling units served           | 222,708               | 223,227               | 224,383               | 224,014                       | 225,100               |
| Percent of water "unaccounted for"                    | 4.80%                 | 2.70%                 | 10.00%                | 0.70%                         | 10.00%                |

**POTABLE WATER TREATMENT AND DELIVERY**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 36,698,874        | \$ 40,857,427        | \$ 42,267,400        | \$ 1,409,973            |
| Other                                 | 1,895,267            | -                    | -                    | -                       |
| Interfund Transfers                   | 277,178              | 51,440               | 65,935               | 14,495                  |
| Fund Balance                          | 1,113,350            | 119,307              | 1,196,657            | 1,077,350               |
| <b>SubTotal</b>                       | <b>\$ 39,984,669</b> | <b>\$ 41,028,174</b> | <b>\$ 43,529,992</b> | <b>\$ 2,501,818</b>     |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 14,039,264        | \$ 14,873,414        | \$ 14,529,448        | \$ (343,966)            |
| Operating Expenses                    | 18,332,389           | 24,736,210           | 26,482,522           | 1,746,312               |
| Capital Outlay                        | 417,306              | 856,450              | 798,350              | (58,100)                |
| Debt Service                          | -                    | 2,100                | -                    | (2,100)                 |
| Reserves                              | -                    | 560,000              | 1,719,672            | 1,159,672               |
| <b>SubTotal</b>                       | <b>\$ 32,788,959</b> | <b>\$ 41,028,174</b> | <b>\$ 43,529,992</b> | <b>\$ 2,501,818</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>266</b>           | <b>265</b>           | <b>265</b>           | <b>-</b>                |

**Budget Variance Explanation**

\$ (2,501,818) Increase due to existing on-line rate increases of 4.262%, authorized by the Board as an annual rate increase based on 75% of the Consumer Price Index for Water and Sewer Maintenance. The increase also includes additional FPL reclaimed funding and other charges such as bulk agreement revenues from Lake Clarke Shores and Seacoast Utility Authority.

\$ 2,501,818 Increase due to uncontrollable operating cost, capital purchases of new equipment and new services, offset by service improvements and a decrease in personal services due to staff turnover.

**\$ - Total**



**WASTEWATER COLLECTION, TREATMENT AND DISPOSAL**

**Programs/Services**

This program 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 11 Highlights & Accomplishments**

- Completed rehabilitation of six "priority two" lift stations out of 768 lift stations.
- Completed design of the Digester Biogas Combined Heat & Power Renewable Energy Facility at the Southern Regional Water Reclamation Facility.
- Completed part one of improvements to the Glades Utility Authority wastewater treatment plants and collection system to begin compliance with consent orders in effect.

**FY 12 Objectives**

- Complete on-going rehabilitation of six "priority three" lift stations out of 764 lift stations.
- Complete construction of the Digester Biogas Combined Heat & Power Renewable Energy Facility at the Southern Regional Water Reclamation Facility.
- Complete part two of improvements to the Glades Utility Authority wastewater treatment plants and collection system to begin compliance with consent orders in effect.

| <b>Performance Measures</b>                                | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|-------------------------------|-----------------------|
| Operating costs per thousand gallons of wastewater treated | \$2.87                | \$2.47                | \$3.46                | \$3.42                        | \$3.34                |
| Million gallons per day of wastewater treated              | 37.1                  | 37.9                  | 38.1                  | 37.7                          | 38.3                  |
| Average monthly wastewater dwelling units served           | 205,016               | 205,463               | 207,400               | 205,283                       | 206,139               |

**WASTEWATER COLLECTION, TREATMENT AND DISPOSAL**

|                                       | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                         |
| Charges for Services                  | \$ 55,048,311        | \$ 61,286,141        | \$ 63,401,100        | 2,114,959               |
| Other                                 | 2,842,900            | -                    | -                    | -                       |
| Interfund Transfers                   | 415,767              | 77,161               | 98,901               | 21,740                  |
| Fund Balance                          | 1,670,025            | 178,959              | 1,794,986            | 1,616,027               |
| <b>SubTotal</b>                       | <b>\$ 59,977,003</b> | <b>\$ 61,542,261</b> | <b>\$ 65,294,987</b> | <b>\$ 3,752,726</b>     |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                         |
| Personal Services                     | \$ 21,058,896        | \$ 22,310,121        | \$ 21,794,172        | \$ (515,949)            |
| Operating Expenses                    | 27,498,583           | 37,104,315           | 39,723,782           | 2,619,467               |
| Capital Outlay                        | 625,960              | 1,284,675            | 1,197,525            | (87,150)                |
| Debt Service                          | -                    | 3,150                | -                    | (3,150)                 |
| Reserves                              | -                    | 840,000              | 2,579,508            | 1,739,508               |
| <b>SubTotal</b>                       | <b>\$ 49,183,439</b> | <b>\$ 61,542,261</b> | <b>\$ 65,294,987</b> | <b>\$ 3,752,726</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>193</b>           | <b>193</b>           | <b>193</b>           | <b>-</b>                |

**Budget Variance Explanation**

\$ (3,752,726) Increase due to existing on-line rate increases of 4.262%, authorized by the Board as an annual rate increase based on 75% of the Consumer Price Index for Water and Sewer Maintenance. The increase also includes additional FPL reclaimed funding and other charges such as bulk agreement revenues from Lake Clarke Shores and Seacoast Utility Authority.

\$ 3,752,726 Increase due to uncontrollable operating cost, capital purchases of new equipment and new services, offset by service improvements and a decrease in personal services due to staff turnover.

**\$ - Total**

# Non-Department Agencies



**FISCAL YEAR 2012**



## DEPARTMENT SUMMARY

### Mission Statement

The mission of the Palm Beach County Commission on Ethics (COE) is to foster integrity in public services, to promote the public's trust and confidence in that service, and to prevent conflicts between private interests and public duties.

We strive to accomplish this mission by conducting ongoing educational programs, community outreach, providing clear and timely advice, and fairly and impartially interpreting and enforcing the conflict of interest and financial disclosure laws. In doing so, the commission is guided by principles of fairness, clarity, and common sense.

### Department Overview

Authorized under Palm Beach County Code Article V, Division 8, sec.2-254 et. Seq. The Commission on Ethics is created and established in Palm Beach County to: 1) Issue advisory opinions regarding county ordinances within the jurisdiction of the Commission as requested by elected and appointed officials and other public servants; 2) Make legal sufficiency and probable cause determinations, approve settlement agreements and issue public reports and final orders regarding disposition of complaints and impose penalties; 3) Develop educational programs and materials and engage in community outreach to inform and educate county and municipal officials and employees, county vendors, non-profit corporations and other entities that do business with 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; 4) Review ordinances and state and federal laws relating to ethics in government and report and make recommendations to the Board of County Commissioners as it deems appropriate.

### Emerging Issues

- On June 1, 2011, the Code of Ethics and Commission on Ethics ordinances were expanded to all 38 municipalities within Palm Beach County. This expansion of services more than doubles the number of public employees and advisory board members subject to the codes, while increasing the number of elected officials from 7 to 194. The COE will continue to strive to serve this expanded pool of officials and employees efficiently and effectively while maintaining a reasonable budgetary framework.
- COE staff is currently working with the League of Cities and other interested parties to create a revised Lobbyist Registration Ordinance to be effective countywide.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual | FY 11 Budget | FY 12 Budget      | Change (FY 11-FY 12) |             |  |
|---------------------------------------|--------------|--------------|-------------------|----------------------|-------------|--|
|                                       |              |              |                   | \$                   | %           |  |
| <b><u>Non Ad-Valorem Revenues</u></b> |              |              |                   |                      |             |  |
| Other                                 | \$ 3,048     | \$ -         | \$ -              | \$ -                 | -           |  |
| Fund Balance                          | -            | -            | 161,396           | 161,396              | 100%        |  |
| <b>SubTotal</b>                       | <b>\$ -</b>  | <b>\$ -</b>  | <b>\$ 161,396</b> | <b>\$ 161,396</b>    | <b>100%</b> |  |

**Appropriations**

|                    |                   |                   |                   |                   |            |  |
|--------------------|-------------------|-------------------|-------------------|-------------------|------------|--|
| Personal Services  | \$ 85,002         | \$ 378,833        | \$ 488,246        | \$ 109,413        | 29%        |  |
| Operating Expenses | 17,231            | 90,293            | 75,362            | (14,931)          | (17%)      |  |
| Capital Outlay     | 10,044            | 6,500             | 6,500             | -                 | -          |  |
| Reserves           | -                 | -                 | 66,914            | 66,914            | 100%       |  |
| <b>SubTotal</b>    | <b>\$ 112,277</b> | <b>\$ 475,626</b> | <b>\$ 637,022</b> | <b>\$ 161,396</b> | <b>34%</b> |  |

|                           |                   |                   |                   |             |            |  |
|---------------------------|-------------------|-------------------|-------------------|-------------|------------|--|
| <b>Ad Valorem Funding</b> | <b>\$ 180,000</b> | <b>\$ 475,626</b> | <b>\$ 475,626</b> | <b>\$ -</b> | <b>-</b>   |  |
| <b>Positions</b>          | <b>4</b>          | <b>4</b>          | <b>6</b>          | <b>2</b>    | <b>50%</b> |  |

**Budget Variance Explanation**

|              |  |
|--------------|--|
| \$ (161,396) | Increase in fund balance.  |
| \$ 109,413   | Increase primarily due to the addition of one Clerical Specialist and one Commission on Ethics Investigator I. |
| \$ (14,931)  | Decrease in various operating expenses.  |
| \$ 66,914    | Increase in reserves.  |
| <b>\$ -</b>  | <b>Total Decrease</b>  |

## DEPARTMENT SUMMARY

### Mission Statement

The mission of the Criminal Justice Commission (CJC) is to serve as a catalyst to bring together criminal justice and related agencies in partnerships that cultivate and enrich local criminal justice practice, policy and program development.

### Department Overview

Under the leadership of the Executive Director, the CJC is comprised of 21 public sector members representing local, state, and federal criminal justice and governmental agencies, and 12 private sector business leaders nominated by the Economic Council of Palm Beach County. These members also create specific Task Forces and Committees as necessary. These are all supported by a Secretariat Division that serves as the administrative arm of the CJC. As an advisory body, the CJC makes recommendations to the BCC on policies and programs designed to accomplish the following objectives:

- (a) provide overall coordination to law enforcement and crime prevention efforts in the County;
- (b) provide an efficient, cost effective, and timely criminal justice system in the County;
- (c) affect the reduction of crime in the County on a permanent basis.

The mission of the Secretariat is to provide objective, professional, and timely administrative, research and program services in support of the CJC's advisory function to the Board of County Commissioners (BCC) pursuant to Ordinance No. 88-16 Section 2-221 Administration. Section 2-221 enables the CJC to employ an Executive Director, who has the authority to hire administrative, professional, and clerical assistance as necessary to carry out the duties authorized by the ordinance; subject to the availability of funds and the review and approval by the BCC.

### Emerging Issues

- Individuals with mental health and substance abuse issues are at a greater risk of becoming clients of the criminal justice system due to fewer resources for treatment. The CJC completed an extensive strategic plan for the County in this area.
- Federal and State unfunded mandates are increasing the cost of the criminal justice system to counties and municipal governments. This is an on-going challenge for the Secretariat and the CJC which will require leadership and innovation at all levels to sustain the CJC's objectives.
- CJC continues to monitor the jail population and work on alternatives to incarceration to prevent overcrowding in the County jail. The CJC is also focused on former State and County inmates returning to the community, ensuring that they have opportunities.
- CJC staff continues to balance criminal justice priorities, creating a neutral environment where all members of the criminal justice system have an equal voice, and where resources are distributed and shared in accordance with the Commission's priorities.
- CJC staff continues to promote monitoring and evaluations with members of the Commission as an essential component of its mission. Monitoring has become even more important as scarce resources should be used to help fund programs that can produce meaningful outcomes.

SECRETARIAT

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |              |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                     |                     |                     | \$                   | %            |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |              |
| Fines & Forfeitures                   | \$ 336,596          | \$ 287,753          | \$ 296,879          | \$ 9,126             | 3%           |
| Grants                                | 1,528,165           | 819,904             | 1,672,083           | 852,179              | 104%         |
| Other                                 | 128,929             | 24,612              | (4,416)             | (29,028)             | (118%)       |
| Interfund Transfers                   | 40,356              | -                   | 16,750              | 16,750               | -            |
| Fund Balance                          | 307,684             | 655,887             | 263,443             | (392,444)            | (60%)        |
| <b>Subtotal</b>                       | <b>\$ 2,341,730</b> | <b>\$ 1,788,156</b> | <b>\$ 2,244,739</b> | <b>\$ 456,583</b>    | <b>26%</b>   |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |              |
| Personal Services                     | \$ 1,213,030        | \$ 954,356          | \$ 985,316          | \$ 30,960            | 3%           |
| Operating Expenses                    | 357,454             | 170,217             | 187,335             | 17,118               | 10%          |
| Capital Outlay                        | -                   | 1                   | 1                   | -                    | -            |
| Grants & Aids                         | 1,579,109           | 1,131,532           | 1,301,134           | 169,602              | 15%          |
| Transfers                             | 882,101             | 320,068             | 479,227             | 159,159              | 50%          |
| Reserves                              | -                   | 43,604              | 36,365              | (7,239)              | (17%)        |
| <b>Subtotal</b>                       | <b>\$ 4,031,694</b> | <b>\$ 2,619,778</b> | <b>\$ 2,989,378</b> | <b>\$ 369,600</b>    | <b>14%</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,879,597</b> | <b>\$ 831,622</b>   | <b>\$ 744,639</b>   | <b>\$ (86,983)</b>   | <b>(10%)</b> |
| <b>Positions</b>                      | <b>17</b>           | <b>12</b>           | <b>11</b>           | <b>(1)</b>           | <b>(8%)</b>  |

**Budget Variance Explanation**

|                    |  |
|--------------------|--|
| \$ (9,126)         | Increase due to an expected increase in fines paid relating to court cases.  |
| \$ (852,179)       | Increase due to receiving additional Justice Assistance grants from US Dept of Justice and the Florida Dept of Law Enforcement for FY 2012.  |
| \$ 29,028          | Decrease due to loss of investment income caused by lower fund balance and loss of other miscellaneous revenue.  |
| \$ (16,750)        | Increase in interfund transfers to Public Safety and Courts due to new grant funding.  |
| \$ 392,444         | Decrease due to fund balance being used to support on-going programs.  |
| \$ 30,960          | Increase due to the addition of one Program Manager position, offset by the elimination of one Crime Prevention Project Specialist and one Senior Criminal Justice Analyst as well as various changes in uncontrollable costs such as FRS and insurance. |
| \$ 345,879         | Increase in operating expenses, grants & aids and transfers directly related to increase in grant funding.   |
| \$ (7,239)         | Decrease in reserves due to funds being allocated to specific expenses to support on-going programs.   |
| <b>\$ (86,983)</b> | <b>Total Decrease</b>  |



**SECRETARIAT**

**Programs/Services**

The CJC Secretariat provides administrative, research and program services in support of the CJC's objectives. The administrative services include managing agreements, contracts, revenues and expenditures to and from the County, partners, and government (federal, state and local) grants. Research services include conducting secondary research (e.g., literature reviews, analysis of existing data) as well as primary research (e.g., data collection and surveys) to inform policy and program discussions. Program services provide the necessary vehicle to identify and implement pilot programs and to manage existing programs that help address challenges in different communities across the County. The programs and research services work together to confirm the scope of the problem and identify possible solutions by examining the research and evaluation literature on existing programs.

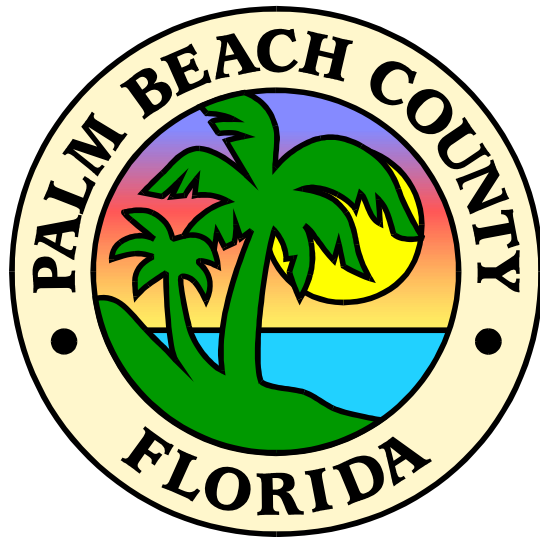
**FY 11 Highlights & Accomplishments**

- The CJC received a \$750,000 Federal Bureau of Justice Assistance Second Chance Act Grant to address ex-offender re-entry in Palm Beach County.
- The CJC received a \$325,000 Federal Office of Juvenile Justice and Delinquency Prevention Gang Intervention and Prevention Grant to address youth gang prevention in Palm Beach County.
- The CJC received a \$455,000 State Department of Children & Families Grant to identify and divert adults and juveniles with mental health and substance abuse issues out of the criminal justice system in Palm Beach County.
- The CJC Law Enforcement Work Group doubled the number of staff trained to use forensic technology to solve gun-related crime and provided 128 digital cameras to enhance successful prosecutions.

**FY 12 Objectives**

- Achieve a rating of 2.5 on a scale of 1 to 5 (where a "1" is the highest mark) for the administrative, research, and program services provided to support the objectives of the CJC, its task forces, councils and committees.
- Increase the amount of funding for the CJC that originates from sources outside the County to support its objectives.
- Ensure that all contracts and agreements, if applicable, contain clauses that include data collection to monitor progress that may later be used to evaluate the outcome of the contract or agreement.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/10</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Satisfaction Survey: (Scale of 1 - 5)                                    | 1.6                   | 1.5                   | 3                     | 1.75                           | 1.6                   |
| Ratio of County dollars spent to in-kind dollars                         | 1.8:1                 | 2:1                   | 2:1                   | 1.9:1                          | 2.2:1                 |
| Percentage of applicable contracts that provided data to the Secretariat | 94%                   | 95%                   | 100%                  | 100%                           | 100%                  |



## DEPARTMENT SUMMARY

### Mission Statement

Palm Beach County's Economic Development Office (EDO) expands business opportunities by fostering relationships through collaboration and partnerships with agencies, communities and business assistance organizations, promoting policy initiatives for a pro-business environment, and by utilizing creative leveraging of financial resources.

### Department Overview

The EDO provides economic and financial resource assistance for business recruitment, expansion and retention. To facilitate this, the EDO coordinates the Industrial Revenue/Private Activity Bond Program with the County Attorney's Office and seeks federal and state funding assistance. Through collaborative and leveraging efforts, the EDO provides financial assistance to businesses serving primarily disadvantaged communities and supervises 51 existing incentives, contracts, grants and programs including but not limited to the Business Incubator Centers, Job Growth Incentives (JGI's), Housing and Urban Development (HUD) Brownfields Economic Development Initiatives (BEDI) grants, Belle Glade Avenue "A" Project, Pahokee Downtown Revitalization Project, HUD Section 108 Loan Program, Ad Valorem Tax Exemption Program, Department of Energy's Energy Efficiency and Conservation Grant Program, PBC Film Industry, Black Business Investment Corporation (BBIC) and the Business Development Board of PBC.

### Emerging Issues

- Identifying grant funding to support economic development in Palm Beach County as grants are being reduced drastically or discontinued completely.
- Identifying and providing creative incentives for businesses to survive and thrive will be challenging in the current economic climate.
- Maintaining adequate staff to support Federal grant programs and other economic development initiatives. Since the economic downturn, EDO has experienced a significant increase in the number of businesses seeking financial, technical and other assistance. It will be challenging to maintain the necessary staffing levels with the increased workload.
- Identifying and maintaining funding for staff and operating costs will be challenging given the reduction in the HUD Community Development Block Grant (CDBG) Economic Development Set-aside funding and the limited availability of Ad Valorem funding. It will be difficult to continue to support office expenses in the future.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual        | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12)   |              |
|---------------------------------------|---------------------|----------------------|----------------------|------------------------|--------------|
|                                       |                     |                      |                      | \$                     | %            |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                      |                      |                        |              |
| Charges for Services                  | \$ 24,660           | \$ 587,761           | \$ 67,412            | \$ (520,349)           | (89%)        |
| Grants                                | 1,694,312           | 8,447,680            | 2,822,733            | (5,624,947)            | (67%)        |
| Other                                 | 1,754,297           | 17,995,608           | 9,890,506            | (8,105,102)            | (45%)        |
| Interfund Transfers                   | 95,952              | 90,000               | 355,095              | 265,095                | 295%         |
| Fund Balance                          | 1,799,850           | 1,664,927            | 2,519,229            | 854,302                | 51%          |
| <b>SubTotal</b>                       | <b>\$ 5,369,071</b> | <b>\$ 28,785,976</b> | <b>\$ 15,654,975</b> | <b>\$ (13,131,001)</b> | <b>(46%)</b> |
| <b><u>Appropriations</u></b>          |                     |                      |                      |                        |              |
| Personal Services                     | \$ 597,934          | \$ 1,127,701         | \$ 798,535           | \$ (329,166)           | (29%)        |
| Operating Expenses                    | 87,531              | 377,993              | 245,043              | (132,950)              | (35%)        |
| Capital Outlay                        | 71,532              | 60,267               | -                    | (60,267)               | (100%)       |
| Debt Service                          | 239,840             | 407,955              | 892,771              | 484,816                | 119%         |
| Grants and Aids                       | 3,038,584           | 24,609,125           | 14,896,586           | (9,712,539)            | (39%)        |
| Transfers                             | 1,401,244           | 3,809,049            | 598,459              | (3,210,590)            | (84%)        |
| Reserves                              | -                   | -                    | 32,228               | 32,228                 | 100%         |
| <b>SubTotal</b>                       | <b>\$ 5,436,665</b> | <b>\$ 30,392,090</b> | <b>\$ 17,463,622</b> | <b>\$ (12,928,468)</b> | <b>(43%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,618,506</b> | <b>\$ 1,606,114</b>  | <b>\$ 1,808,647</b>  | <b>\$ 202,533</b>      | <b>13%</b>   |
| <b>Positions</b>                      | <b>7</b>            | <b>11</b>            | <b>10</b>            | <b>(1)</b>             | <b>(9%)</b>  |

**Budget Variance Explanation**

|                   |  |
|-------------------|--|
| \$ 520,349        | Decrease in charges for services primarily due to reclassification of HCD CDBG reimbursements from charge for services in FY 2011 to transfers in FY 2012. |
| \$ 5,624,947      | Decrease due to the spend down of grant funding for the Energy Efficiency and Conservation Block Grant (EECBG).  |
| \$ 8,105,102      | Decrease due to the spend down of the Section 108 Loan Program.  |
| \$ (265,095)      | Increase in interfund transfers primarily due to reclassification of HCD CDBG reimbursements from charge for services in FY 2011 to transfers in FY 2012.  |
| \$ (854,302)      | Increase in EECBG funds carried forward to FY 2012 from unspent FY 2011 funding.   |
| \$ (329,166)      | Decrease in FRS rates and the elimination of one Senior Planner position, offset by an increase in insurance costs.  |
| \$ (132,950)      | Decrease in various grant related operating expenses.  |
| \$ (60,267)       | Decrease reflects the elimination of the capital outlay budget for FY 2012.  |
| \$ 484,816        | Increase in debt service payments due to issuance of additional Section 108 Loans.   |
| \$ (9,712,539)    | Decrease due to spend down of the Section 108 Loan Program.  |
| \$ (3,210,590)    | Decrease in transfers for EECBG capital funding due to grant spend down.   |
| \$ 32,228         | Reserves reflect EECBG funds available from prior year.  |
| <b>\$ 202,533</b> | <b>Total Increase</b>  |

**Programs/Services**

The Economic Development Office oversees Countywide programs such as JGI's, Ad Valorem Tax Exemption, HUD Section 108 loans, Brownfields Economic Development Initiative (BEDI) grants, Energy Efficiency & Conservation grants and loan program and the Recovery Zone Facility Bonds. EDO also provides support to the economic stimulus of Palm Beach County to achieve an appreciable long-term expansion of the local economy, enhance the prospects for business growth, and provide additional full time employment opportunities (with skilled and good paying jobs) for the residents of Palm Beach County.

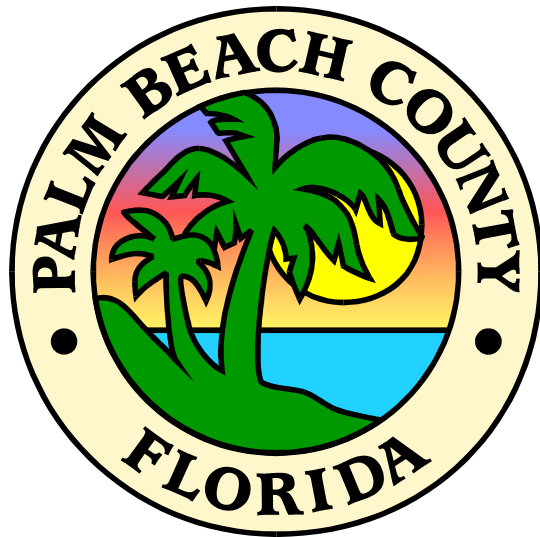
**FY 11 Highlights & Accomplishments**

- Received notification that HUD has approved a second allocation of Section 108 Loan Program funds for the general loan pool in the amount of \$10,000,000. This will allow EDO to continue to leverage these funds to provide economic assistance through low interest loans to PBC businesses which will ultimately result in the creation of new jobs.
- Developed the Palm Beach County Interactive through collaboration with other County Departments. This is a real time dynamic tool that provides comprehensive current data such as individual property information, Enterprise Zones, Economic Development Agencies etc., in one centralized location.
- Provided approximately \$8 million in Section 108 loans and BEDI grants to six (6) businesses in PBC who have committed to create 467 new jobs. These loans leveraged approximately \$31 million in private investment. In addition to these loans, the EDO either consulted with and/or assisted over 1,600 businesses and other entities with various economic and financial resource inquiries.
- Palm Beach County was selected pursuant to a Congressional request to participate in a national evaluation of the Section 108 Loan Guarantee Program. The selection was based on PBC's excellent track record in this program.

**FY 12 Objectives**

- Expend 75%, or approximately \$1.2 million, of remaining existing Section 108 loan pool allocation.
- Disburse four energy and efficiency loans from the DOE loan pool allocation.
- Disburse three Section 108 loans from the U.S. HUD loan pool allocation.

| <b>Performance Measures</b>                            | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Expend 75% of existing Section 108 Loan Pool balances. | N/A                   | N/A                   | N/A                   | 61%                            | 75%                   |
| Number of energy loans disbursed.                      | N/A                   | N/A                   | N/A                   | 0                              | 4                     |
| Number of Section 108 loans disbursed.                 | N/A                   | N/A                   | N/A                   | 4                              | 3                     |



## DEPARTMENT SUMMARY

### Mission Statement

To strengthen and improve Palm Beach County (PBC) 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. The OCR recommends allocation of general funds which are utilized in partnership with funding from other County departments to initiate and complete community revitalization projects such as paving, drainage, water and sanitary sewer systems, neighborhood parks, land acquisition, and feasibility studies. In addition, the OCR works with other departments to review annexations and development proposals for consistency with community revitalization goals. The OCR offers a wide variety of programs and services to assist residents in effectively accessing and utilizing County services and resources and enabling them to manage community related issues to reverse community decline.

### Emerging Issues

- Funding for new capital improvement projects was not available in FY 2012. Emphasis is being placed on completing previously approved projects, continued neighborhood leadership training, and identifying and procuring other funding sources to support community-based initiatives.
- Maintaining current service levels with limited staff and budget while responding to increased demand for services.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |             |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-------------|
|                                       |                     |                     |                     | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |             |
| Other                                 | \$ 63,995           | \$ 47,500           | \$ 47,500           | \$ -                 | -           |
| Interfund Transfers                   | 53,266              | -                   | -                   | -                    | -           |
| Fund Balance                          | 1,450,707           | 1,159,473           | 1,477,586           | 318,113              | 27%         |
| <b>SubTotal</b>                       | <b>\$ 1,567,968</b> | <b>\$ 1,206,973</b> | <b>\$ 1,525,086</b> | <b>\$ 318,113</b>    | <b>26%</b>  |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |             |
| Personal Services                     | \$ 585,827          | \$ 570,766          | \$ 563,025          | \$ (7,741)           | (1%)        |
| Operating Expenses                    | 125,217             | 1,112,441           | 1,125,989           | 13,548               | 1%          |
| Reserves                              | -                   | 115,396             | 420,277             | 304,881              | 264%        |
| <b>SubTotal</b>                       | <b>\$ 711,044</b>   | <b>\$ 1,798,603</b> | <b>\$ 2,109,291</b> | <b>\$ 310,688</b>    | <b>17%</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 604,113</b>   | <b>\$ 591,630</b>   | <b>\$ 584,205</b>   | <b>\$ (7,425)</b>    | <b>(1%)</b> |
| <b>Positions</b>                      | <b>6</b>            | <b>6</b>            | <b>6</b>            | <b>0</b>             | <b>0%</b>   |

**Budget Variance Explanation**

- \$ (318,113) Increase in revenues reflects the increase in fund balance.
  - \$ (7,741) Decrease in FRS rates, offset by an increase in insurance costs.
  - \$ 13,548 Increase in operating expenses due to the ongoing payments for the maintenance of completed street lighting projects.
  - \$ 304,881 Increase in reserves reflects the available funding for street lighting projects.
- \$ (7,425) Total Decrease**



**Programs/Services**

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 other funding sources; 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 Neighborhood Street Lighting Program, the Neighborhood Partnership Grant Program, the Neighborhood Home Beautification Program, and the Residents Education to Action Program.

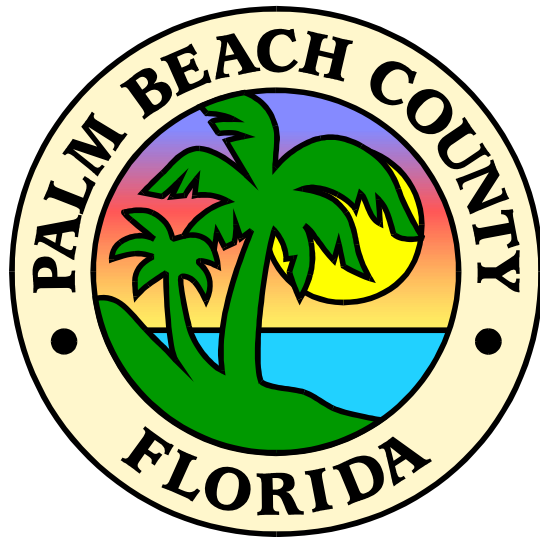
**FY 11 Highlights & Accomplishments**

- Facilitated the completion of one capital improvement project totaling over \$1.7 million.
- Awarded 19 grants totaling \$77,725 to assist community groups with the implementation of neighborhood improvement projects.
- Facilitated over 30 events to provide technical assistance, training, information and referral to community groups and facilitated the formal organization of ten community/neighborhood associations countywide.
- The number of visits to the Office of Community Revitalization (OCR) website during the reporting period was 9,035. The website continues to provide a wealth of information on OCR programs and services, as well as tools to help residents stabilize and revitalize communities.

**FY 12 Objectives**

- Develop five new partnerships and identify other resources that can be accessed and utilized to fulfill OCR's initiatives and address community needs and priorities.
- Promote greater citizens' accessibility and awareness of OCR programs, services and community resources through OCR's website.
- Cultivate community capacity by increasing training, education and outreach as well as partnership opportunities through OCR initiatives and the Resident Education to Action Program (REAP).

| <b>Performance Measures</b>                         | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2011 Target</b> | <b>FY 11 Actual on 3/31/10</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| The number of new resources identified and obtained | N/A                   | 5                     | 5                     | 4                              | 5                     |
| The number of visits to OCR website                 | N/A                   | 21,292                | 13,000                | 9,035                          | 18,000                |
| The number of community lead initiatives            | N/A                   | N/A                   | N/A                   | 35                             | 50                    |



## DEPARTMENT SUMMARY

### Mission Statement

To promote a discrimination free quality of life for Palm Beach County residents through educating and advocating a policy of nondiscrimination and enforcement of federal, state and local civil rights laws.

### Department Overview

Office of Equal Opportunity is a federally recognized equivalent agency under the federal civil rights by the U. S. Equal Employment Opportunity Commission (EEOC) and the U. S. Department of Housing and Urban Development (HUD). OEO is responsible for conducting investigations into complaints of discrimination in the areas of employment and fair housing. Additionally, OEO provides human relations training and referral services. Through OEO, Palm Beach County residents have direct access to protection of civil rights under local, state and federal laws. The Office of Equal Opportunity consists of three programs: Equal Employment, Fair Housing, and Disability Accessibility.

### Emerging Issues

- The current rate of unemployment and layoffs may lead to increased filings of employment discrimination complaints.
- The rising rate of foreclosures may result in an increase in the number of housing discrimination complaints.
- There is an increase in the number of individuals requesting reasonable accommodation to a housing community's "no pet" policy. The individuals choose not to separate from their animals, since the animals provide them with companionship and/or emotional support.
- A Palm Beach County community activist group is proposing the County enact an ordinance making "wage theft" unlawful and assigning enforcement to the Office of Equal Opportunity.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |              |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                     |                     |                     | \$                   | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                     |                     |                     |                      |              |
| Charges for Services                  | \$ 1,500            | \$ -                | \$ 72,000           | \$ 72,000            | 100%         |
| Fines & Forfeitures                   | 105,802             | 90,000              | 90,000              | -                    | -            |
| Grants                                | 375,450             | 222,000             | 200,000             | (22,000)             | (10%)        |
| Other                                 | 88,031              | 49,000              | (9,750)             | (58,750)             | (120%)       |
| Fund Balance                          | 2,137,180           | 1,439,710           | 1,161,182           | (278,528)            | (19%)        |
| <b>SubTotal</b>                       | <b>\$ 2,707,963</b> | <b>\$ 1,800,710</b> | <b>\$ 1,513,432</b> | <b>\$ (287,278)</b>  | <b>(16%)</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |              |
| Personal Services                     | \$ 986,779          | \$ 960,129          | \$ 904,156          | \$ (55,973)          | (6%)         |
| Operating Expenses                    | 113,517             | 119,919             | 94,555              | (25,364)             | (21%)        |
| Capital Outlay                        | 1,443               | -                   | -                   | -                    | -            |
| Grants & Aids                         | 18,291              | 30,000              | 30,000              | -                    | -            |
| Reserves                              | -                   | 920,140             | 286,688             | (633,452)            | (69%)        |
| <b>SubTotal</b>                       | <b>\$ 1,120,030</b> | <b>\$ 2,030,188</b> | <b>\$ 1,315,399</b> | <b>\$ (714,789)</b>  | <b>(35%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ 229,478</b>   | <b>\$ (198,033)</b> | <b>\$ (427,511)</b>  | <b>100%</b>  |
| <b>Positions</b>                      | <b>12</b>           | <b>12</b>           | <b>12</b>           | <b>-</b>             | <b>-</b>     |

**EQUAL EMPLOYMENT**

**Programs/Services**

To receive, investigate, seek to conciliate, and issue final determinations on complaints of employment discrimination that are filed by residents of 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 state and federal counterparts when OEO lacks jurisdiction or enforcement authority.

**FY 11 Highlights & Accomplishments**

- OEO successfully met its annual goal to reach the Equal Employment Opportunity Commission (EEOC) contract.
- Attended the annual Equal Employment Opportunity Commission-Fair Employment Practices Agencies (EEOC-FEPA) annual training conference.

**FY 12 Objectives**

- To successfully resolve 177 dual-filed charges of discrimination.
- To provide intake services to at least 200 residents.

| <b>Performance Measures</b>               | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2010 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Charges resolved based on EEOC Contract   | 126                   | 187                   | 177                   | 50                             | 177                   |
| Inquiries/Complaints on Employment Issues | 412                   | 225                   | 260                   | 69                             | 260                   |

**EQUAL EMPLOYMENT**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ -                | \$ -                | \$ 72,000           | \$ 72,000               |
| Grants                                | 98,500              | 72,000              | -                   | (72,000)                |
| Other                                 | 45,594              | 29,650              | -                   | (29,650)                |
| Fund Balance                          | 1,057,622           | 877,755             | 682,556             | (195,199)               |
| <b>SubTotal</b>                       | <b>\$ 1,201,716</b> | <b>\$ 979,405</b>   | <b>\$ 754,556</b>   | <b>\$ (224,849)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 281,375          | \$ 256,020          | \$ 218,644          | \$ (37,376)             |
| Operating Expenses                    | 33,913              | 57,295              | 40,484              | (16,811)                |
| Capital Outlay                        | 1,443               | -                   | -                   | -                       |
| Reserves                              | -                   | 666,090             | -                   | (666,090)               |
| <b>SubTotal</b>                       | <b>\$ 316,731</b>   | <b>\$ 979,405</b>   | <b>\$ 259,128</b>   | <b>\$ (720,277)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ (495,428)</b> | <b>\$ (495,428)</b>     |
| <b>Positions</b>                      | <b>3</b>            | <b>3</b>            | <b>3</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ (495,428) The Fair Employment Contract Fund has been closed to comply with GASB 54 and the expenses, revenues, and balance brought forward will be transferred to the General Fund. The balance brought forward provides funds to cover the costs of Fair Housing, as well as, additional funds to the General Fund.

**\$ (495,428) Total Decrease**

**FAIR HOUSING**

**Programs/Services**

To receive, investigate, seek to conciliate, and issue final determinations on complaints of housing discrimination that are filed by residents of the County. Primary services include providing intake services, counseling and referrals; providing workshops and training to 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 11 Highlights & Accomplishments**

- Successfully resolved 78 housing discrimination complaints.
- Provided training seminars to local realtor and bar associations on fair housing laws.
- Ensured that Compliance Investigators attended Investigator Certification courses at the National Fair Housing Academy in Washington, DC.

**FY 12 Objectives**

- To successfully resolve 70 fair housing complaints.
- To provide intake services to 100 residents.

| <b>Performance Measures</b>                       | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2010 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|---|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of complaints resolved (HUD Contract)      | 77                    | 99                    | 70                    | 38                             | 70                    |
| Percentage of complaints resolved within 100 days | 25%                   | 47%                   | 40%                   | 13%                            | 52%                   |
| Number of intakes received                        | 115                   | 142                   | 100                   | 30                             | 100                   |

**FAIR HOUSING**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 1,500            | \$ -                | \$ -                | \$ -                    |
| Grants                                | 276,950             | 150,000             | 200,000             | 50,000                  |
| Other                                 | 29,921              | 19,100              | (10,000)            | (29,100)                |
| Fund Balance                          | 791,503             | 310,776             | 172,504             | (138,272)               |
| <b>SubTotal</b>                       | <b>\$ 1,099,874</b> | <b>\$ 479,876</b>   | <b>\$ 362,504</b>   | <b>\$ (117,372)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 615,054          | \$ 614,677          | \$ 617,480          | \$ 2,803                |
| Operating Expenses                    | 73,771              | 50,497              | 42,419              | (8,078)                 |
| Reserves                              | -                   | 44,180              | -                   | (44,180)                |
| <b>SubTotal</b>                       | <b>\$ 688,825</b>   | <b>\$ 709,354</b>   | <b>\$ 659,899</b>   | <b>\$ (49,455)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ 229,478</b>   | <b>\$ 297,395</b>   | <b>\$ 67,917</b>        |
| <b>Positions</b>                      | <b>8</b>            | <b>8</b>            | <b>8</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ (50,000) Increase in the number of cases processed through the cooperative agreement with the US Department of Housing and Urban Development.
  - \$ 29,100 Decrease due to a decline in investment income.
  - \$ 138,272 Decrease in fund balance.
  - \$ (49,455) Decrease in various operating expenses and reserves.
- \$ 67,917 Total Increase**



**DISABILITY ACCESSIBILITY**

**Programs/Services**

To coordinate and monitor the Disability Accessibility Awareness Grant Program and to provide services promoting and protecting the rights of disabled persons through referrals, surveys 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 service barriers throughout the County.

**FY 11 Highlights & Accomplishments**

- Advertised request for grant proposals to non-profit agencies.

**FY 12 Objectives**

- To conduct site visits within ten days of citizens' complaint.
- To issue a written report within five days after each site visit.
- To set up display booths at eight public events and outreach activities.

| <b>Performance Measures</b>  | <b>FY 2009 Actual</b> | <b>FY 2010 Actual</b> | <b>FY 2010 Target</b> | <b>FY 11 Actual on 3/31/11</b> | <b>FY 2012 Target</b> |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| Number of Handicapped Accessibility Grants (HAS) to Non-Profit Agencies    | 7                     | 7                     | 7                     | 0                              | 7                     |
| Number of accessibility site visits  | 40                    | 40                    | 40                    | 0                              | 40                    |
| Percentage of site visits completed within ten days of citizens' complaint | 80%                   | 80%                   | 80%                   | 0                              | 80%                   |

**DISABILITY ACCESSIBILITY**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Fines & Forfeitures                   | \$ 105,802          | \$ 90,000           | \$ 90,000           | \$ -                    |
| Other                                 | 12,516              | 250                 | 250                 | -                       |
| Fund Balance                          | 288,055             | 251,179             | 306,122             | 54,943                  |
| <b>SubTotal</b>                       | <b>\$ 406,373</b>   | <b>\$ 341,429</b>   | <b>\$ 396,372</b>   | <b>\$ 54,943</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 90,350           | \$ 89,432           | \$ 68,032           | \$ (21,400)             |
| Operating Expenses                    | 5,833               | 12,127              | 11,652              | (475)                   |
| Grants and Aids                       | 18,291              | 30,000              | 30,000              | -                       |
| Reserves                              | -                   | 209,870             | 286,688             | 76,818                  |
| <b>SubTotal</b>                       | <b>\$ 114,474</b>   | <b>\$ 341,429</b>   | <b>\$ 396,372</b>   | <b>\$ 54,943</b>        |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>1</b>            | <b>1</b>            | <b>1</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ (54,943) Increase in fund balance.
  - \$ (21,400) Decrease in personal services due to a new employee starting at lower salary than the previous employee.
  - \$ (475) Slight decrease in various operating expenses.
  - \$ 76,818 Increase in reserves.
- \$ - Total Decrease**

**DEPARTMENT SUMMARY****Mission Statement**

"Enhancing Public Trust 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; 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.

**Emerging Issues**

- Expansion of OIG jurisdiction to include other Governmental entities.
- Hiring qualified staff to ensure accomplishment of OIG mission.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual      | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |             |
|---------------------------------------|-------------------|---------------------|---------------------|----------------------|-------------|
|                                       |                   |                     |                     | \$                   | %           |
| <b><u>Non Ad-Valorem Revenues</u></b> |                   |                     |                     |                      |             |
| Inspector General Fee                 | \$ 27,378         | \$ 1,365,000        | \$ 1,503,396        | \$ 138,396           | 10%         |
| Other                                 | 6,188             | (67,969)            | -                   | 67,969               | (100%)      |
| Fund Balance                          | -                 | 177,794             | 250,000             | 72,206               | 41%         |
| <b>SubTotal</b>                       | <b>\$ 33,566</b>  | <b>\$ 1,474,825</b> | <b>\$ 1,753,396</b> | <b>\$ 278,571</b>    | <b>19%</b>  |
| <b><u>Appropriations</u></b>          |                   |                     |                     |                      |             |
| Personal Services                     | \$ 77,907         | \$ 1,397,007        | \$ 2,859,643        | \$ 1,462,636         | 105%        |
| Operating Expenses                    | 31,062            | 67,818              | 205,000             | 137,182              | 202%        |
| Capital Outlay                        | 16,967            | 10,000              | 10,000              | -                    | -           |
| Reserves                              | -                 | -                   | 225,000             | 225,000              | 100%        |
| <b>SubTotal</b>                       | <b>\$ 125,936</b> | <b>\$ 1,474,825</b> | <b>\$ 3,299,643</b> | <b>\$ 1,824,818</b>  | <b>124%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 320,000</b> | <b>\$ -</b>         | <b>\$ 1,546,247</b> | <b>\$ 1,546,247</b>  | <b>100%</b> |
| <b>Positions</b>                      | <b>9</b>          | <b>18</b>           | <b>34</b>           | <b>16</b>            | <b>89%</b>  |

The FY 2011 budget was established using the original calculation included in Ordinance No. 2010-041. On May 17, 2011, the Board of County Commissioners (BCC) adopted Ordinance No. 2011-009 and among the changes was an update to the funding mechanism for payment of the Inspector General fee for the County and municipalities.

Ad valorem funding is the County's general fund portion. Ad valorem funding for FY 2011 was \$740,504.

Also, on May 17, 2011, the BCC approved the addition of 16 positions to accommodate the expansion of the Office of Inspector General's jurisdiction to include 38 municipalities, effective June 1, 2011.

## DEPARTMENT SUMMARY

### 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 (OSBA) serves as an advocate for small businesses in Palm Beach County by providing several services including needs assessment surveys; gathers data on resources available for the development of small businesses; coordinates the County's agencies in order to provide easy access to all forms, license applications, regulatory guidelines, fee information, applicable examinations and/or information necessary to start a business in Palm Beach County; sponsors annual Matchmaker events for networking opportunities; develop workshops and training; identify and recommends ways to meet the needs and promote the development of small business in Palm Beach County. OSBA also certifies Small Business Enterprises (SBEs) and Minority and Women Business Enterprises (M/WBE) firms, identifies opportunities for SBEs to bid on County contracts and monitors SBE utilization. Contracts awarded to SBE and M/WBE firms are monitored and reported annually to Administration and the Board of County Commissioners. In addition, OSBA assists individuals in obtaining financing for their business.

### Emerging Issues

- The decline in the economy has diminished contracting opportunities with the County for small businesses and further budget cuts will impact the business development services sponsored by OSBA.
- Due to staff limitations, all OSBA staff have been cross-trained to provide services in all areas. This will require additional and continual training to provide and exceed the expected level of customer service.
- The number of loans approved for small businesses in Palm Beach County has declined compared to the last two years. The current economic conditions and the tightening of loan requirements by banks have consumers reluctant to apply for new loans. Additionally, banks are not providing loans to start-up businesses which are a large segment of the community we serve.
- The number of applicants processed by OSBA staff has remained constant given the economic conditions and the reduction of contracting opportunities with the County. OSBA has increased the number of services offered to the public. OSBA's mission is to continue to provide excellent customer service through outreach, staff training and advocacy.
- PBC contracting activities for minorities and women-owned businesses has declined since the onset of the M/WBE program. OSBA has been monitoring utilization of this protected class and continues to seek opportunities for these businesses as well.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual     | FY 11 Budget     | FY 12 Budget     | Change (FY 11-FY 12) |           |  |
|---------------------------------------|------------------|------------------|------------------|----------------------|-----------|--|
|                                       |                  |                  |                  | \$                   | %         |  |
| <b><u>Non Ad-Valorem Revenues</u></b> |                  |                  |                  |                      |           |  |
| Charges for Services                  | \$ 195           | \$ -             | \$ -             | \$ -                 | -         |  |
| Licenses & Permits                    | 49,200           | 46,800           | 48,000           | 1,200                | 3%        |  |
| <b>SubTotal</b>                       | <b>\$ 49,395</b> | <b>\$ 46,800</b> | <b>\$ 48,000</b> | <b>\$ 1,200</b>      | <b>3%</b> |  |

**Appropriations**

|                    |                   |                   |                   |                    |              |  |
|--------------------|-------------------|-------------------|-------------------|--------------------|--------------|--|
| Personal Services  | \$ 632,910        | \$ 628,639        | \$ 605,291        | \$ (23,348)        | (4%)         |  |
| Operating Expenses | 142,936           | 215,853           | 154,550           | (61,303)           | (28%)        |  |
| <b>SubTotal</b>    | <b>\$ 775,846</b> | <b>\$ 844,492</b> | <b>\$ 759,841</b> | <b>\$ (84,651)</b> | <b>(10%)</b> |  |

|                           |                   |                   |                   |                    |              |  |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------|--|
| <b>Ad Valorem Funding</b> | <b>\$ 726,451</b> | <b>\$ 797,692</b> | <b>\$ 711,841</b> | <b>\$ (85,851)</b> | <b>(11%)</b> |  |
| <b>Positions</b>          | <b>7</b>          | <b>7</b>          | <b>7</b>          | <b>-</b>           | <b>0%</b>    |  |

**Budget Variance Explanation**

- \$ (1,200) Increase in revenues for certification applications that will bring an increase in vendors providing services to the County.
- \$ (23,348) Decrease in FRS rates and funding of vacant director position at base of pay grade, offset by an increase in insurance costs.
- \$ (61,303) Decrease in various operating expenses such as contractual services for outside training for applicants and books, publications and subscriptions.

**\$ (85,851) Total Decrease**

**Programs/Services**

OSBA's primary services include providing business counseling and training to Small Business Enterprises (SBEs); 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 S/M/WBEs; certifying minority, women, and small business enterprises; 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 sub consultants 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 award.

**FY 11 Highlights & Accomplishments**

- The OSBA solicited certified SBEs to prequalify as subcontractors for the Max Planck Florida Institute construction project.
- Developed and implemented data entry standards for the Advantage Financial System to track contracts with SBE participation. These new standards were incorporated into OSBA's PPM for the departments to follow, which will enable OSBA to track payments in the new database program.
- Successfully partnered in the production of the Palm Beach Partners 2010 Business Matchmaker Conference & Expo. Substantially increased the number of certified vendors over the previous year.

**FY 12 Objectives**

- Implement "Prime-Time", a networking roundtable, to allow Small Business Enterprises (SBEs) to discuss upcoming contracting opportunities with the Primes that need to fulfill the SBE requirements on upcoming County contracts.
- Implement a Sheltered Market Program in the Procurement of Goods and Services to increase awards.
- Implement Vendor Spotlight, Channel 20 Feature of certified Small/Minority/Women Business Enterprise (S/M/WBE) vendors.
- Begin training staff to become Certified Business Analysts to enhance services provided to the public.

| <b>Performance Measures</b>  | <b>FY 2009<br/>Actual</b> | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Target</b> | <b>FY11 Actual<br/>on 3/31/11</b> | <b>FY 2012<br/>Target</b> |
|--|---------------------------|---------------------------|---------------------------|-----------------------------------|---------------------------|
| Percentage of construction contracts awarded to SBE Firms          | 19.66%                    | 36.65%                    | 15%                       | N/A                               | 15%                       |
| Percentage of procurement contracts awarded to SBE Firms           | 11.31%                    | 8.47%                     | 15%                       | N/A                               | 15%                       |
| Percentage of professional services contracts awarded to SBE Firms | 26.73%                    | 21.78%                    | 15%                       | N/A                               | 15%                       |

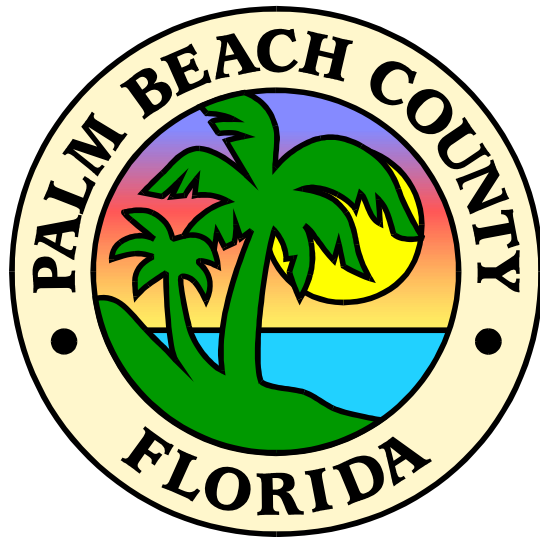




# Non-Department Operations



**FISCAL YEAR 2012**



**FINANCIAL SUMMARY**

|                                       | FY 10 Actual         | FY 11 Budget          | FY 12 Budget          | Change (FY 11-FY 12) |           |
|---------------------------------------|----------------------|-----------------------|-----------------------|----------------------|-----------|
|                                       |                      |                       |                       | \$                   | %         |
| <b><u>Non Ad-Valorem Revenues</u></b> |                      |                       |                       |                      |           |
| Charges for Services                  | \$ 408,506           | \$ 512,300            | \$ 512,300            | \$ -                 | -         |
| Fines & Forfeitures                   | 1,363,953            | 973,000               | 991,027               | 18,027               | 2%        |
| Other                                 | 223,682              | 253,644               | 193,572               | (60,072)             | (24%)     |
| Fund Balance                          | 3,291,502            | 3,367,062             | 3,447,188             | 80,126               | 2%        |
| <b>SubTotal</b>                       | <b>\$ 5,287,643</b>  | <b>\$ 5,106,006</b>   | <b>\$ 5,144,087</b>   | <b>\$ 38,081</b>     | <b>1%</b> |
| <b><u>Appropriations</u></b>          |                      |                       |                       |                      |           |
| Personal Services                     | \$ 371,695           | \$ 350,000            | \$ 450,000            | \$ 100,000           | 29%       |
| Operating Expenses                    | 40,066,116           | 41,475,836            | 42,660,152            | 1,184,316            | 3%        |
| Grants and Aids                       | 1,177,545            | 1,809,922             | 1,504,074             | (305,848)            | (17%)     |
| Transfers                             | 112,301              | 294,674               | 221,023               | (73,651)             | (25%)     |
| Charge-Offs                           | (18,829,916)         | (20,706,483)          | (20,558,582)          | 147,901              | (1%)      |
| Reserves                              | -                    | 84,822,886            | 84,247,560            | (575,326)            | (1%)      |
| <b>SubTotal</b>                       | <b>\$ 22,897,741</b> | <b>\$ 108,046,835</b> | <b>\$ 108,524,227</b> | <b>\$ 477,392</b>    | <b>-</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 21,384,149</b> | <b>\$ 102,940,829</b> | <b>\$ 103,380,140</b> | <b>\$ 439,311</b>    | <b>-</b>  |

Included in this category are County operating expenditures not assigned to specific departments. These include:

- General Government Expenses
- Non-Departmental Specific Reserves
- Redevelopment Agencies
- Drug Abuse Trust Fund
- Pollution Recovery Trust Fund
- Value Adjustment Board
- Agricultural Reserve Management Fees
- Other Non-Departmental Expenses
- Driver Education Trust Fund
- Domestic Violence Trust Fund

|                           | <u>FY 10 Actual</u>   | <u>FY 11 Budget</u>   | <u>FY 12 Budget</u>   | <u>Change 2011-2012</u> |
|---------------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| <b>Appropriations</b>     |                       |                       |                       |                         |
| Personal Services         | \$ 371,695            | \$ 350,000            | \$ 450,000            | \$ 100,000              |
| Operating Expenses        | 14,031,425            | 16,803,925            | 17,780,409            | 976,484                 |
| Charge-Offs               | (18,829,916)          | (20,706,483)          | (20,558,582)          | 147,901                 |
| <b>SubTotal</b>           | <b>\$ (4,426,796)</b> | <b>\$ (3,552,558)</b> | <b>\$ (2,328,173)</b> | <b>\$ 1,224,385</b>     |
| <b>Ad Valorem Funding</b> | <b>\$ (4,426,796)</b> | <b>\$ (3,552,558)</b> | <b>\$ (2,328,173)</b> | <b>\$ 1,224,385</b>     |

**Budget Variance Explanation**

\$ 1,224,385 Increase is primarily due to the increase in Inspector General expenses.

**\$ 1,224,385 Total Increase**

This budget provides for certain administrative expenses of the County as listed below.

|                                  | <u>FY 2011<br/>Budget</u> | <u>FY 2012<br/>Budget</u> |
|----------------------------------|---------------------------|---------------------------|
| Casualty Self Insurance          | \$ 2,219,586              | \$ 2,034,070              |
| Waste Disposal                   | 500,000                   | 500,000                   |
| Unemployment Compensation        | 350,000                   | 450,000                   |
| Audit Services                   | 778,000                   | 778,000                   |
| Inspector General Services       | 68,000                    | 1,225,000                 |
| Communication Services           | 2,865,948                 | 2,905,948                 |
| Utilities/Electric               | 6,700,000                 | 5,402,000                 |
| Utilities/Water                  | 650,000                   | 800,000                   |
| Property Assessments             | 500,000                   | 500,000                   |
| Repair/Maintain DP Equip Systems | 600,000                   | 600,000                   |
| Advertising                      | 50,000                    | 25,000                    |
| Promotional Activities           | 25,000                    | -                         |
| Dues and Memberships             | 555,000                   | 555,000                   |
| Telephone Equipment Installation | 45,000                    | 45,000                    |
| Legal Services                   | 50,000                    | 50,000                    |
| Bank Service Charges             | 893,690                   | 893,690                   |
| Other                            | 303,701                   | 1,466,701                 |
| Charge-Offs                      | (20,706,483)              | (20,558,582)              |
| <b>Total</b>                     | <b>\$ (3,552,558)</b>     | <b>\$ (2,328,173)</b>     |

|                           | <b>FY 10 Actual</b> | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|---------------------------|---------------------|----------------------|----------------------|-------------------------|
| <b>Appropriations</b>     |                     |                      |                      |                         |
| Reserves                  | \$ -                | \$ 82,657,829        | \$ 81,663,487        | \$ (994,342)            |
| <b>Ad Valorem Funding</b> | <b>\$ -</b>         | <b>\$ 82,657,829</b> | <b>\$ 81,663,487</b> | <b>\$ (994,342)</b>     |

Included in this category are various operating reserves not related to any specific department. Following is a list of these reserves.

|                                     | <b>FY 2011<br/>Budget</b> | <b>FY 2012<br/>Budget</b> |
|-------------------------------------|---------------------------|---------------------------|
| General Fund -                      |                           |                           |
| Reserve for Contingency             | \$ 20,000,000             | \$ 20,000,000             |
| Reserve for Balance Brought Forward | 62,000,000                | 61,000,000                |
| Bond Waiver Fund                    | 657,829                   | 663,487                   |
| <b>Total</b>                        | <b>\$ 82,657,829</b>      | <b>\$ 81,663,487</b>      |

|                              | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Appropriations</u></b> |                      |                      |                      |                         |
| Operating Expenses           | \$ 24,431,704        | \$ 22,517,005        | \$ 22,517,005        | \$ -                    |
| <b>Ad Valorem Funding</b>    | <b>\$ 24,431,704</b> | <b>\$ 22,517,005</b> | <b>\$ 22,517,005</b> | <b>\$ -</b>             |

**Programs/Services**

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. In addition to the above amount paid from the General Fund, Fire Rescue has budgeted \$498,782 for the Westgate/Belvedere Homes Redevelopment Agency.

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Fines & Forfeitures                   | \$ 64,178           | \$ 8,000            | \$ 26,027           | \$ 18,027               |
| Other                                 | 25,761              | 16,600              | 1,823               | (14,777)                |
| Fund Balance                          | 541,140             | 335,829             | 277,304             | (58,525)                |
| <b>SubTotal</b>                       | <b>\$ 631,079</b>   | <b>\$ 360,429</b>   | <b>\$ 305,154</b>   | <b>\$ (55,275)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Grants and Aids                       | \$ 4,888            | \$ 52,254           | \$ 52,254           | \$ -                    |
| Transfers                             | 78,501              | 279,674             | 196,023             | (83,651)                |
| Reserves                              | -                   | 28,501              | 56,877              | 28,376                  |
| <b>SubTotal</b>                       | <b>\$ 83,389</b>    | <b>\$ 360,429</b>   | <b>\$ 305,154</b>   | <b>\$ (55,275)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |

**Budget Variance Explanation**

- \$ (18,027) Increase in revenue projections for surcharges imposed by law for any criminal offense under Florida Statutes Chapter 893.16; based on previous years' actuals.
- \$ 14,777 Decrease in other revenue due to lowered expectations for interest income.
- \$ 58,525 Decrease in fund balance is due to funding for the Drug Court Program and the Criminal Justice Service Centers in FY 2011.
- \$ (55,275) Decrease in transfers to the general fund to support the Drug Court and Juvenile Drug Court programs, offset by an increase in reserves.

**\$ - Total Decrease**

**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.

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 231,860          | \$ -                | \$ -                | \$ -                    |
| Fines & Forfeitures                   | 85,408              | 65,000              | 65,000              | -                       |
| Other                                 | 90,238              | 77,500              | 82,250              | 4,750                   |
| Fund Balance                          | 1,990,419           | 2,086,290           | 2,469,359           | 383,069                 |
| <b>SubTotal</b>                       | <b>\$ 2,397,925</b> | <b>\$ 2,228,790</b> | <b>\$ 2,616,609</b> | <b>\$ 387,819</b>       |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Operating Expenses                    | \$ 25,436           | \$ 280,905          | \$ 289,469          | \$ 8,564                |
| Transfers                             | 31,129              | -                   | -                   | -                       |
| Reserves                              | -                   | 1,947,885           | 2,327,140           | 379,255                 |
| <b>SubTotal</b>                       | <b>\$ 56,565</b>    | <b>\$ 2,228,790</b> | <b>\$ 2,616,609</b> | <b>\$ 387,819</b>       |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |

**Budget Variance Explanation**

- \$ (387,819) Increase, primarily in fund balance, due to unexpected prior year revenue for fines & forfeitures, interest, and charges for services.
- \$ 8,564 Increase in operating expense is due to a new Environmental Sustainability Initiative and decreased expenditures for Upland and Vegetation Enhancements.
- \$ 379,255 Increase in reserves is directly related to the increase in revenues.

**\$ - Total Decrease**

**Programs/Services**

The Pollution Recovery Trust Fund was created to collect fines and penalties levied for violations 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.



|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 176,646          | \$ 512,300          | \$ 512,300          | \$ -                    |
| <b>SubTotal</b>                       | <b>\$ 176,646</b>   | <b>\$ 512,300</b>   | <b>\$ 512,300</b>   | <b>\$ -</b>             |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Operating Expenses                    | \$ 767,335          | \$ 838,549          | \$ 838,549          | \$ -                    |
| <b>SubTotal</b>                       | <b>\$ 767,335</b>   | <b>\$ 838,549</b>   | <b>\$ 838,549</b>   | <b>\$ -</b>             |
| <b>Ad Valorem Funding</b>             | <b>\$ 590,689</b>   | <b>\$ 326,249</b>   | <b>\$ 326,249</b>   | <b>\$ -</b>             |

**Programs/Services**

The Value Adjustment Board is a quasi-judicial body composed of County Commission and School Board members. The Value Adjustment Board hears appeals from property owners concerning the valuation (for tax purposes) of their property. The Board may appoint Special Masters to hear petitions on its behalf. Funding is prorated at 60% from the County and 40% from the School Board. Partial expenses are covered by a Filing Fee of \$15.00 per petition. Recommendations from the Special Masters are taken into consideration when the petition is determined. The Value Adjustment Board is facilitated by the Clerk & Comptroller's Board Services Department. It is the Clerk's statutory duty to collect petitions, hold hearings, provide notices and prepare and hold Value Adjustment Board meetings.

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Other                                 | \$ 66,187           | \$ 176,044          | \$ 139,299          | \$ (36,745)             |
| <b>SubTotal</b>                       | <b>\$ 66,187</b>    | <b>\$ 176,044</b>   | <b>\$ 139,299</b>   | <b>\$ (36,745)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Operating Expenses                    | \$ 66,187           | \$ 100,000          | \$ 100,000          | \$ -                    |
| Reserves                              | -                   | 76,044              | 39,299              | (36,745)                |
| <b>SubTotal</b>                       | <b>\$ 66,187</b>    | <b>\$ 176,044</b>   | <b>\$ 139,299</b>   | <b>\$ (36,745)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |

**Budget Variance Explanation**

\$ 36,745 Reduction in rent from tenants (farmers and nurserymen) leasing agricultural property in the Agricultural Reserve.

\$ (36,745) Reduction due to decreased revenues.

**\$ - Total Decrease**

**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.

|                              | <u>FY 10 Actual</u> | <u>FY 11 Budget</u> | <u>FY 12 Budget</u> | <u>Change 2011-2012</u> |
|------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                         |
| Operating Expenses           | \$ 744,029          | \$ 935,452          | \$ 1,134,720        | \$ 199,268              |
| Grants and Aids              | 41,852              | 41,852              | 41,852              | -                       |
| Transfers                    | 2,671               | 15,000              | 25,000              | 10,000                  |
| <b>SubTotal</b>              | <b>\$ 788,552</b>   | <b>\$ 992,304</b>   | <b>\$ 1,201,572</b> | <b>\$ 209,268</b>       |
| <b>Ad Valorem Funding</b>    | <b>\$ 788,552</b>   | <b>\$ 992,304</b>   | <b>\$ 1,201,572</b> | <b>\$ 209,268</b>       |

**Budget Variance Explanation**

\$ 209,268 Increase is primarily due to an increase in contractual services related to the Convention Center Hotel and an increase to data processing equipment repair and maintenance.

**\$ 209,268** Total Increase

**Programs/Services**

Included in this category are various non-departmental operating appropriations made during the past two years and/or to be made in FY 2012. Following is a list of these operations and, where applicable, the budgeted appropriations.

|                                 | <u>FY 2011<br/>Budget</u> | <u>FY 2012<br/>Budget</u> |
|---------------------------------|---------------------------|---------------------------|
| Other Court Costs               | \$ 55,000                 | \$ 55,000                 |
| Handicap Parking Administration | 15,000                    | 25,000                    |
| Collection Services             | 27,000                    | 7,000                     |
| Hurricane Preparedness          | 150,000                   | 150,000                   |
| Information Systems             | 628,452                   | 722,720                   |
| Tuition Reimbursement           | 75,000                    | 75,000                    |
| County Fire Control             | 41,852                    | 41,852                    |
| Convention Center Hotel         | -                         | 125,000                   |
| <b>Total</b>                    | <b>\$ 992,304</b>         | <b>\$ 1,201,572</b>       |

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Fines & Forfeitures                   | \$ 1,182,965        | \$ 900,000          | \$ 900,000          | \$ -                    |
| Other                                 | 35,868              | (16,500)            | (29,800)            | (13,300)                |
| Fund Balance                          | 647,316             | 832,316             | 539,768             | (292,548)               |
| <b>SubTotal</b>                       | <b>\$ 1,866,149</b> | <b>\$ 1,715,816</b> | <b>\$ 1,409,968</b> | <b>\$ (305,848)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Grants and Aids                       | \$ 1,130,805        | \$ 1,715,816        | \$ 1,409,968        | \$ (305,848)            |
| <b>SubTotal</b>                       | <b>\$ 1,130,805</b> | <b>\$ 1,715,816</b> | <b>\$ 1,409,968</b> | <b>\$ (305,848)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>                |

**Budget Variance Explanation**

\$ 305,848 Decrease is primarily attributable to fund balance.

\$ (305,848) Decrease in disbursement of Driver Education Trust Fund resources as a result of the reduction in revenue.

**\$ - Total Decrease**

**Programs/Services**

For each fine imposed by law pertaining to civil traffic penalties, Florida Statutes Chapter 318.1215, the "Dori Slosberg Driver Education Safety Act," authorizes 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 with the adoption of a \$3 surcharge for each civil traffic penalty by the Board of County Commissioners (BOCC). In 2006, the BOCC 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 a grant program. Eligibility requirements for non-public schools are outlined in Ordinance 2002-071.

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Fines & Forfeitures                   | \$ 31,402           | \$ -                | \$ -                | \$ -                    |
| Other                                 | 5,628               | -                   | -                   | -                       |
| Fund Balance                          | 112,627             | 112,627             | 160,757             | 48,130                  |
| <b>SubTotal</b>                       | <b>\$ 149,657</b>   | <b>\$ 112,627</b>   | <b>\$ 160,757</b>   | <b>\$ 48,130</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Reserves                              | -                   | 112,627             | 160,757             | 48,130                  |
| <b>SubTotal</b>                       | <b>\$ -</b>         | <b>\$ 112,627</b>   | <b>\$ 160,757</b>   | <b>\$ 48,130</b>        |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |

**Budget Variance Explanation**

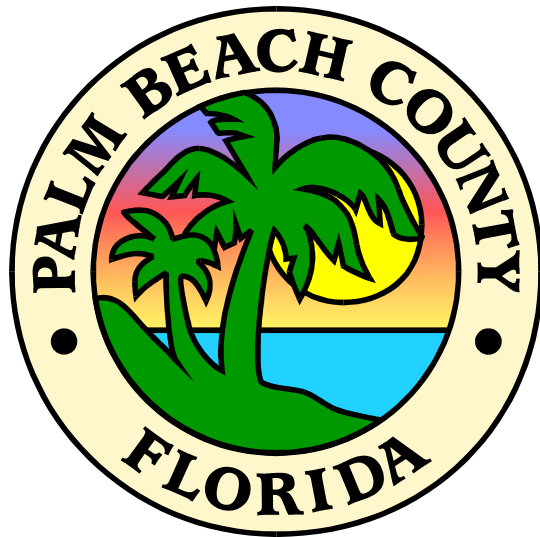
\$ (48,130) Increase in fund balance.

\$ 48,130 Increase in reserves is directly related to the increase in revenues.

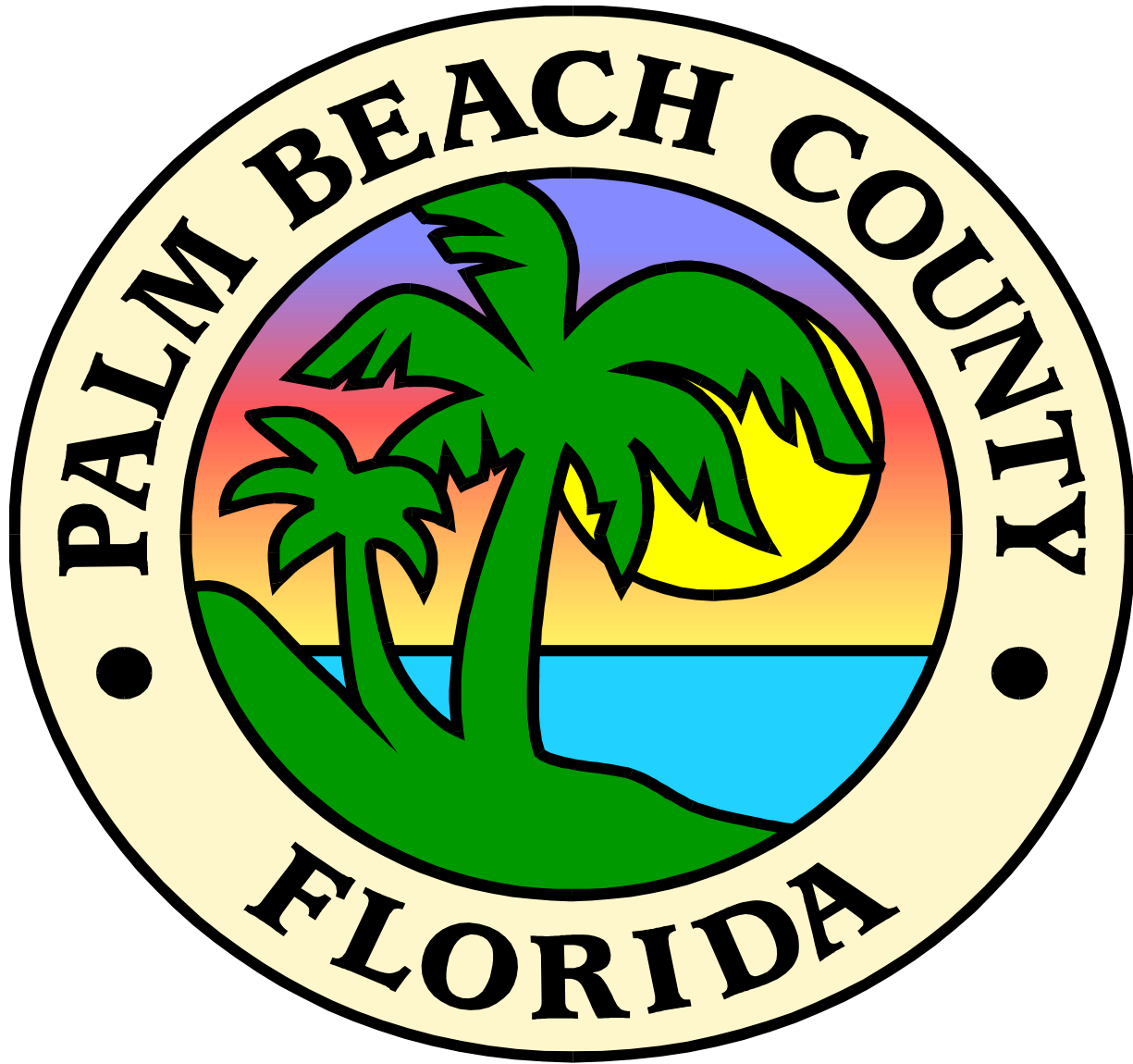
**\$ - Total Decrease**

**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 2012**





**FINANCIAL SUMMARY**

|                              | FY 10 Actual  | FY 11 Budget  | FY 12 Budget  | Change (FY 11-FY 12) |      |
|------------------------------|---------------|---------------|---------------|----------------------|------|
|                              |               |               |               | \$                   | %    |
| <b><u>Appropriations</u></b> |               |               |               |                      |      |
| <b>Grants and Aids</b>       | \$ 41,697,960 | \$ 40,574,130 | \$ 40,157,097 | \$ (417,033)         | (1%) |
| <b>SubTotal</b>              | \$ 41,697,960 | \$ 40,574,130 | \$ 40,157,097 | \$ (417,033)         | (1%) |
| <b>Ad Valorem Funding</b>    | \$ 41,697,960 | \$ 40,574,130 | \$ 40,157,097 | \$ (417,033)         | (1%) |

Included in this category are County operating expenditures not assigned to specific departments. These include:

- Financially Assisted Agencies
- Health Care District
- Public Health Department
- Other Programs

|                              | <b>FY10 Actual</b>   | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Appropriations</u></b> |                      |                      |                      |                         |
| Grants and Aids              | \$ 14,649,248        | \$ 13,638,671        | \$ 13,229,511        | \$ (409,160)            |
| <b>SubTotal</b>              | <b>\$ 14,649,248</b> | <b>\$ 13,638,671</b> | <b>\$ 13,229,511</b> | <b>\$ (409,160)</b>     |
| <b>Ad Valorem Funding</b>    | <b>\$ 14,649,248</b> | <b>\$ 13,638,671</b> | <b>\$ 13,229,511</b> | <b>\$ (409,160)</b>     |

**Budget Variance Explanation**

\$ (409,160) The County reduced the funding allocation to FAAs by 3%.

**\$ (409,160) Total Decrease**

|                              | <b>FY 10 Actual</b>  | <b>FY 11 Budget</b>  | <b>FY 12 Budget</b>  | <b>Change 2011-2012</b> |
|------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b><u>Appropriations</u></b> |                      |                      |                      |                         |
| Operating Expenses           | \$ 15,000,000        | \$ 15,000,000        | \$ 15,000,000        | \$ -                    |
| <b>SubTotal</b>              | <b>\$ 15,000,000</b> | <b>\$ 15,000,000</b> | <b>\$ 15,000,000</b> | <b>\$ -</b>             |
| <b>Ad Valorem Funding</b>    | <b>\$ 15,000,000</b> | <b>\$ 15,000,000</b> | <b>\$ 15,000,000</b> | <b>\$ -</b>             |

**Programs/ Services**

Funding to the Health Care Taxing District is provided to manage the Edward J. Healey Rehabilitation and Nursing Center (formerly known as the Palm Beach County Home) and to contribute toward Medicaid match requirements. The funding to the Healey Center is \$9,100,000 with the remaining towards Medicaid match. The amount required by the state for Medicaid match has risen significantly to \$13.0 million with the County contributing \$5.9 million and the Health Care District funding \$7.1 million.

|                              | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                         |
| Grants and Aids              | \$ 2,097,459        | \$ 2,160,459        | \$ 1,992,586        | \$ (167,873)            |
| <b>SubTotal</b>              | <b>\$ 2,097,459</b> | <b>\$ 2,160,459</b> | <b>\$ 1,992,586</b> | <b>\$ (167,873)</b>     |
| <b>Ad Valorem Funding</b>    | <b>\$ 2,097,459</b> | <b>\$ 2,160,459</b> | <b>\$ 1,992,586</b> | <b>\$ (167,873)</b>     |

**Budget Variance Explanation**

\$ (63,000) Transfer for rabies investigation allocated directly to the Public Safety Department.

\$ (104,873) The County reduced the funding allocation to the Public Health Department by 5%.

**\$ (167,873) Total Decrease**

**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, fire hydrants, sewage & 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.

|                              | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Appropriations</u></b> |                     |                     |                     |                         |
| Grants and Aids              | \$ 9,951,253        | \$ 9,775,000        | \$ 9,935,000        | \$ 160,000              |
| <b>SubTotal</b>              | <b>\$ 9,951,253</b> | <b>\$ 9,775,000</b> | <b>\$ 9,935,000</b> | <b>\$ 160,000</b>       |
| <b>Ad Valorem Funding</b>    | <b>\$ 9,951,253</b> | <b>\$ 9,775,000</b> | <b>\$ 9,935,000</b> | <b>\$ 160,000</b>       |

**Budget Variance Explanation**

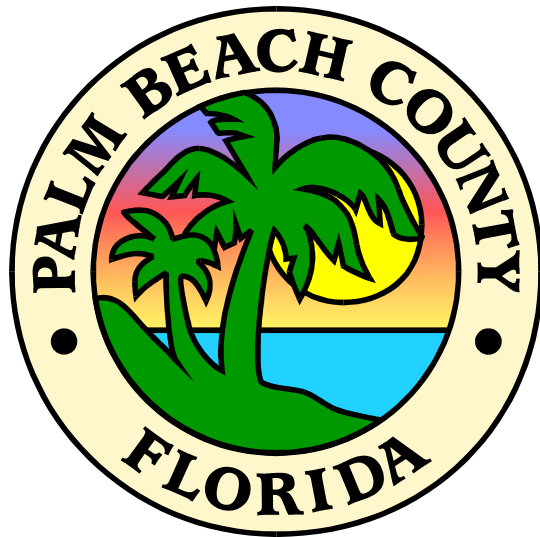
\$ 200,000 Increase is due to the reinstatement of funding for County Cultural Council.

\$ (40,000) Decrease is due to the elimination of funding for Fairgrounds Property Improvements.

**\$ 160,000 Total Increase**

**Programs/ Services**

|                                      |                            |
|--------------------------------------|----------------------------|
| Tri-Rail Extension Operating Deficit | \$ 1,565,000               |
| RTA Funding                          | 2,670,000                  |
| County Cultural Council              | 200,000                    |
| DJJ Pre-Disposition Costs            | 5,500,000                  |
|                                      | <b><u>\$ 9,935,000</u></b> |



## DEPARTMENT SUMMARY

### Mission Statement

It is the mission of the Clerk & Comptroller, Palm Beach County "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, County Auditor, Clerk of the Board of County Commissioners, Clerk of the Court and County Recorder. The Clerk is directly elected by and accountable to Palm Beach County residents. As the third largest of the 67 Clerk's offices in Florida, the Clerk's employees serve a local population of almost 1.3 million citizens from six locations and reach customers throughout the world on the Internet at [www.mypalmbeachclerk.com](http://www.mypalmbeachclerk.com). The Clerk & Comptroller's Office is committed to being a world-class leader in customer service, employee satisfaction and standards of excellence and was recognized for these accomplishments as a recipient of the coveted Governor's Sterling Award for Organizational Performance Excellence.

### Emerging Issues

While the challenging financial environment remains the primary issue, the Clerk & Comptroller is always committed to delivering a fiscally conservative budget. The Office is again submitting a spending plan that proactively leverages technology, improves processes, provides cost-savings and allows for continued effective and efficient service to customers at the current level. For the fifth consecutive year, the Clerk and Comptroller is submitting an expenditure budget that is lower than the prior year—a 6.1% reduction over FY 2011. Since FY 2007, the total reduction in the expenditure budget for the Clerk's Comptroller function is \$5.8M or 32%, while the County ad valorem tax revenue declined 13%.

The following initiatives will help to mitigate the impact of continuing budget reductions:

- Pursue additional technology solutions that streamline processes making them more efficient.
- Seek more cost-effective employee benefits similar to our elimination of accrued sick and vacation leave.
- Automate travel, mileage and tuition reimbursements and implement a paperless payroll for County employees.
- Employ the use of ACH acceptance and remittance of payments where feasible.

A second emerging issue is the state of the housing market, which has had a significant impact on the Clerk's Recording revenue. Fees collected for the recording of mortgages, deeds and other official records have dramatically declined since the housing bubble burst in 2007. Accordingly, we have reduced our Recording Department's budget by 47%. Despite the reduction in revenue, the Clerk & Comptroller has provided to the County \$5.2M in unspent Recording revenue since 2007. A continued organization-wide commitment to accountability and responsible fiscal stewardship has made this valuable contribution possible in the midst of challenging financial times.

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12) |             |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|
|                                       |                      |                      |                      | \$                   | %           |
| <b><u>Non Ad Valorem Revenues</u></b> |                      |                      |                      |                      |             |
| Excess Fees                           | \$ 1,415,897         | \$ 500,000           | \$ 500,000           | \$ -                 | -           |
| <b>Subtotal</b>                       | <b>\$ 1,415,897</b>  | <b>\$ 500,000</b>    | <b>\$ 500,000</b>    | <b>\$ -</b>          | <b>-</b>    |
| <br>                                  |                      |                      |                      |                      |             |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |             |
| Personal Services                     | \$ 10,368,067        | \$ 9,875,557         | \$ 9,337,910         | \$ (537,647)         | (5%)        |
| Operating Expenses                    | 1,616,119            | 1,606,010            | 1,301,695            | (304,315)            | (19%)       |
| ISS Transfers                         | 2,334,848            | 1,380,065            | 1,431,156            | 51,091               | 4%          |
| <b>Subtotal</b>                       | <b>\$ 14,319,034</b> | <b>\$ 12,861,632</b> | <b>\$ 12,070,761</b> | <b>\$ (790,871)</b>  | <b>(6%)</b> |
| <br>                                  |                      |                      |                      |                      |             |
| <b>Ad Valorem Funding</b>             | <b>\$ 12,903,137</b> | <b>\$ 12,361,632</b> | <b>\$ 11,570,761</b> | <b>\$ (790,871)</b>  | <b>(6%)</b> |
| <br>                                  |                      |                      |                      |                      |             |
| <b>Positions</b>                      | <b>141</b>           | <b>137</b>           | <b>134</b>           | <b>(3)</b>           | <b>(2%)</b> |

**Budget Variance Explanation**

\$ (537,647) Decrease due to the elimination of three positions including a Director and an Assistant Manager and consolidated functions associated with Finance business systems as well as incorporating a statewide reduction in FRS rates.

\$ (304,315) Continued renegotiation of contracts and across the board reductions in all operating categories.

\$ 51,091 Increase due to County ISS consultant hours and data storage.

**\$ (790,871) Total Decrease**



## CLERK AND COMPTROLLER

### Programs/Services

The County provides funding to support the Clerk's responsibilities as County Chief Financial Officer, Treasurer, Auditor and Clerk of the Board of County Commissioners. As Chief Financial Officer, the Clerk monitors the County budget, revenue, debt and spending. The Clerk pays all the County's bills and maintains an accurate, complete 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 manages and earns interest income on the County's \$1.8 billion investment portfolio, last year earning the county \$75 million. As County Auditor, the Clerk audits every County expenditure to ensure it serves a public purpose, complies with the law, and is within the County's budget. As Clerk of the Board of County Commissioners, the Clerk maintains the records of the County Commission and other meetings. All meeting minutes and video are available on the Clerk's website.

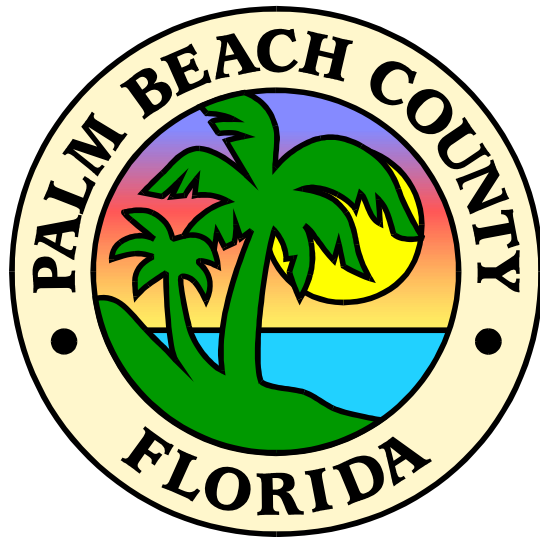
### FY 11 Highlights & Accomplishments

- Outperformed the County designated benchmark for percentage of investment performance, which is the 24-month moving average of the 2-year Constant Maturity Treasury (CMT).
- Implemented a new policy eliminating traditional payout benefit for unused sick and vacation leave.
- Designed and implemented an extensive public access information and online interactive website for the collection and reporting of the Public Service Tax on Propane Gas, Natural Gas and Electricity.
- Awarded the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the twenty-first consecutive year; and also earned the certificate for Popular Annual Financial Report, "Checks & Balances," for the 4th consecutive year.

### FY 12 Objectives

- Continue to maintain the highest S&P rating category for portfolio volatility, one of the highest ratings for credit quality of investments, the Accredited Investment Fiduciary designation, and the Centre for Fiduciary Excellence (CEFEX) certification.
- Implement an automated process for County payroll, as well as reimbursements for mileage, travel and tuition to reduce processing costs and payment time by 50%.
- Implement an automated cash receipting and deposit process that will improve efficiency and accuracy by interfacing County cash receipts between the County's Financial System and Financial Institution.

| Performance Measures                        | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Target | FY11 Actual on<br>3/31/11 | FY 2012<br>Target |
|---|-------------------|-------------------|-------------------|---------------------------|-------------------|
| Number of investment transactions           | 4,043             | 3,369             | 4,100             | 1,628                     | 3,500             |
| Percentage of Investment performance        | 1.63%             | 2.47%             | >1%               | 2.43%                     | >1%               |
| Invoices & interface transactions processed | 246,529           | 216,110           | 205,462           | 104,105                   | 217,000           |
| Payroll checks and advices issued           | 178,848           | 181,299           | 171,000           | 88,564                    | 20,000            |



**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12)  |              |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|--------------|
|                                       |                     |                     |                     | \$                    | %            |
| <b><u>Non Ad-Valorem Revenues</u></b> |                     |                     |                     |                       |              |
| Charges for Services                  | \$ 2,345,431        | \$ 1,896,373        | \$ 1,857,189        | \$ (39,184)           | (2%)         |
| Licenses and Permits                  | 35,128              | 35,000              | 36,500              | 1,500                 | 4%           |
| Other                                 | 137,129             | (50,050)            | (56,980)            | (6,930)               | 14%          |
| Interfund Transfer                    | 278,332             | 250,568             | 372,145             | 121,577               | 49%          |
| Fund Balance                          | 1,455,587           | 1,727,003           | 412,645             | (1,314,358)           | (76%)        |
| <b>SubTotal</b>                       | <b>\$ 4,251,607</b> | <b>\$ 3,858,894</b> | <b>\$ 2,621,499</b> | <b>\$ (1,237,395)</b> | <b>(32%)</b> |
| <br><b><u>Appropriations</u></b>      |                     |                     |                     |                       |              |
| Personal Services                     | \$ 1,276,311        | \$ 1,351,891        | \$ 1,384,666        | \$ 32,775             | 2%           |
| Operating Expenses                    | 5,656,041           | 4,105,740           | 4,314,414           | 208,674               | 5%           |
| Capital Outlay                        | 265,172             | 362,702             | 193,086             | (169,616)             | (47%)        |
| Transfers                             | 6,578               | 2,325               | 2,325               | -                     | -            |
| Reserves                              | -                   | 205,081             | 148,925             | (56,156)              | (27%)        |
| <b>SubTotal</b>                       | <b>\$ 7,204,102</b> | <b>\$ 6,027,739</b> | <b>\$ 6,043,416</b> | <b>\$ 15,677</b>      | <b>-</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ 5,200,449</b> | <b>\$ 2,168,845</b> | <b>\$ 3,421,917</b> | <b>\$ 1,253,072</b>   | <b>58%</b>   |
| <b>Positions</b>                      | <b>21</b>           | <b>24</b>           | <b>21</b>           | <b>(3)</b>            | <b>(13%)</b> |

## FIFTEENTH JUDICIAL COURT

### Mission Statement

The mission of the Judicial Branch is 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, 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. Circuit Court has jurisdiction over civil cases with a value of \$15,000 or higher, as well as felony, juvenile, probate, and County Court appeal cases. A total of 35 Judges preside in the Circuit Court. 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 County Court.

### Emerging Issues

- The Court continues to face space constraints in the courthouses. The Main Courthouse requires a large jury room, a large criminal courtroom, safe and secure mailroom, and increased space to meet the need of the juvenile and family courts. The North County Courthouse needs a furnished courtroom and outfitted hearing rooms for judicial and quasi-judicial officers.
- The Judges and Magistrates who work in the North County Courthouse lack secure parking, contrary to courthouse security standards accepted nationwide. The Circuit shall continue to work with the County's Facilities department to provide a secure parking lot, similar to that found at the South County Courthouse.
- Judicial resources are stretched due to increased caseloads, particularly foreclosure filings. For the past three years, the Legislature has not funded the Florida Supreme Court's certification for five additional county judges and two additional circuit judges for Palm Beach County. It is unlikely that the Legislature will fund these positions in 2012.
- Two grant funded positions, the Court Analyst and the Juvenile Case Manager, provide invaluable assistance to the Court and cost savings to the County. The Court is exploring funding options to keep these two positions in the Court's complement.

**FIFTEENTH JUDICIAL COURT**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 215,751          | \$ 133,323          | \$ 133,323          | \$ -                    |
| Other                                 | 1,635               | -                   | -                   | -                       |
| Interfund Transfer                    | 174,417             | 57,068              | 113,645             | 56,577                  |
| <b>SubTotal</b>                       | <b>\$ 391,803</b>   | <b>\$ 190,391</b>   | <b>\$ 246,968</b>   | <b>\$ 56,577</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 427,106          | \$ 373,500          | \$ 441,341          | \$ 67,841               |
| Operating Expenses                    | 874,644             | 840,359             | 733,738             | (106,621)               |
| Capital Outlay                        | -                   | -                   | -                   | -                       |
| <b>SubTotal</b>                       | <b>\$ 1,301,750</b> | <b>\$ 1,213,859</b> | <b>\$ 1,175,079</b> | <b>\$ (38,780)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ 909,947</b>   | <b>\$ 1,023,468</b> | <b>\$ 928,111</b>   | <b>\$ (95,357)</b>      |
| <b>Positions</b>                      | <b>6</b>            | <b>9</b>            | <b>8</b>            | <b>(1)</b>              |

**Budget Variance Explanation**

- \$ (56,577) Increase due to funding from the Local Requirement Innovation Fund \$65 F.S.939.185 for one Juvenile Court Case Manager and one Court Analyst position previously funded from the American Reinvestment and Recovery Act.
- \$ 67,841 Increase primarily due to two grant funded positions (one Juvenile Court Case Manager and one Court Analyst) up for elimination reinstated by the Board in FY 2011.
- \$ (106,621) Reduction in Casualty Insurance premiums, copy machine rental cost, and other various operating expenses.

**\$ (95,357) Total Decrease**

## LAW LIBRARY

### Programs/Services

The Palm Beach County Law Library serves the legal and law related information needs of the County by providing an access point for equal justice under the law to county residents, judges, attorneys, students, county officials and pro-se patrons. It provides a legal reference and referral services within the guidelines of Florida Statue 454.23. The Law Library cooperates with the community to enhance knowledge of the law and to facilitate access to the justice system. The Law Library's goal is to provide patrons with accurate up-to-date legal information.

### FY 11 Highlights & Accomplishments

- The Law Library located in the Main Judicial Complex served approximately 8% more patrons than FY 2010.
- The Law Library located in the Delray Beach Courthouse served approximately 30% more patrons than FY 2010.
- Over 27,000 patrons visited or contacted the Law Libraries in the Delray Beach Courthouse and the Main Judicial Center.

### FY 12 Objectives

- Continue to provide the public and court users with current legal publications, easy access to electronic legal information, and clean facilities.
- Maintain expenditures within the revenue collected from criminal fines and the services provided to the public.
- Review the collection of books to ensure it is current and allow for expansion of new publications, and investigate additional services that can be provided to the public.
- Explore opportunities to increase Law Library revenues and reduce expenditures in order to maintain continuity of services.

**LAW LIBRARY**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 273,265          | \$ 263,050          | \$ 223,866          | \$ (39,184)             |
| Licenses and Permits                  | 35,128              | 35,000              | 36,500              | 1,500                   |
| Other                                 | 36,000              | 10,700              | 10,420              | (280)                   |
| Fund Balance                          | 235,073             | 207,677             | 156,564             | (51,113)                |
| <b>SubTotal</b>                       | <b>\$ 579,466</b>   | <b>\$ 516,427</b>   | <b>\$ 427,350</b>   | <b>\$ (89,077)</b>      |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 159,854          | \$ 187,252          | \$ 139,896          | \$ (47,356)             |
| Operating Expenses                    | 119,041             | 96,390              | 109,764             | 13,374                  |
| Capital Outlay                        | 76,999              | 27,704              | 28,765              | 1,061                   |
| Reserves                              | -                   | 205,081             | 148,925             | (56,156)                |
| <b>SubTotal</b>                       | <b>\$ 355,894</b>   | <b>\$ 516,427</b>   | <b>\$ 427,350</b>   | <b>\$ (89,077)</b>      |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |
| <b>Positions</b>                      | <b>4</b>            | <b>4</b>            | <b>2</b>            | <b>(2)</b>              |

**Budget Variance Explanation**

- \$ 89,077 Decrease in revenue from the \$65 Court Improvement fee F.S.939.185 and various charges for services provided by the Law Library.
- \$ (47,356) Decrease due to the elimination of one vacant Library Associate I and one vacant Library Associate II positions due to the criminal fines revenue shortfall.
- \$ 13,374 Increase in temporary contractual services due to vacant positions and other various operating expenses.
- \$ 1,061 Increase in books, publications and library materials expenses.
- \$ (56,156) Decrease in operating reserves to fund future program activities due to criminal fines revenue shortfall.

**\$ - Total**

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## **PUBLIC DEFENDER**

### **Mission Statement**

The mission of the Public Defenders Office is to provide high quality representation to people whose lives or liberty are at stake.

### **Department Overview**

The Public Defender's Office provides criminal defense 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.

### **Emerging Issues**

- Relocation of inmates to the Belle Glade jail, due to the closing of the stockade. This move will require extra hours of transportation to and from the jail, in addition to extra costs for gas and car mileage. As a measure of reducing costs and maximizing time, an option would be to obtain desk top video conferencing for each attorney. This will require resources and computer updates.
- The Clerk's new computer system will be implemented in FY 2012. Training of attorneys and staff will be required.
- Legislation changes for working towards electronic services, documents to and from agencies (i.e. State Attorney and Courts), E-filing documents with the Clerk/Court and storing these documents on a media system will be an impact to courier services and training issues in relation to going E-Service.



**PUBLIC DEFENDER**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Interfund Transfer                    | \$ 103,915          | \$ 193,500          | \$ 258,500          | \$ 65,000               |
| <b>SubTotal</b>                       | <b>\$ 103,915</b>   | <b>\$ 193,500</b>   | <b>\$ 258,500</b>   | <b>\$ 65,000</b>        |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Operating Expenses                    | \$ 282,500          | \$ 477,430          | \$ 535,398          | \$ 57,968               |
| <b>SubTotal</b>                       | <b>\$ 282,500</b>   | <b>\$ 477,430</b>   | <b>\$ 535,398</b>   | <b>\$ 57,968</b>        |
| <b>Ad Valorem Funding</b>             | <b>\$ 178,585</b>   | <b>\$ 283,930</b>   | <b>\$ 276,898</b>   | <b>\$ (7,032)</b>       |
| <b>Positions</b>                      | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>                |

**Budget Variance Explanation**

- \$ (65,000) Increase in funding from the Criminal Justice Commission for the Re-Entry program.
- \$ 57,968 Increase in operating expenses for the Re-Entry program and other various operating expenses offset by the decrease in casualty insurance premium.

**\$ (7,032) Total Decrease**

## STATE ATTORNEY

### Mission Statement

Seeking Justice for Florida

### Department Overview

The State Attorney's Office 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 our community. The cases range from the most heinous homicides to criminal traffic infractions. The Office has over 100 prosecutors and approximately 180 staff who work as a committed team to hold individuals who commit crimes accountable for their actions. The Office's prosecution responsibilities range from reviewing all arrests that occur in Palm Beach County and filing cases to disposing and trying all cases in the courtroom. The Office's investigative duties focus on gangs, pill mills and RICO offenses. Prosecutors and state investigators work closely with local law enforcement to build very serious and complicated cases on those who prey upon our most vulnerable. The Office's special role in the criminal justice system carries with it a high duty to this community and are uniquely charged with focusing on serving justice and not merely pursuing convictions.

### Emerging Issues

- The State Attorney's Office has expanded its work on Public Integrity investigations and prosecutions, in addition to investigation and prosecution of pill mills and local gangs. The Assistant State Attorneys are also required to work directly with law enforcement at crime scenes and investigations and, as such, they are exposed to the same safety and security issues of a law enforcement officer.

STATE ATTORNEY

|                                       | FY 10 Actual      | FY 11 Budget      | FY 12 Budget      | Change 2011-2012 |
|---------------------------------------|-------------------|-------------------|-------------------|------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                   |                   |                  |
| Other                                 | \$ 1,877          | \$ -              | \$ -              | \$ -             |
| <b>SubTotal</b>                       | <b>\$ 1,877</b>   | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>      |
| <b><u>Appropriations</u></b>          |                   |                   |                   |                  |
| Operating Expenses                    | \$ 264,499        | \$ 275,727        | \$ 301,304        | \$ 25,577        |
| Transfers                             | 6,578             | 2,325             | 2,325             | -                |
| <b>SubTotal</b>                       | <b>\$ 271,077</b> | <b>\$ 278,052</b> | <b>\$ 303,629</b> | <b>\$ 25,577</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 269,200</b> | <b>\$ 278,052</b> | <b>\$ 303,629</b> | <b>\$ 25,577</b> |
| <b>Positions</b>                      | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>         |

**Budget Variance Explanation**

\$ 25,577 Increase in the carry forward funding for the rental of warehouse space until the State Attorney's record storage build-out project is completed at the Public Defender's/State Attorney's building, offset by the decrease in Casualty Insurance Premiums.

**\$ 25,577** Total Increase

## **COURT RELATED INFORMATION TECHNOLOGY**

### **Programs/Services**

Court Technology provides a broad range of services to the Palm Beach County and Circuit Courts and is responsible for research and development of new products and services to ensure the technical business needs of each location are met by providing the most advanced technology support available. The breakdown of funding for FY 2012 is as such: Court Administration \$1,403,165, Public Defender \$605,926, State Attorney \$925,884 and Justice Information Systems \$666,985.

### **FY 11 Highlights & Accomplishments**

- Implemented online calendaring system pilot for Circuit Civil Divisions allowing for electronic 24/7 access to calendars for select divisions.
- Expanded online foreclosure hearing scheduling system to include all hearing types.
- Implemented additional "file-less" court divisions through an in-house application, Integrated Case Management System (ICMS).
- Expanded the ICMS system to integrate to Palm Beach Sheriff Office's booking system. For the first time, judges are provided with arrest and booking photographs and criminal data from the PBSO system.

### **FY 12 Objectives**

- Judicial Online Calendaring Phase II: Continue implementation of judicial calendaring system to include all divisions of the court system. Develop "auto-ID create" and "password reset" for the nearly 3,000 attorneys.
- Case Management Reporting: Continue to develop and implement automated solutions for creation, docketing and distribution of Notices and Orders for foreclosure and Civil divisions.
- Case Management System: Continue to implement new functionality, such as document word merge and statistical dashboard. Concurrent development required for current clerk system and future system.
- Fileless Divisions: Continue to expand pilot project for fileless divisions of court by enhancing reliability and infrastructure supporting court's in-house Integrate Case Management System.

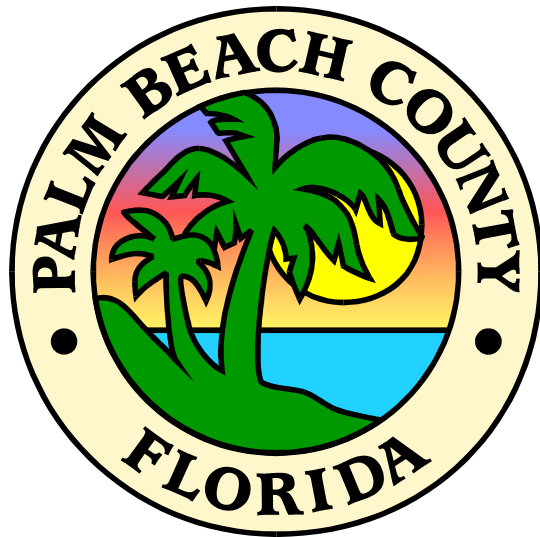
**COURT RELATED INFORMATION TECHNOLOGY**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Charges for Services                  | \$ 1,856,415        | \$ 1,500,000        | \$ 1,500,000        | \$ -                    |
| Other                                 | 97,617              | (60,750)            | (67,400)            | (6,650)                 |
| Fund Balance                          | 1,220,514           | 1,519,326           | 256,081             | (1,263,245)             |
| <b>SubTotal</b>                       | <b>\$ 3,174,546</b> | <b>\$ 2,958,576</b> | <b>\$ 1,688,681</b> | <b>\$ (1,269,895)</b>   |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Personal Services                     | \$ 689,351          | \$ 791,139          | \$ 803,429          | \$ 12,290               |
| Operating Expenses                    | 4,115,357           | 2,415,834           | 2,634,210           | 218,376                 |
| Capital Outlay                        | 188,173             | 334,998             | 164,321             | (170,677)               |
| <b>SubTotal</b>                       | <b>\$ 4,992,881</b> | <b>\$ 3,541,971</b> | <b>\$ 3,601,960</b> | <b>\$ 59,989</b>        |
| <b>Ad Valorem Funding</b>             | <b>\$ 3,842,717</b> | <b>\$ 583,395</b>   | <b>\$ 1,913,279</b> | <b>\$ 1,329,884</b>     |
| <b>Positions</b>                      | <b>11</b>           | <b>11</b>           | <b>11</b>           | <b>-</b>                |

**Budget Variance Explanation**

- \$ 1,269,895 Reduction in revenue from Court Information Technology Fund due to the loss of General Fund transfer carry forward from prior year.
- \$ 12,290 Increase in insurance costs, offset by the decrease in salaries due to the reclassification of two vacant Computer Specialist positions to a lower pay grade.
- \$ 218,376 Increase in the contract with ACS Government System Inc. for maintenance of Justice Information Systems (\$151,669), the reclassification of the leasing of computer equipment budget (160,968) from Capital, offset by the decrease in Enterprise and Professional services.
- \$ (170,677) Decrease due to the reclassification of the leasing of computer equipment budget to the operating budget and reduction in data processing equipment.

**\$ 1,329,884 Total Increase**



## DEPARTMENT SUMMARY

### 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.

### Emerging Issues

- The new Property Appraisal Software (IAS World) is expected to be fully implemented in FY 2012. This will present challenges to various departments in the office. The new software should allow the Property Appraiser to use technology to reduce the duplication of effort that currently exists in the area of data management and data input.
- Taking full advantage of IAS World's capabilities, The Property Appraiser will invest in tablet computers and other equipment allowing our office to keep staff to a minimum, increase the quality of data and provide a higher level of service to the public.

DEPARTMENT FINANCIAL SUMMARY

|                                      | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12)  |             |
|--------------------------------------|----------------------|----------------------|----------------------|-----------------------|-------------|
|                                      |                      |                      |                      | \$                    | %           |
| <b><u>Appropriations</u></b>         |                      |                      |                      |                       |             |
| Property Appraiser Commission        | \$ 18,362,671        | \$ 18,186,815        | \$ 16,987,210        | \$ (1,199,605)        | (7%)        |
| Refund-Property Appraiser Commission | (1,384,510)          | (500,000)            | (1,000,000)          | (500,000)             | 100%        |
| Postage Expense                      | 228,709              | 290,000              | 290,000              | -                     | -           |
| <b>SubTotal</b>                      | <b>\$ 17,206,870</b> | <b>\$ 17,976,815</b> | <b>\$ 16,277,210</b> | <b>\$ (1,699,605)</b> | <b>(9%)</b> |
| <b>Ad Valorem Funding</b>            | <b>\$ 17,206,870</b> | <b>\$ 17,976,815</b> | <b>\$ 16,277,210</b> | <b>\$ (1,699,605)</b> | <b>(9%)</b> |
| <b>Positions</b>                     | <b>266</b>           | <b>266</b>           | <b>266</b>           | <b>0</b>              | <b>0%</b>   |

**Budget Variance Explanation**

- \$ (1,199,605) 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 did not change compared to last year. However, the Property Appraiser's appropriation budget is down 6.8%, from \$23.1 million to \$21.6 million. This resulted in a reduction in commissions paid to the Property Appraiser.
  - \$ (500,000) Based on historical trends, the budgeted excess fees returned to County were increased.
- \$ (1,699,605) Total Decrease**

Note: The FY 2012 Property Appraiser commissions is the amount included in the adopted budget. Based on final Property Appraiser budget, the actual commissions for FY 2012 will be \$16,974,355.



## DEPARTMENT SUMMARY

### 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.

### FY 12 Objectives

- More effective accountability to citizens through enhanced technology allowing more Agency transparency.
- Enhance Reserve Deputy Program to reduce employee costs.
- Regional policing for greater connection to the community and more efficient deployment of services.
- Community policing countywide to provide citizens with greater access to agency services and a more rapid response to community needs.
- Enhance business practices and continue the ongoing review of the budget process.
- Expand grant funding resources to address crime prevention and the reduction of crime countywide.
- Enhance Volunteer Program to reduce costs of staffing civilian jobs.

## DEPARTMENT FINANCIAL SUMMARY

Non Ad-Valorem Revenues

|                      | FY 10 Actual         | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12)  |             |
|----------------------|----------------------|----------------------|----------------------|-----------------------|-------------|
|                      |                      |                      |                      | \$                    | %           |
| Charges for Services | \$ 63,793,716        | \$ 61,799,483        | \$ 60,580,616        | \$ (1,218,867)        | (2%)        |
| Fines & Forfeitures  | 997,533              | 536,000              | 555,000              | 19,000                | 4%          |
| Grants               | 5,085,795            | 4,960,729            | 4,277,628            | (683,101)             | (14%)       |
| Licenses & Permits   | 14,489               | 10,000               | 10,000               | -                     | -           |
| Excess Fees          | 15,635,667           | -                    | -                    | -                     | -           |
| Other                | 7,753,828            | 7,551,400            | 7,345,000            | (206,400)             | (3%)        |
| Fund balance         | 3,121,671            | 3,051,572            | 2,537,188            | (514,384)             | (17%)       |
| <b>SubTotal</b>      | <b>\$ 96,402,699</b> | <b>\$ 77,909,184</b> | <b>\$ 75,305,432</b> | <b>\$ (2,603,752)</b> | <b>(3%)</b> |

Appropriations

|                    |                       |                       |                       |                       |             |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------|
| Operating Expenses | \$ 315,167            | \$ 300,000            | \$ 300,000            | \$ -                  | -           |
| Transfers          | 492,052,595           | 474,144,823           | 471,231,435           | (2,913,388)           | (1%)        |
| Reserves           | -                     | 3,064,172             | 2,602,188             | (461,984)             | (15%)       |
| <b>SubTotal</b>    | <b>\$ 492,367,762</b> | <b>\$ 477,508,995</b> | <b>\$ 474,133,623</b> | <b>\$ (3,375,372)</b> | <b>(1%)</b> |

|                           |                       |                       |                       |                     |          |
|---------------------------|-----------------------|-----------------------|-----------------------|---------------------|----------|
| <b>Ad Valorem Funding</b> | <b>\$ 400,293,371</b> | <b>\$ 399,599,811</b> | <b>\$ 398,828,191</b> | <b>\$ (771,620)</b> | <b>-</b> |
| <b>Positions</b>          | <b>3,919</b>          | <b>3,919</b>          | <b>3,924</b>          | <b>5</b>            | <b>-</b> |

**OPERATIONS**

|                                       | <b>FY 10 Actual</b>   | <b>FY 11 Budget</b>   | <b>FY 12 Budget</b>   | <b>Change 2011-2012</b> |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                       |                       |                       |                         |
| Charges For Services                  | \$ 63,793,716         | \$ 61,799,483         | \$ 60,580,616         | \$ (1,218,867)          |
| Fines & Forfeitures                   | 465,302               | 536,000               | 555,000               | 19,000                  |
| Grants                                | 442,895               | 200,000               | 200,000               | -                       |
| Licenses & Permits                    | 14,489                | 10,000                | 10,000                | -                       |
| Excess Fees                           | 15,635,667            | -                     | -                     | -                       |
| Other                                 | 7,632,627             | 7,451,400             | 7,280,000             | (171,400)               |
| Fund Balance                          | 287,903               | 304,023               | 39,560                | (264,463)               |
| <b>SubTotal</b>                       | <b>\$ 88,272,599</b>  | <b>\$ 70,300,906</b>  | <b>\$ 68,665,176</b>  | <b>\$ (1,635,730)</b>   |
| <b><u>Appropriations</u></b>          |                       |                       |                       |                         |
| Operating Expenses                    | \$ 315,167            | \$ 300,000            | \$ 300,000            | \$ -                    |
| Transfers                             | 487,930,562           | 469,384,094           | 467,153,807           | (2,230,287)             |
| Reserves                              | -                     | 216,623               | 39,560                | (177,063)               |
| <b>SubTotal</b>                       | <b>\$ 488,245,729</b> | <b>\$ 469,900,717</b> | <b>\$ 467,493,367</b> | <b>\$ (2,407,350)</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ 400,293,371</b> | <b>\$ 399,599,811</b> | <b>\$ 398,828,191</b> | <b>\$ (771,620)</b>     |

**Budget Variance Explanation**

\$ 1,635,730 Decrease in various revenues primarily due to a reduction in the charges for services.

\$ (2,230,287) Decrease primarily due to a reduction in the carry forward request.

\$ (177,063) Decrease in reserves in the Juvenile Assessment Center Fund.

**\$ (771,620) Total Decrease**

**Programs/Services**

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.

- General Law Enforcement
- Corrections and Detention Alternative Facilities
- Court Services & Bailiffs
- Other Expenses

**LAW ENFORCEMENT TRUST FUND**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Fines & Forfeitures                   | \$ 532,231          | \$ -                | \$ -                | \$ -                    |
| Other                                 | 121,201             | 100,000             | 65,000              | (35,000)                |
| Fund Balance                          | 2,833,768           | 2,747,549           | 2,497,628           | (249,921)               |
| <b>SubTotal</b>                       | <b>\$ 3,487,200</b> | <b>\$ 2,847,549</b> | <b>\$ 2,562,628</b> | <b>\$ (284,921)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Transfers                             | \$ 604,906          | \$ -                | \$ -                | \$ -                    |
| Reserves                              | -                   | 2,847,549           | 2,562,628           | (284,921)               |
| <b>SubTotal</b>                       | <b>\$ 604,906</b>   | <b>\$ 2,847,549</b> | <b>\$ 2,562,628</b> | <b>\$ (284,921)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |

**Budget Variance Explanation**

\$ (284,921) Decrease in revenues, primarily in fund balance resulting from an increase in FY 2011 expenditures versus revenue received.

\$ 284,921 Due to decrease in revenues.

**\$ - Total Decrease**

**Programs/Services**

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**

|                                       | <b>FY 10 Actual</b> | <b>FY 11 Budget</b> | <b>FY 12 Budget</b> | <b>Change 2011-2012</b> |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------------|
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                         |
| Grants                                | \$ 4,642,900        | \$ 4,760,729        | \$ 4,077,628        | \$ (683,101)            |
| <b>SubTotal</b>                       | <b>\$ 4,642,900</b> | <b>\$ 4,760,729</b> | <b>\$ 4,077,628</b> | <b>\$ (683,101)</b>     |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                         |
| Transfers                             | \$ 3,517,127        | \$ 4,760,729        | \$ 4,077,628        | \$ (683,101)            |
| <b>SubTotal</b>                       | <b>\$ 3,517,127</b> | <b>\$ 4,760,729</b> | <b>\$ 4,077,628</b> | <b>\$ (683,101)</b>     |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>             |

**Budget Variance Explanation**

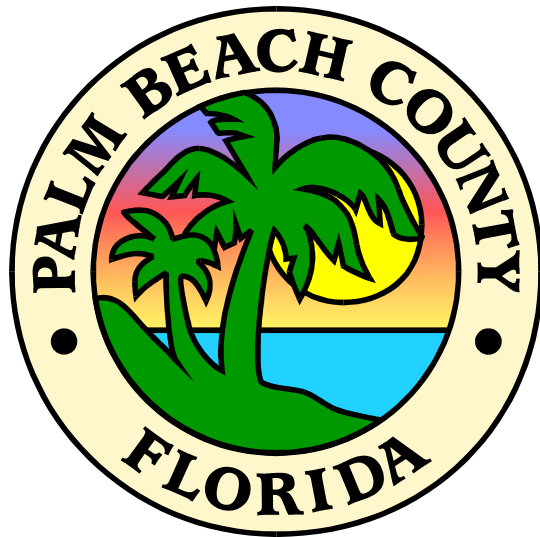
\$ 683,101 Decrease due to the completion of multi-year, grant funded projects. The FY 2012 budget will be amended to include carry forwards from FY 2011 grants.

\$ (683,101) Decrease due to the completion of multi-year, grant funded projects.

**\$ - Total Decrease**

**Programs/Services**

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 our new and established grant-funded programs.



## DEPARTMENT SUMMARY

### Mission Statement

The Supervisor of Elections' mission is to provide an environment to conduct fair and non partisan 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 1) Voter file staff consisting of election specialists that maintain accurate records of voter registration, party status, updated mailing information, and voter history; 2) Poll worker staff that recruits, trains, and schedules precinct poll workers for elections, as needed, and maintains the poll workers' work history; 3) Voting equipment staff to maintain the working condition and inventory of voting equipment and the distribution of equipment to and from voting locations for each election; 4) Information technology staff that manages the Florida Voter Registration System (a comprehensive record of voters and voting history), tabulates election results for all elections and oversees all computer equipment; and 5) Business Affairs, the fiscal office of the Supervisor of Elections, which provides purchasing, accounts payable, payroll and human resources functions.

Offices are maintained across Palm Beach County to serve the voting public. In addition, the SOE Service Center for voting equipment warehousing and the election tabulation center is located in Riviera Beach.

### Emerging Issues

- Implementation of new technology to enhance election night reporting activity for faster results than in past elections.
- The redistricting of legislative and congressional boundaries to reflect the 2010 census results will lead to new boundaries in the districts for the FY 2012 Federal and State Elections.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 10 Actual        | FY 11 Budget         | FY 12 Budget         | Change (FY 11-FY 12) |            |
|---------------------------------------|---------------------|----------------------|----------------------|----------------------|------------|
|                                       |                     |                      |                      | \$                   | %          |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                      |                      |                      |            |
| User Fees/Charges                     | \$ 311,089          | \$ -                 | \$ -                 | \$ -                 | -          |
| Grants                                | 173,040             | -                    | -                    | -                    | -          |
| Other                                 | 553,092             | -                    | -                    | -                    | -          |
| Fund Balance                          | 59,120              | -                    | -                    | -                    | -          |
| <b>SubTotal</b>                       | <b>\$ 1,096,341</b> | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>-</b>   |
| <b><u>Appropriations</u></b>          |                     |                      |                      |                      |            |
| Personal Services                     | \$ 2,832,088        | \$ 3,726,632         | \$ 3,740,970         | \$ 14,338            | -          |
| Operating Expenses                    | 4,876,672           | 6,937,768            | 7,960,370            | 1,022,602            | 15%        |
| Capital Expenses                      | -                   | -                    | 311,000              | 311,000              | -          |
| <b>SubTotal</b>                       | <b>\$ 7,708,760</b> | <b>\$ 10,664,400</b> | <b>\$ 12,012,340</b> | <b>\$ 1,347,940</b>  | <b>13%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 6,612,419</b> | <b>\$ 10,664,400</b> | <b>\$ 12,012,340</b> | <b>\$ 1,347,940</b>  | <b>13%</b> |
| <b>Positions</b>                      | <b>42</b>           | <b>42</b>            | <b>45</b>            | <b>3</b>             | <b>7%</b>  |

**Budget Variance Explanation**

- \$ 14,338 Increase due to the addition of staff to improve the operating capacity of the Supervisor of Elections organization, offset by the decrease in FRS rates.
- \$ 1,022,602 Increase in operating costs due to the State of Florida's mandate to change the timing scheduled for Early Voting, in addition to the higher cost to conduct two countywide elections in FY 2012 versus one in FY 2011.
- \$ 311,000 Carry forward of capital project for renovations of the Supervisor of Election's main office, expected to be completed in FY 2012.

**\$ 1,347,940** **Total Increase**



**SUPERVISOR OF ELECTIONS****Programs/Services**

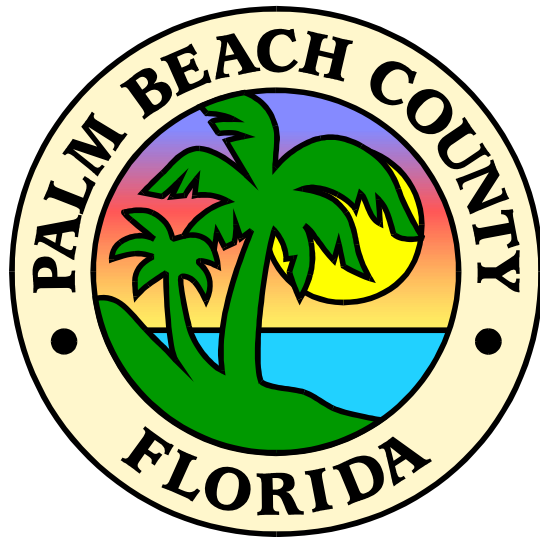
The Supervisor of Elections has the overall responsibility for providing an environment for conducting fair and non partisan elections. Duties encompassed in the election process are varied and include, but are not limited to, voter registration, absentee ballot processing, poll worker recruiting and training, tabulating and reporting election results, and providing voter registration and voting history to the state, the general public, and the candidates. The Supervisor of Elections provides easy access to our services by maintaining four locations: 1) the Main Office in West Palm Beach; 2) the South County Office in Delray Beach; 3) the Glades area office in Belle Glade; and 4) the North County Office in Palm Beach Gardens. In addition, the Supervisor of Elections' website provides a broad array of up-to-date information to the public.

**FY 11 Highlights & Accomplishments**

- Held the General Election held in November 2010 which included the election for the governor, state offices, local races and referendum questions.
- Conducted approximately twenty municipal elections, which included training of poll workers, providing voting equipment, and auditing, tabulating and posting results.
- Made major effort in areas of staff training, plans to retrofit space for improved efficiency at the main office, polling location changes, maintenance of voting equipment and computer systems enhancements.
- Began planning for three countywide FY 2012 elections, expected to have significant voter response.

**FY 12 Objectives**

- Successfully plan and implement the FY 2012 elections process, including significant planning for the November Elections which falls in fiscal year FY 2013.
- Installation of technology to enhance reporting capabilities of voting results for all future elections.
- Timely and accurate implementation of new voting districts due to the redistricting efforts in the State of Florida.



**DEPARTMENT SUMMARY****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. Additionally, 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

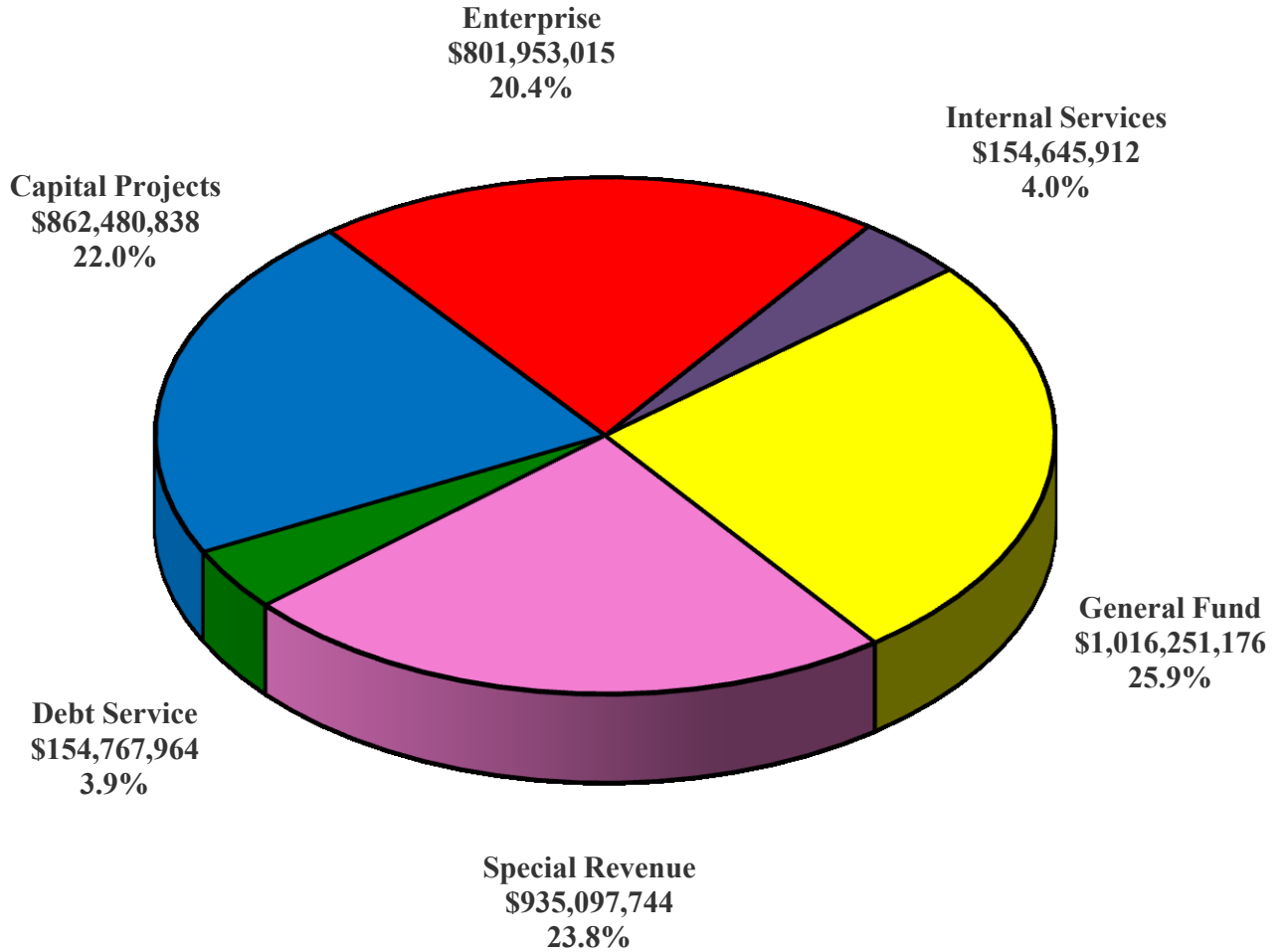
|                                 | FY 10 Actual        | FY 11 Budget        | FY 12 Budget        | Change (FY 11-FY 12) |              |
|---------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                 |                     |                     |                     | \$                   | %            |
| <b><u>Appropriations</u></b>    |                     |                     |                     |                      |              |
| Tax Collector Commission        | \$ 33,636,203       | \$ 32,260,378       | \$ 32,260,378       | \$ -                 | -            |
| Refund-Tax Collector Commission | (29,993,150)        | (28,419,823)        | (29,000,000)        | (580,177)            | 2%           |
| Postage Expense                 | 60,436              | 66,000              | 66,000              | -                    | -            |
| <b>SubTotal</b>                 | <b>\$ 3,703,489</b> | <b>\$ 3,906,555</b> | <b>\$ 3,326,378</b> | <b>\$ (580,177)</b>  | <b>(15%)</b> |
| <b>Ad Valorem Funding</b>       | <b>\$ 3,703,489</b> | <b>\$ 3,906,555</b> | <b>\$ 3,326,378</b> | <b>\$ (580,177)</b>  | <b>(15%)</b> |
| <b>Positions</b>                | <b>264</b>          | <b>264</b>          | <b>305</b>          | <b>41</b>            | <b>16%</b>   |

**Budget Variance Explanation**

\$ (580,177) Increase in refund is based on an estimated increase in Tax Collector's revenue.

**\$ (580,177) Total Decrease**

**Expenditures by Fund Group**  
**Total of all Funds \$3,925,196,649**



The financial accountability of Palm Beach County is measured on a "fund" basis in accordance with generally accepted accounting principles (GAAP). This means that 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. All budgeted funds are included in the audited financial statements. For financial statement purposes, the Palm Beach County reporting entity includes both blended and discretely-presented component units, some of which are not included in the budget.

**General Fund**

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 major 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**

These funds are used to account for the proceeds of specific revenue sources, including grants, or to finance specific activities required by law or administrative regulation. Some of the major funds in this grouping are County Transportation Trust, Fire Rescue, Municipal Services Taxing District, County Library, and Tourist Development.

**Debt Service Funds**

These funds are used to account for the payment of principal and interest on long-term general obligation debt. Transactions applicable to long-term debt of Enterprise Funds are reported within these funds.

**Capital Projects Funds**

These funds are used to account for resources principally provided by general long-term debt and used for the acquisition of capital facilities other than those financed by Enterprise Funds.

**Enterprise Funds**

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**

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. The major funds in this grouping are Fleet Management, Casualty Self Insurance, Risk Management and Employee Health Insurance.

Financial operations of the County are managed through the use of more than 350 funds. However, only two of these funds are major funds and the remaining described below are significant in nature.

### **General Fund (Major 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. Of the revenues in the General Fund, 58.6% come from property taxes. Other taxes, balances forward, grants, charges for services and other miscellaneous revenues account for the balance of General Fund revenues. The General Fund itself represents 25.9% of the total budget for the County.

### **Special Revenue Funds**

#### **County Library Fund**

This special revenue fund accounts for the operations of the County Library. The Library Taxing District (LTD) operates throughout the unincorporated area and 23 of the County's 38 municipalities. The primary funding source for the LTD is property taxes. Grants and balances forward provide the balance of the LTD revenues. The County Library Fund represents 1.2% of the total County budget.

#### **Fire Rescue Funds (Major Fund)**

Seven special revenue funds account for the operations of the County Fire Rescue service. Service is provided throughout the unincorporated area and 16 of the County's municipalities through a combination of contracted services and participation in the taxing districts. Property taxes provide 54.2% of the fund revenues with the balance of the revenues being provided from charges for services and balances forward. The Fire Rescue Funds represent 9.0% of the total County budget.

#### **Palm Tran Operations Fund**

This special revenue fund accounts for the operations of Palm Tran, the County's public transit system. The primary funding sources for this fund are gas tax receipts, Federal and State grants, fares, user fees, and transfers from the General and Transportation Improvement Funds. The Palm Tran Operations Fund represents 1.7% of the total County budget.

**County Transportation Trust Fund**

Under Florida Statute 336.022(1) each County in Florida is required to establish and maintain a transportation trust fund for all transportation-related revenues and expenditures. Expenditures from the fund must be for transportation expenditures authorized by law. The County Transportation Trust Fund is budgeted and accounted for as a special revenue fund. Primary sources of revenue include balances forward, grants, gas taxes, and transfers from the General and Transportation Improvement Funds. This fund represents 1.0% of the total County budget. It also provides funding for several Engineering and Public Works projects including Road, Bridge, and Traffic Operations.

**Capital Projects Funds****Transportation Improvement Fund**

This capital project fund is used to finance thoroughfare road improvements throughout the County, and is 6.1% of the total County budget. The primary funding source for this fund is gasoline taxes imposed both by local option and by state statute. Grants, miscellaneous revenues, and balances forward make up the balance of the funding. The County's Five Year Road Program is primarily funded in the Transportation Improvement Fund. In addition, the Street Lighting Program and Median Landscape Projects are funded in this fund.

**Road Impact Fee Funds**

There are five capital project funds utilized to finance growth related improvements to the thoroughfare road system. 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. Road impact fees are the primary source of revenue for these funds. In addition, Road Impact Fees are mainly utilized to fund the Five Year Road Program, and are allocated for projects within the zone where fees are collected. Road Impact Fee funds represent 4.6% of the total County budget.

**Park Impact Fee Funds**

There are three capital project funds utilized to finance growth related improvements to the County park system. The County is divided into three geographic zones as related to Park Impact Fees. These fees are imposed upon new land development and on the expansion, replacement, or change of use of existing facilities. Funding is allocated for zone specific projects where fees are collected. The Park Impact Fee funds represent 0.20% of the total County budget.



**Enterprise Funds****Water Utilities Operations and Maintenance Fund**

This enterprise fund is used to finance the operating activities of the County's water and sewer utility operations. The revenue 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. The Water Utilities Operations and Maintenance Fund is 3.2% of the total County budget.

**Water Utilities Capital Improvements Fund**

This enterprise fund is used to finance capital improvements for the water and sewer systems. Transfers from the Water Utilities Revenue Fund and various bond funds provide the primary revenues for the fund. The fund represents 3.7% of the total County budget.

**Airport Operations Fund**

This enterprise fund is used to finance the operating activities of the County's airport system which includes four County-owned airports. The primary funding sources for this fund are landing fees, rental fees, concessions, and transfers from the Airport Improvement and Development Fund. The Airport Operations Fund represents 2.1% of the total County budget.

Adopted Budget

| <u>Fund Type</u>                    | <u>Fund Name</u>                                    | <u>FY 2011</u>              | <u>FY 2012</u>                |
|-------------------------------------|---|-----------------------------|-------------------------------|
| <b><u>General Fund</u></b>          |   |                             |                               |
| 0001                                | General Fund (Major Fund)                           | \$959,240,680               | \$1,016,251,176               |
|                                     | <b>Total General Fund</b>                           | <b><u>\$959,240,680</u></b> | <b><u>\$1,016,251,176</u></b> |
| <b><u>Special Revenue Funds</u></b> |   |                             |                               |
| 1000                                | Senior Citizens Centers                             | \$679,495                   | \$643,865                     |
| 1001                                | HUD Supportive Housing                              | 1,389,542                   | 1,369,058                     |
| 1002                                | Head Start  | 28,176,757                  | 28,472,295                    |
| 1003                                | Community Action Program                            | 1,312,978                   | 724,168                       |
| 1004                                | Farmworkers Jobs/Education Prm                      | 452,050                     | 396,095                       |
| 1006                                | DOSS - Administration                               | 7,999,236                   | 7,701,308                     |
| 1009                                | Low Income Home Energy Program                      | 2,783,720                   | 5,568,796                     |
| 1010                                | Ryan White Care Program                             | 12,889,898                  | 14,098,392                    |
| 1100                                | Affordable Housing Trust Fund (SHIP)                | 6,987,861                   | 5,009,609                     |
| 1101                                | Housing & Community Devlpmt                         | 19,233,012                  | 18,946,449                    |
| 1103                                | Home Investmnt Partnership Act                      | 7,483,595                   | 4,744,429                     |
| 1104                                | Section 108 Loan Fund                               | 155,000                     | 181,228                       |
| 1106                                | Disaster Recovery Initiative                        | 9,908,244                   | 7,531,741                     |
| 1108                                | Disaster Recovery Initiative #3 (Wilma)             | 19,090,341                  | 14,893,104                    |
| 1109                                | Neighborhood Stablization Program                   | 12,440,614                  | 5,596,855                     |
| 1110                                | CDBG - Homeless Prev & Rapid Re-Housing Prog (HPRP) | 1,820,196                   | 205,924                       |
| 1111                                | CDBG - Recovery Program                             | 1,725,752                   | 824,910                       |
| 1112                                | Neighborhood Stablization Program 2                 | 49,808,448                  | 43,043,553                    |
| 1113                                | Neighborhood Stablization Program 3                 | 0                           | 11,061,386                    |
| 1150                                | Juvenile Assessment Center Fund                     | 309,023                     | 39,560                        |
| 1151                                | Law Enforcement Trust Fund                          | 2,847,549                   | 2,562,628                     |
| 1152                                | Sherrif's Grants                                    | 4,760,729                   | 4,077,628                     |
| 1180                                | County Library                                      | 47,150,028                  | 47,539,918                    |
| 1200                                | Beautification Maintenance                          | 1,601,995                   | 1,554,270                     |
| 1201                                | County Transportation Trust                         | 43,623,870                  | 39,869,707                    |
| 1202                                | Street Lighting Maintenance                         | 1,291,204                   | 1,258,912                     |
| 1203                                | Red Light Camera Fund                               | 570,000                     | 570,000                       |
| 1220                                | Natural Areas Stwrdshp Endwmnt                      | 5,203,876                   | 5,252,054                     |
| 1222                                | Ag Reserve Land Management                          | 1,219,544                   | 1,182,799                     |
| 1223                                | Environmental Enhance-Freshwtr                      | 463,743                     | 521,610                       |
| 1224                                | Environmental Enhance-Saltwtr                       | 658,994                     | 709,313                       |
| 1225                                | Environmental Enhance-Nonspec                       | 2,506,654                   | 4,157,221                     |
| 1226                                | Natural Area Fund                                   | 30,793,418                  | 23,093,677                    |
| 1227                                | Pollution Recovery Trust Fund                       | 2,228,790                   | 2,616,609                     |
| 1228                                | State Mosquito                                      | 198,225                     | 201,325                       |
| 1229                                | FDEP Lake Worth Lagoon Ecosyst                      | 3,268,901                   | 2,289,561                     |

Adopted Budget

| <u>Fund Type</u> | <u>Fund Name</u>                                   | <u>FY 2011</u> | <u>FY 2012</u> |
|------------------|--|----------------|----------------|
| 1230             | Petroleum Storage Tank Program                     | 1,666,110      | 1,548,535      |
| 1231             | Petrol Store Tank Compliance                       | 847,212        | 752,027        |
| 1250             | Handicapped Parking Enforcemnt                     | 341,429        | 396,372        |
| 1251             | Human Relations Camp                               | 98,871         | 0              |
| 1252             | HUD - Fair Housing                                 | 479,876        | 362,504        |
| 1253             | Fair Employment Contract                           | 880,534        | 682,556        |
| 1260             | Sales Tax Revenue Fund                             | 81,548,265     | 0              |
| 1261             | Bond Waiver Program R89-1178                       | 657,829        | 663,487        |
| 1262             | Intergovt'L Radio Comm Program                     | 2,084,516      | 2,141,763      |
| 1263             | School Impact Fees Zone 1                          | 1,260,128      | 597,366        |
| 1264             | School Impact Fees Zone 2                          | 859,096        | 482,660        |
| 1265             | School Impact Fees Zone 3                          | 1,262,662      | 654,983        |
| 1266             | School Impact Fees Zone 4                          | 728,287        | 377,088        |
| 1267             | School Concurrency                                 | 2,000          | 2,000          |
| 1268             | Choose Life License Plate Fund                     | 82,541         | 135,313        |
| 1269             | Intergovt'l Radio Comm Program - Countywide        | 0              | 950,000        |
| 1300             | Fire Rescue MSTU (Major Fund)                      | 316,769,136    | 313,497,894    |
| 1301             | Fire Rescue Jupiter MSTU                           | 15,864,541     | 15,001,721     |
| 1303             | Aviation Battalion                                 | 6,881,392      | 6,452,450      |
| 1304             | F/R Long-Term Disability Plan                      | 16,493,676     | 16,690,567     |
| 1305             | MSBU-Hydrant Rental Boca Raton                     | 560,814        | 555,858        |
| 1306             | MSBU-Hydrant Rental-Riviera Bh                     | 58,042         | 56,332         |
| 1321             | Law Library  | 516,427        | 427,350        |
| 1323             | Criminal Justice Trust Fund                        | 731,482        | 815,027        |
| 1324             | Local Req & Innovations Fund (F.S.29.004& 0082a2)  | 240,000        | 204,000        |
| 1325             | Legal Aid Programs Fund (F.S.29.008)               | 240,000        | 204,000        |
| 1326             | Teen Court/JAC Juvenile Programs Fund              | 240,000        | 204,000        |
| 1327             | Court Information Technology Fund (F.S. 28.2412e1) | 3,541,971      | 3,601,960      |
| 1340             | Palm Tran Operations                               | 66,514,242     | 67,885,513     |
| 1341             | Palm Tran Grants                                   | 70,990,167     | 70,546,432     |
| 1342             | Palm Tran Letter of Credit                         | 0              | 86,306         |
| 1360             | Metro Planing Organization                         | 3,225,930      | 2,414,419      |
| 1380             | Southwinds Golf Course                             | 1,753,673      | 1,701,158      |
| 1381             | Okeeheelee Golf Course                             | 2,436,610      | 2,463,369      |
| 1382             | Osprey Point Golf Course                           | 2,176,587      | 2,156,940      |
| 1383             | Park Ridge Golf Course                             | 1,609,279      | 1,568,422      |
| 1400             | MSTD - Building                                    | 11,225,000     | 13,694,929     |
| 1401             | CCRT Street Lighting Maintenance                   | 1,206,973      | 1,525,086      |
| 1420             | ACC Mobile Spay/Neuter Prgm                        | 1,087,556      | 895,894        |
| 1421             | Animal Regulation Trust Fund                       | 49,955         | 47,777         |
| 1423             | Victims Of Crime Emergency Support Fund            | 52,174         | 44,808         |
| 1424             | E-911 Wire Line FS365.171                          | 1,126,677      | 1,126,680      |
| 1425             | EMS Award-Grant Program                            | 503,042        | 686,533        |

Adopted Budget

| <u>Fund Type</u>                   | <u>Fund Name</u>                        | <u>FY 2011</u>                | <u>FY 2012</u>              |
|------------------------------------|---|-------------------------------|-----------------------------|
| 1426                               | Public Safety Grants                    | 242,606                       | 287,651                     |
| 1427                               | Emergency Management                    | 1,146,206                     | 120,636                     |
| 1428                               | Em Preparedness & Assistance            | 227,404                       | 332,076                     |
| 1429                               | Regulation Of Towing Business           | 226,521                       | 209,875                     |
| 1430                               | Vehicle For Hire Ordinance              | 960,605                       | 636,555                     |
| 1432                               | Moving Ordinance                        | 81,257                        | 92,070                      |
| 1433                               | E-911 WireLess FS365.172/173            | 2,798,866                     | 107,321                     |
| 1434                               | E-911 Carry Forward FS365.072/173       | 8,739,598                     | 11,447,481                  |
| 1435                               | E-911 Grant Fund                        | 9,756,189                     | 0                           |
| 1436                               | Justice Service Grant Fund              | 293,484                       | 0                           |
| 1437                               | Family Drug Court Grant Fund            | 484,907                       | 307,880                     |
| 1438                               | Urban Areas Security Initiative Grant   | 0                             | 690,773                     |
| 1439                               | Radiological Emergency Preparedness-FPL | 109,802                       | 96,558                      |
| 1440                               | Highridge Activity Fund                 | 26,496                        | 26,496                      |
| 1450                               | TDC-Convention Center Oper              | 6,343,130                     | 6,451,807                   |
| 1451                               | TDC-Film Commission                     | 592,042                       | 690,656                     |
| 1452                               | TDC-Special Projects                    | 264,756                       | 382,586                     |
| 1453                               | TDC-4th Cent Local Option Tax           | 9,365,276                     | 10,419,368                  |
| 1454                               | TDC-Tourism                             | 9,377,563                     | 11,007,236                  |
| 1455                               | TDC-Cultural Arts                       | 3,289,444                     | 4,190,158                   |
| 1456                               | TDC-Beaches                             | 1,830,888                     | 1,972,725                   |
| 1457                               | TDC-Sports Commission                   | 1,244,486                     | 1,425,259                   |
| 1458                               | TDC-1st Cent Tourist Local Option Tax   | 10,904,348                    | 14,139,240                  |
| 1470                               | Drug Abuse Trust Fund                   | 360,429                       | 305,154                     |
| 1480                               | Driver Ed Trust FS318.121               | 1,715,816                     | 1,409,968                   |
| 1482                               | Coopertive Extension Rev Fund           | 310,896                       | 372,061                     |
| 1483                               | PBC Office of Inspector General (IG)    | 1,474,825                     | 3,299,643                   |
| 1484                               | PBC Commission on Ethics                | 475,626                       | 637,022                     |
| 1500                               | Crime Prevention Fund                   | 373,596                       | 463,329                     |
| 1501                               | Domestic Violence Fund                  | 112,627                       | 160,757                     |
| 1503                               | JAG-LLEBG ARRA Fund 2009                | 250,568                       | 87,511                      |
| 1504                               | JAG Combat & ReEntry Grant 2008-2012    | 206,000                       | 108,710                     |
| 1505                               | Local Law Enfor Blk Grant 2003          | 287,336                       | 68,836                      |
| 1507                               | Criminal Justice Reserve Fund           | 30,146                        | 1,420,451                   |
| 1510                               | Justice & Mental Health Collab Prg Grnt | 102,942                       | 95,902                      |
| 1521                               | Public Affairs Replacement Frequency    | 1,681,069                     | 1,539,563                   |
| 1539                               | Economic Development                    | 6,112,075                     | 5,103,477                   |
| 1540                               | EDO - Section 108 Loan Fund             | 17,817,955                    | 10,508,732                  |
| 1541                               | Energy Efficiency & Consvr Blk Grnt     | 6,307,060                     | 1,670,185                   |
| <b>Total Special Revenue Funds</b> |   | <b><u>\$1,057,852,824</u></b> | <b><u>\$935,097,744</u></b> |

Adopted Budget

| <u>Fund Type</u>                 | <u>Fund Name</u>                                   | <u>FY 2011</u> | <u>FY 2012</u> |
|----------------------------------|--|----------------|----------------|
| <b><u>Debt Service Funds</u></b> |  |                |                |
| 2003                             | 233.6M NAV 90 DS, Criminal Justice Facilities      | 2,961,646      | 2,913,296      |
| 2018                             | 94.3M NAV 04 DS, Pub Imprv & Ref Airport Cntr 92   | 7,835,659      | 7,818,952      |
| 2019                             | 25M GO 03 DS, Parks & Cultural Facilities          | 1,853,706      | 1,201,982      |
| 2020                             | 25M GO 05 DS, Parks & Cultural Improvmts           | 1,956,088      | 1,201,888      |
| 2021                             | 30.5M GO 03 DS, Library Improve                    | 1,552,401      | 1,392,488      |
| 2022                             | 24.5M GO 06 DS, Library Improve                    | 1,737,159      | 1,735,369      |
| 2028                             | 133.9M NAV 05 DS, Scripps Construction             | 10,807,416     | 10,787,994     |
| 2031                             | 38.8M NAV 04 DS, Scripps/Mecca Land Acq            | 2,839,607      | 2,832,047      |
| 2034                             | 24.3M NAV Tax 04 DS, Scripps Ld Acq                | 2,821,377      | 2,736,514      |
| 2037                             | 11.5M BAN Tax Refunding 07 DS, Conv Cntr Hotel     | 420,532        | 0              |
| 2038                             | 50M GO 05 DS, Waterfront Access                    | 3,726,298      | 3,727,174      |
| 2040                             | 14.6M NAV 06 DS, Parking Facilities Expansion      | 1,144,433      | 1,139,824      |
| 2041                             | 13M NAV 05 DS, 2nd FAU/Scripps Beeline             | 1,623,480      | 1,637,199      |
| 2052                             | 105.5M NAV 07 DS, Scripps/Briger                   | 7,736,219      | 7,720,300      |
| 2053                             | 167M NAV 07 DS, Jail Expand/Pub Bldg               | 12,648,350     | 11,268,550     |
| 2054                             | 176.5M NAV 08 DSR, Jail Expand/Pub Bldg            | 12,083,777     | 11,738,429     |
| 2058                             | 35M PBSO Mobile Data Debt Service                  | 6,394,351      | 6,394,351      |
| 2061                             | 11.6M Note Payable 08 DS, ESL Jupiter              | 1,006,000      | 883,175        |
| 2065                             | 16.1M LT BAN 09 DS, Public Imprv (4 Pts Fac)       | 645,630        | 484,223        |
| 2067                             | 94.2M NAV 08-2 DS, Max Planck & SS Refunding       | 7,629,830      | 7,630,930      |
| 2068                             | 94.2M NAV 08-2 DSR, Max Planck & SS Refunding      | 8,467,060      | 7,920,165      |
| 2069                             | 30.6M NAV 11 DS, Ocean Ave Bridge & Max Planck2    | 0              | 3,300,000      |
| 2501                             | 59.39M GO 94B DS                                   | 4,415,112      | 0              |
| 2505                             | 32.775M CJC Rev Ref 97 DS                          | 1,878,248      | 17,748,248     |
| 2506                             | 117.485M CJF Ref 93 DS                             | 14,084,159     | 0              |
| 2507                             | 22.2M NAV 93 DS, Ref 24.5M Pub Bldg Corp 86        | 1,984,042      | 0              |
| 2508                             | 45.6M GO 98 DS, Ref 2 issues                       | 4,173,850      | 4,167,500      |
| 2509                             | 18.56M Cjfac Ref2002 DS                            | 2,119,100      | 2,121,100      |
| 2510                             | 6.5M NAV 03 DS, Ref 8.5M Pub Imprv 94              | 713,931        | 714,331        |
| 2511                             | 81.34M Convention Center Refunding Bonds 2004      | 5,394,080      | 5,240,364      |
| 2513                             | 20M GO 05 DS, Ref 25M Rec Fac 99A                  | 2,010,775      | 2,009,275      |
| 2514                             | 17.455M NAV 05 DS, Ref 26M Parks & Rec Fac 96      | 2,047,113      | 2,050,763      |
| 2515                             | 16M NAV 05 DS, Ref 22M N.C Court & PBSO MP 97      | 1,663,645      | 1,659,645      |
| 2516                             | 11.5M NAV 05 DS, Ref 15M Judicial Parking 95       | 1,158,925      | 1,156,585      |
| 2517                             | 20.07M NAV 05 DS, Ref 28M Stadium Fac 96           | 2,152,764      | 2,155,369      |
| 2518                             | 45.8M GO Tax 06 DS, Ref 75M Land Acq 99B & 01A     | 12,085,966     | 12,082,699     |
| 2519                             | 115.8M GO Tax Cp 06 DS, Ref 75M Land Acq 99B & 01A | 491,241        | 395,844        |
| 2520                             | 2.58M NAV 07A, Biomed Research Park DS             | 188,062        | 187,987        |
| 2521                             | 5.18M NAV 07B, Refunding Biomed Research Park DS   | 430,305        | 430,052        |
| 2522                             | 29.4M NAV 08A DS, Ref SS#1,3&5                     | 2,954,797      | 2,909,446      |
| 2523                             | 11.5M NAV Tax 10 DS, Ref 11M Conv Hotel BAN 07     | 1,420,782      | 1,110,131      |

Adopted Budget

| <u>Fund Type</u>                    | <u>Fund Name</u>                                      | <u>FY 2011</u>              | <u>FY 2012</u>              |
|-------------------------------------|---|-----------------------------|-----------------------------|
| 2524                                | 19.5M GO 10 DS, Ref Part 30M Library GO 03            | 762,149                     | 762,225                     |
| 2525                                | 28.7M GO 10 DS, Ref Part 25M Parks GO 03 & 05         | 0                           | 1,401,550                   |
| <b>Total Debt Service Funds</b>     |   | <b><u>\$160,020,065</u></b> | <b><u>\$154,767,964</u></b> |
| <b><u>Capital Project Funds</u></b> |   |                             |                             |
| 3000                                | 25M GO 99A, Recreation & Cultural                     | \$325,819                   | \$979,699                   |
| 3014                                | 80.7M NAV 01, Convention Center                       | 7,165,885                   | 7,207,690                   |
| 3017                                | 26.3M NAV 96, Parks & Recreation Facilities           | 67,646                      | 35,453                      |
| 3018                                | 94.3M NAV 04, Pub Imprv & Ref Airport Cntr 92         | 601,367                     | 471,765                     |
| 3019                                | 25M GO 03, Parks & Cultural Facilities                | 4,726,248                   | 3,431,517                   |
| 3020                                | 25M GO 05, Parks & Cultural Imprvmts                  | 18,578,529                  | 13,727,286                  |
| 3021                                | 30.5M GO 03, Library Improvements                     | 4,878,090                   | 3,284,561                   |
| 3022                                | 22.3M GO 06, Library Improvements                     | 13,921,614                  | 8,613,221                   |
| 3028                                | 133.9M NAV 05, Scripps Construction                   | 7,000                       | 7,405                       |
| 3032                                | 27.0M Sunshine#7A 06, Var Crthse & Gen Govt Bldg      | 54,653                      | 35,612                      |
| 3033                                | 5.6M Sunshine#6 04, Scripps Infrastructure & Beeline  | 227,097                     | 99,873                      |
| 3037                                | 11.5M LT BAN Tax 05, Convention Center Hotel Site Acq | 367,672                     | 375,022                     |
| 3038                                | 50M GO 05, Waterfront Access                          | 18,585,734                  | 13,779,561                  |
| 3040                                | 14.6M NAV 06, Parking Facility Expansion              | 1,155,030                   | 1,168,418                   |
| 3041                                | 13M FAU Scripps Grant-2nd Bldg                        | 78,017                      | 0                           |
| 3043                                | 6.125M Sunshine#8 06, Park & Marina Improv            | 901,089                     | 375,181                     |
| 3046                                | 8.1M Sunshine #9, So County Golf Course CTF           | 1,291,800                   | 78,870                      |
| 3048                                | 7.5M Sunshine#7B 06, Regional Park CTF                | 954                         | 0                           |
| 3052                                | 98.0M NAV 07C CTF, Scripps.Brigr                      | 10,804,738                  | 4,041,629                   |
| 3053                                | 176.5M NAV 08 CTF, Jail Expand/Pub Bldg               | 73,012,750                  | 32,917,213                  |
| 3058                                | 35M NAV 08 CP, PBSO Mobile Data                       | 25,940,687                  | 19,532,570                  |
| 3061                                | 11.6M Note Payable 08 CP, ESL Jupiter                 | 59,375                      | 34,375                      |
| 3065                                | 16.1M LT BAN 09 CP, Public Imprv (4 Pts Fac)          | 7,827,364                   | 0                           |
| 3067                                | 94.1M NAV 08-2 CP Max Planck & SS Refunding           | 37,871,227                  | 15,160,111                  |
| 3500                                | Transportation Improvmt Fund                          | 250,987,877                 | 239,160,219                 |
| 3501                                | Road Impact Fee Zone 1                                | 58,670,131                  | 46,383,686                  |
| 3502                                | Road Impact Fee Zone 2                                | 46,355,505                  | 39,843,890                  |
| 3503                                | Road Impact Fee Zone 3                                | 46,432,647                  | 37,464,000                  |
| 3504                                | Road Impact Fee Zone 4                                | 24,636,632                  | 22,282,549                  |
| 3505                                | Road Impact Fee Zone 5                                | 41,917,526                  | 36,380,871                  |
| 3511                                | Unicorp Impr Fund                                     | 11,469,077                  | 10,052,074                  |
| 3515                                | Abacoa Impact Fee Account                             | 1,437,816                   | 758,245                     |
| 3516                                | Abacoa Trust Sub Account                              | 4,464,787                   | 4,728,779                   |
| 3519                                | Northlake Blvd. Agr W/Npbcid                          | 7,521                       | 26,628                      |
| 3523                                | Proportionate Share Trust Fund                        | 17,707,142                  | 23,102,357                  |
| 3531                                | Impact Fee program-Roads Zone 1                       | 1,037,000                   | 1,097,815                   |

Adopted Budget

| <u>Fund Type</u>                   | <u>Fund Name</u>                                   | <u>FY 2011</u>                | <u>FY 2012</u>              |
|------------------------------------|--|-------------------------------|-----------------------------|
| 3600                               | Park Improvemnt Fund                               | 6,375,989                     | 4,862,623                   |
| 3601                               | Park Impact Fees Z-1                               | 1,690,223                     | 1,399,495                   |
| 3602                               | Park Impact Fees Z-2                               | 1,367,530                     | 1,261,170                   |
| 3603                               | Park Impact Fees Z-3                               | 4,997,634                     | 3,964,693                   |
| 3650                               | Unit 11 Acquisition/Enhancemnt                     | 3,723,230                     | 3,372,230                   |
| 3651                               | South Lox Sl Wetland Restoratn                     | 218,474                       | 235,781                     |
| 3652                               | Beach Improvement                                  | 40,265,625                    | 38,541,059                  |
| 3653                               | South Lake Worth Inlet                             | 4,209,124                     | 2,513,122                   |
| 3654                               | Environmental Resources Capital Projects           | 16,401,406                    | 12,815,199                  |
| 3700                               | Fire Rescue Improvement                            | 41,362,744                    | 38,190,171                  |
| 3704                               | Fire Rescue Impact Fees                            | 5,936,214                     | 6,910,110                   |
| 3750                               | Library Improvement Fund                           | 6,749,525                     | 5,189,960                   |
| 3751                               | Library Expansion Program                          | 24,835,892                    | 21,483,355                  |
| 3752                               | Library Impact Fees                                | 4,763,908                     | 4,869,423                   |
| 3753                               | Library Capital Grants                             | 493,660                       | 0                           |
| 3800                               | Pud Civic Site Cash Out                            | 2,777,169                     | 2,794,677                   |
| 3801                               | 800 Mhz RR+I Fund                                  | 35,082,182                    | 38,133,180                  |
| 3803                               | Law Enfc/Impct Fees Z2 Rd Patl                     | 4,261,349                     | 1,553,189                   |
| 3804                               | Public Building Impr Fund                          | 70,644,982                    | 42,795,017                  |
| 3805                               | Public Building Impact Fees                        | 5,389,783                     | 2,981,914                   |
| 3807                               | TDC - Bldg Renewal and Replacement                 | 10,974,948                    | 11,172,838                  |
| 3900                               | Capital Outlay                                     | 27,153,989                    | 20,395,042                  |
| 3901                               | Information Technology Capital Improvements        | 10,840,390                    | 8,910,694                   |
| 3902                               | Court Related Info Tech Cap Improvements           | 746,271                       | 386,838                     |
| 3903                               | Energy Efficiency and Conservation Block Grant - E | 3,809,049                     | 1,110,913                   |
| <b>Total Capital Project Funds</b> |  | <b><u>\$1,068,645,336</u></b> | <b><u>\$862,480,838</u></b> |

Enterprise Funds

|      |                                     |               |               |
|------|-------------------------------------|---------------|---------------|
| 4000 | WUD Revenue                         | \$159,246,000 | \$165,154,000 |
| 4001 | Operation & Maintenance             | 117,223,355   | 124,371,405   |
| 4010 | Renewal & Replacement               | 1,000,000     | 1,000,000     |
| 4011 | Capital Improvements                | 98,394,317    | 144,945,866   |
| 4012 | Connection Charge Account           | 4,516,000     | 3,700,000     |
| 4013 | Special Assessment Prgm WUD         | 2,628,000     | 2,802,216     |
| 4015 | WUD FPL Water Renewal & Replacement | 583,000       | 843,000       |
| 4031 | Debt Service WUD Ecr Loan           | 316,000       | 316,000       |
| 4032 | Debt Service WUD 95                 | 0             | 1,041,000     |
| 4033 | Debt Service WUD 98                 | 1,797,800     | 5,500         |
| 4034 | Debt Service WUD All                | 4,438,000     | 4,438,000     |
| 4036 | Debt Service WUD 2003               | 1,077,500     | 1,183,200     |
| 4037 | Debt Service WUD 2004               | 4,091,000     | 3,500         |

**Adopted Budget**

| <b><u>Fund Type</u></b>               | <b><u>Fund Name</u></b>                 | <b><u>FY 2011</u></b>         | <b><u>FY 2012</u></b>         |
|---------------------------------------|---|-------------------------------|-------------------------------|
| 4039                                  | Debt Service WUD 2006                   | 8,566,900                     | 10,364,400                    |
| 4040                                  | Debt Service 6.5M WUD 08                | 1,887,500                     | 1,887,500                     |
| 4041                                  | Construction Trust Fund WUD 2009        | 17,500,000                    | 1,000,000                     |
| 4042                                  | Debt Service WUD 2009                   | 4,435,000                     | 4,044,000                     |
| 4043                                  | WUD FPL Debt Service Coverage Fund      | 275,000                       | 634,000                       |
| 4100                                  | Airport Operations                      | 76,699,499                    | 81,795,911                    |
| 4110                                  | Airport Capital Projects                | 1,813,297                     | 3,003,593                     |
| 4111                                  | Airports Imp & Dev Fund                 | 90,338,330                    | 166,132,349                   |
| 4112                                  | Airport Passenger Facility Chgs         | 49,473,857                    | 58,210,128                    |
| 4113                                  | Noise Abatement & Mitigation            | 1,729,705                     | 1,937,766                     |
| 4114                                  | Airports Restricted Assets Fd           | 2,698,687                     | 1,660,696                     |
| 4116                                  | Cap Proj 8M PBIA Sub Indebtedness 2006  | 295,170                       | 307,587                       |
| 4117                                  | Cap Proj 69M PBIA Rev Bonds, 2006A      | 0                             | 3,411,273                     |
| 4130                                  | Debt Serv 60M PBIA Rev Ref 2002         | 13,307,030                    | 13,207,968                    |
| 4131                                  | Debt Serv 83M PBIA Rev Ref 2001         | 29,186                        | 15,485                        |
| 4136                                  | Debt Serv 8M PBIA Sub Indebtedness 2006 | 89,999                        | 89,628                        |
| 4137                                  | Debt Serv 69M PBIA Rev Bonds 2006A      | 3,436,318                     | 3,435,881                     |
| 4138                                  | Debt Serv 16M PBIA Tax Rev Ref 2006B    | 1,009,920                     | 1,011,163                     |
| <b>Total Enterprise Funds</b>         |   | <b><u>\$668,896,370</u></b>   | <b><u>\$801,953,015</u></b>   |
| <b><u>Internal Services Funds</u></b> |   |                               |                               |
| 5000                                  | Fleet Management                        | \$47,817,638                  | \$48,422,449                  |
| 5010                                  | Property & Casualty Insurance           | 20,065,742                    | 19,864,447                    |
| 5011                                  | Risk Management Fund                    | 19,453,149                    | 16,151,474                    |
| 5012                                  | Employee Health Insurance               | 76,269,109                    | 70,207,542                    |
| <b>Total Internal Services Funds</b>  |   | <b><u>\$163,605,638</u></b>   | <b><u>\$154,645,912</u></b>   |
| <b>Total Adopted Budget</b>           |   | <b><u>\$4,078,260,913</u></b> | <b><u>\$3,925,196,649</u></b> |



## 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

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:

- a. Road construction and paving.
- b. New and expanded physical facilities for the community.
- c. Large scale rehabilitation or replacement of existing facilities.
- d. Purchase of equipment items that have a relatively long period of usefulness.
- e. The cost of engineering or architectural studies and services relative to a specific improvement.
- f. 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 the Office of Financial Management and Budget 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 and replacement of, 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 2012 capital budget are roads, parks and buildings which were necessitated for the County's role in providing these basic services to its citizens.

Some capital improvements will actually decrease maintenance costs, such as the replacement of fire trucks and water lines or the reconstruction of roads. 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 506 and 507.

The County has a significant number of non-routine capital projects included in the FY 2012 budget, all of which are listed in this section. The chart below highlights some of those projects in the Capital Budget Document where more detailed information can be found.

| <b>Project</b>  | <b>FY 2012 Allocation</b> | <b>Funding Source</b>                        |
|---|---------------------------|--|
| <u><b>Countywide Building Renewal and Replacement</b></u> <ul style="list-style-type: none"> <li>This project includes repair, replacement or renovations to various County buildings, including high volume areas at the Courthouse Room 2.23.</li> </ul>  | \$5,239,857               | Ad Valorem                                   |
| <u><b>Jail Expansion Program</b></u> <ul style="list-style-type: none"> <li>The scope of this program includes multiple projects identified in the detention facilities master plan approved by BCC in April 2006. The reallocation of funds between projects in a separate bond fund accounts for civil costs associated with demucking and raising the site to accommodate the Army Corp of Engineer's report on the Lake Okeechobee dike.</li> </ul> | \$4,000,000               | Bonds  |
| <u><b>Radio System 800MHz System Refresh</b></u> <ul style="list-style-type: none"> <li>This project involves the replacement of the legacy Smartzone Master Site Equipment with an Astro 25 IP-based network infrastructure which will address future expansion requirements and allow the County to directly connect to adjacent counties.</li> </ul>   | \$5,000,000               | Various/Municipalities/<br>Moving Violations |
| <u><b>Radio System Analog Microwave System Replacement</b></u> <ul style="list-style-type: none"> <li>This project will expand the County's current microwave capacity and will put in place the necessary microwave support system for the 800MHz technology.</li> </ul>   | \$3,500,000               | Various/Municipalities/<br>Moving Violations |
| <u><b>Roger Dean Stadium Renewal and Replacement</b></u> <ul style="list-style-type: none"> <li>This project provides for the renewal and replacement of structures and capital equipment.</li> </ul>   | \$4,600,000               | Bed Taxes                                    |
| <u><b>Intersection Program*</b></u> <ul style="list-style-type: none"> <li>This program provides both minor and major improvements at intersections.</li> </ul>   | \$4,050,000               | Grants/Impact Fees                           |
| <u><b>60th West of Royal Palm Beach Blvd to SR7 Extension*</b></u> <ul style="list-style-type: none"> <li>1.0 Mile, 3 Lanes</li> </ul>  | \$5,300,000               | Impact Fees                                  |
| <u><b>Jog Road/North of SR710 to Florida's Turnpike*</b></u> <ul style="list-style-type: none"> <li>0.7 Miles, 4 Lanes</li> </ul>   | \$6,540,000               | Grants/Impact Fees                           |
| <u><b>Jog Rd/Roebuck Rd. to S. of 45th Street *</b></u> <ul style="list-style-type: none"> <li>1.9 miles, 4 Lanes</li> </ul>  | \$16,000,000              | Grants/Impact Fees                           |

\*Based on the Five Year Road Program Adopted by the BCC on June 21, 2011.

|   |             |                    |
|---|-------------|--------------------|
| <b><u>Palmetto Park Road/Powerline Road to Military Trail*</u></b><br><ul style="list-style-type: none"> <li>1.7 Miles, 8 Lanes</li> </ul>  | \$9,600,000 | Grants/Impact Fees |
| <b><u>Seminole Pratt Whitney Road/South of M Canal to Orange Blvd.*</u></b><br><ul style="list-style-type: none"> <li>1.3Miles, 4/6 Lanes</li> </ul>  | \$5,300,000 | Impact Fees        |
| <b><u>State Road 7 Extension/Persimmon Blvd. to 60th Street *</u></b><br><ul style="list-style-type: none"> <li>1.0 Mile, 2/4 Lanes</li> </ul>  | \$4,700,000 | Impact Fees        |
| <b><u>Jupiter Carlin Shore Protection III</u></b><br><ul style="list-style-type: none"> <li>This project includes planning, design, permitting and monitoring of a beach renourishment project from Jupiter Beach Park through Carlin Park.</li> </ul>  | \$1,513,000 | Bed Taxes          |
| <b><u>Ocean Ridge Shore Protection</u></b><br><ul style="list-style-type: none"> <li>This project includes planning, design, permitting, monitoring and maintenance of a beach nourishment/restoration project between South Lake Worth Inlet and 1.42 miles south.</li> </ul>  | \$1,813,000 | Bed Taxes          |
| <b><u>Lake Lytal Pool Resurfacing and Coping Replacement</u></b><br><ul style="list-style-type: none"> <li>This project includes removing paint from the 50 meter pool, repairing all cracks and gouges in the inlet fittings, gutter tile and regrouting all other tile including lane markers.</li> </ul>             | \$300,000   | Ad Valorem         |
| <b><u>Riverbend/Reese Grove Park Phase III</u></b><br><ul style="list-style-type: none"> <li>Phase III of this project includes the design and construction of additional park improvements for this 700 acre regional park.</li> </ul>   | \$392,000   | Impact Fees/Bonds  |
| <b><u>South County Regional Park Phase III</u></b><br><ul style="list-style-type: none"> <li>Phase III includes the completion of recreational facilities to include special event areas, roadways, parking, restrooms, picnicking facilities, open play areas and other areas including support structures.</li> </ul> | \$500,000   | Impact Fees        |
| <b><u>Calypso Bay Waterpark River Ride Renovation</u></b><br><ul style="list-style-type: none"> <li>This project will resurface the river ride with pebble tech and includes eliminating the expansion joints, repairing the wall cap an replacing any broken or damaged tile.</li> </ul>                               | \$400,000   | Bonds              |
| <b><u>Juno Pier Renovation</u></b><br><ul style="list-style-type: none"> <li>This project involves the renovation of the wood decking and railings on the fishing pier.</li> </ul>  | \$400,000   | Bonds              |

\*Based on the Five Year Road Program Adopted by the BCC on June 21, 2011.

|   |                     |  |
|---|---------------------|--|
| <p><b><u>North County Airport Environmental Impact Study</u></b></p> <ul style="list-style-type: none"> <li>This project will provide for the environmental impact study required to relocate runway 13/31 and construct a parallel runway at the North County Airport.</li> </ul>  | <p>\$2,300,000</p>  | <p>Grants/Passenger Facility Charges</p> |
| <p><b><u>PBIA Baggage System Improvements and Expansion</u></b></p> <ul style="list-style-type: none"> <li>This project will expand and improve baggage handling capabilities at Palm Beach International Airport (PBIA).</li> </ul>  | <p>\$47,000,000</p> | <p>Grants/Passenger Facility Charges</p> |
| <p><b><u>PBIA Golfview Apron and Associated Infrastructure</u></b></p> <ul style="list-style-type: none"> <li>This project consists of the construction of apron and associated infrastructure necessary to support aviation development in the Golfview area.</li> </ul>   | <p>\$6,000,000</p>  | <p>Grants/Passenger Facility Charges</p> |
| <p><b><u>PBIA Runway Rehabilitation</u></b></p> <ul style="list-style-type: none"> <li>This project will provide for the repair and rehabilitation of the primary runway 10L-28R at Palm Beach International Airport.</li> </ul>  | <p>\$15,000,000</p> | <p>Passenger Facility Charges</p>        |
| <p><b><u>PBIA Miscellaneous Taxiway Rehabilitation</u></b></p> <ul style="list-style-type: none"> <li>This project will provide for the rehabilitation of taxiways "B", "D" and "E" at Palm Beach International Airport.</li> </ul>   | <p>\$2,050,000</p>  | <p>Grants/Passenger Facility Charges</p> |
| <p><b><u>Design and Construction of Regional Pump Stations</u></b></p> <ul style="list-style-type: none"> <li>This project includes the design and construction of regional pump stations for the County's wastewater collection system.</li> </ul>   | <p>\$3,000,000</p>  | <p>User Fees</p>                         |
| <p><b><u>Reclaimed Water System Improvements and</u></b></p> <ul style="list-style-type: none"> <li>This project includes the improvements and expansion of the Department's Mandatory Reclaimed Water System. Improvements include the installation of telemetry valves to allow for lake delivery of the reclaimed water instead of delivering under pressure.</li> </ul> | <p>\$3,900,000</p>  | <p>User Fees</p>                         |
| <p><b><u>System Wide New Collection System Piping</u></b></p> <ul style="list-style-type: none"> <li>This project includes the extension of collection system force mains to areas located within the Department's existing service area which are not previously served by the Department.</li> </ul>  | <p>\$9,400,000</p>  | <p>User Fees</p>                         |
| <p><b><u>System Wide Wellfield Rehabilitation and Expansion</u></b></p> <ul style="list-style-type: none"> <li>This project involves the rehabilitation and replacement of existing wells and the construction of new production wells at the Department's water treatment plants.</li> </ul>   | <p>\$11,500,000</p> | <p>User Fees</p>                         |



**FUNDING SOURCES BY TYPE OF REVENUE**

|                       |           |                             |
|-----------------------|-----------|-----------------------------|
| Taxes (Ad Valorem)    | \$        | 13,333,496                  |
| Interest              |           | 15,821,316                  |
| Gas Tax               |           | 18,206,000                  |
| Assessments           |           | 2,471,000                   |
| Impact Fees           |           | 23,193,002                  |
| Other                 |           | 300,728,373                 |
| Statutory Reserves    |           | (2,771,666)                 |
| Balance Forward       |           | 879,453,791                 |
| <b>Total Revenues</b> | <b>\$</b> | <b><u>1,250,435,312</u></b> |

**APPROPRIATIONS BY CATEGORY**

|                               |           |                             |
|-------------------------------|-----------|-----------------------------|
| Criminal Justice              | \$        | 55,171,390                  |
| Environmental Lands & Beaches |           | 57,511,766                  |
| Fire-Rescue                   |           | 45,100,281                  |
| General Government            |           | 162,691,687                 |
| Libraries                     |           | 43,440,520                  |
| Parks                         |           | 43,895,548                  |
| Road Program*                 |           | 444,617,572                 |
| Street & Drainage             |           | 10,052,074                  |
| Airports                      |           | 234,663,392                 |
| Water Utilities               |           | 153,291,082                 |
| <b>Total Appropriations</b>   | <b>\$</b> | <b><u>1,250,435,312</u></b> |

\* Based on the Five Year Road Program Adopted by the BCC on June 21, 2011.

**CAPITAL BUDGET REVENUES & APPROPRIATIONS****CAPITAL BUDGET REVENUES**

| <u>Revenues</u>               | <u>Criminal<br/>Justice</u> | <u>Environ.<br/>Land &amp; Bchs.</u> | <u>Fire<br/>Rescue</u> | <u>General<br/>Gov't</u> | <u>Libraries</u>    |
|-------------------------------|-----------------------------|--------------------------------------|------------------------|--------------------------|---------------------|
| <b>Taxes<br/>(Ad Valorem)</b> | \$0                         | \$250,000                            | \$0                    | \$11,465,049             | \$0                 |
| <b>Interest</b>               | 1,606,000                   | 543,000                              | 1,305,000              | 4,006,316                | 638,000             |
| <b>Gas Tax</b>                | 0                           | 0                                    | 0                      | 0                        | 0                   |
| <b>Assessments</b>            | 0                           | 0                                    | 0                      | 0                        | 0                   |
| <b>Impact Fees</b>            | 92,400                      | 0                                    | 352,000                | 645,560                  | 119,900             |
| <b>Bond/ Loan Proceeds</b>    | 0                           | 0                                    | 0                      | 0                        | 0                   |
| <b>Other</b>                  | 0                           | 38,147,850                           | 0                      | 13,095,630               | 0                   |
| <b>Statutory Reserves</b>     | (84,920)                    | (27,150)                             | (82,850)               | (182,594)                | (37,895)            |
| <b>Balances Forward</b>       | 53,557,910                  | 18,598,066                           | 43,526,131             | 133,661,726              | 42,720,515          |
| <b>Total Revenue</b>          | <b>\$55,171,390</b>         | <b>\$57,511,766</b>                  | <b>\$45,100,281</b>    | <b>\$162,691,687</b>     | <b>\$43,440,520</b> |

**Appropriations**

|                             |                     |                     |                     |                      |                     |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|---------------------|
| <b>Projects</b>             | \$27,207,177        | \$53,567,866        | \$28,759,252        | \$116,621,241        | \$27,013,610        |
| <b>Transfers</b>            | 20,160,247          | 2,034,375           | 0                   | 1,607,575            | 2,200,000           |
| <b>Reserves</b>             | 7,803,966           | 1,909,525           | 16,341,029          | 44,462,871           | 14,226,910          |
| <b>Total Appropriations</b> | <b>\$55,171,390</b> | <b>\$57,511,766</b> | <b>\$45,100,281</b> | <b>\$162,691,687</b> | <b>\$43,440,520</b> |

**& APPROPRIATIONS BY CATEGORY**

| <b>Parks</b>        | <b>Road*<br/>Program</b> | <b>Street &amp;<br/>Drainage</b> | <b>Airports</b>      | <b>Water<br/>Utilities</b> | <b>Total</b>           |
|---------------------|--------------------------|----------------------------------|----------------------|----------------------------|------------------------|
| \$868,447           | \$750,000                | \$0                              | \$0                  | \$0                        | \$13,333,496           |
| 1,172,000           | 5,123,000                | 141,000                          | 1,245,000            | 42,000                     | \$15,821,316           |
| 0                   | 18,206,000               | 0                                | 0                    | 0                          | \$18,206,000           |
| 0                   | 0                        | 500,000                          | 0                    | 1,971,000                  | \$2,471,000            |
| 836,000             | 21,147,142               | 0                                | 0                    | 0                          | \$23,193,002           |
| 0                   | 0                        | 0                                | 0                    | 0                          | \$0                    |
| 2,477,485           | 60,557,806               | 2,326                            | 144,397,160          | 42,050,116                 | \$300,728,373          |
| (100,400)           | (2,223,807)              | (32,050)                         | 0                    | 0                          | (\$2,771,666)          |
| 38,642,016          | 341,057,431              | 9,440,798                        | 89,021,232           | 109,227,966                | \$879,453,791          |
| <b>\$43,895,548</b> | <b>\$444,617,572</b>     | <b>\$10,052,074</b>              | <b>\$234,663,392</b> | <b>\$153,291,082</b>       | <b>\$1,250,435,312</b> |
| \$36,804,470        | \$140,366,679            | \$878,318                        | \$141,473,845        | \$90,728,421               | \$663,420,879          |
| 0                   | 11,034,417               | 0                                | 46,994,900           | 4,802,216                  | 88,833,730             |
| 7,091,078           | 293,216,476              | 9,173,756                        | 46,194,647           | 57,760,445                 | 498,180,703            |
| <b>\$43,895,548</b> | <b>\$444,617,572</b>     | <b>\$10,052,074</b>              | <b>\$234,663,392</b> | <b>\$153,291,082</b>       | <b>\$1,250,435,312</b> |

\* Based on the Five Year Road Program Adopted by the BCC on June 21, 2011.

The FY 2012 Capital Improvement Budget (CIP) has appropriations totaling \$1.25 billion. The capital improvement program is financed primarily through bonds, impact fees, balances brought forward, and taxes. A detailed capital project listing is contained in the Capital Improvement Program document, published separately. Some of the highlights of the capital improvement program include:

**General Government**

These projects include amounts budgeted for general government buildings, which include land acquisition, design, construction, and other general government capital projects. The FY 2012 budget is \$162.7 million and includes Countywide repair, replace and renovations of County buildings.

**Environmental Lands & Beaches**

These projects total \$57.5 million and include amounts for environmental restoration and beach improvements.

**Criminal Justice**

These projects total \$55.2 million and include amounts budgeted for various criminal justice facilities.

**Fire-Rescue**

These projects total \$45.1 million and include amounts budgeted for new and replacement stations, new facilities for training and support services & improvements to existing fire stations.

**Libraries**

These projects primarily consist of growth related branch expansions, construction of new branches and improvements to existing branches for a total of \$43.4 million.

**Parks & Recreation**

These projects total \$43.9 million and include development of new parks and park improvements financed by Park Revenue Bonds, General Obligation Recreation/Cultural Bonds, and Impact Fees.

**Roads**

These projects total \$444.6 million and consist of right-of-way acquisition and design and construction of various County roads. The majority of the projects are those identified in the County's Five Year Road Program as adopted by the Board of County Commissioners on June 21, 2011.

**Street & Drainage Improvements**

These projects total \$10.1 million and are largely for infrastructure improvements to County maintained bridges, culverts, and other street pavement, curbing, and canal drainage projects.

**Airports**

Capital projects budgeted by Airports include security upgrades, land acquisition, and additional taxiway and terminal improvements. These projects total \$234.7 million.

**Water Utilities**

These projects total \$153.3 million including water and wastewater treatment plants, system improvements, and the expansion of various existing facilities.

| <u>Project Name</u>                                  | <u>Total</u>        | <u>Ad Valorem</u>   |
|--|---------------------|---------------------|
| <b><u>Countywide Ad Valorem Projects</u></b>         |                     |                     |
| <b>Environmental Resource Management</b>             |                     |                     |
| Environmental Restoration                            | \$ 250,000          | \$ 250,000          |
| <b>Total Environmental Resource Management</b>       | <b>\$ 250,000</b>   | <b>\$ 250,000</b>   |
| <b>Facilities Development &amp; Operations</b>       |                     |                     |
| Building R&R Countywide                              | \$ 5,239,857        | \$ 5,239,857        |
| Courthouse - 5th Floor Security Renovations          | 24,000              | 24,000              |
| Courthouse - Central Recording KVM                   | 5,000               | 5,000               |
| Courthouse Remote FTR                                | 45,000              | 45,000              |
| Courthouse Remote Testing                            | 100,000             | 100,000             |
| Electronic Systems R&R Countywide                    | 1,613,000           | 1,613,000           |
| PBSO Headquarters Modifications                      | 1,000,000           | 1,000,000           |
| <b>Total Facilities Development &amp; Operations</b> | <b>\$ 8,026,857</b> | <b>\$ 8,026,857</b> |
| <b>Information Systems Services</b>                  |                     |                     |
| Data Centers Upgrade to 10/100/1000 Gigabit          | \$ 200,000          | \$ 200,000          |
| Data Storage Growth and Replacement                  | 100,000             | 100,000             |
| Disaster recovery and Business Continuity Services   | 100,000             | 100,000             |
| Enterprise Backup Growth and Replacement             | 1,275,000           | 1,275,000           |
| Fiber Buildout of Enterprise Network                 | 750,000             | 750,000             |
| Network Equipment and Vendor Support                 | 900,000             | 900,000             |
| Network/Internet Security/Threat Management          | 150,000             | 150,000             |
| Server Management System                             | 150,000             | 150,000             |
| Telephone System Enhancements                        | 25,000              | 25,000              |
| Video Conferencing and Distribution                  | 100,000             | 100,000             |
| Voice Over IP Implementation and Expansion           | 50,000              | 50,000              |
| WAN In-Building Cabling, FY 2012                     | 100,000             | 100,000             |
| Wintel Server Replacement and Growth                 | 100,000             | 100,000             |
| Wireless Connectivity                                | 150,000             | 150,000             |
| <b>Total Information Systems Services</b>            | <b>\$ 4,150,000</b> | <b>\$ 4,150,000</b> |
| <b>Parks &amp; Recreation</b>                        |                     |                     |
| Asphalt Pathway Repairs                              | \$ 142,000          | \$ 142,000          |
| Information Technology Expansion and Replacements    | 164,200             | 164,200             |
| Irrigation Improvements                              | 40,000              | 40,000              |
| Lake Lytal Pool Resurfacing and Coping Replacement   | 300,000             | 300,000             |
| Maintenance Equipment                                | 62,000              | 62,000              |
| Peanut Island Lifeguard Room                         | 51,800              | 51,800              |
| Restroom Renovations and Building Reroofing          | 140,000             | 140,000             |

| <u>Project Name</u>  | <u>Total</u>                | <u>Ad Valorem</u>           |
|--|-----------------------------|-----------------------------|
| <b><u>Countywide Ad Valorem Projects</u></b>                               |                             |                             |
| <b>Parks &amp; Recreation (continued)</b>                                  |                             |                             |
| South Bay RV Campground Caretaker's Residence                              | 100,000                     | 100,000                     |
| <b>Total Parks &amp; Recreation</b>  | <b>\$ 1,000,000</b>         | <b>\$ 1,000,000</b>         |
| <b>Total Countywide Ad Valorem Projects</b>                                | <b><u>\$ 13,426,857</u></b> | <b><u>\$ 13,426,857</u></b> |
| <b><u>Countywide-Non Ad Valorem Projects</u></b>                           |                             |                             |
| <b>Environmental Resource Management</b>                                   |                             |                             |
| Coral Cove Dune Restoration  | \$ 250,000                  | \$ -                        |
| Juno Beach Shore Protection  | 250,000                     | -                           |
| Jupiter Carlin Shore Protection II   | 1,513,000                   | -                           |
| Ocean Ridge Shore Protection   | <u>1,813,000</u>            | <u>-</u>                    |
| <b>Total Environmental Resource Management</b>                             | <b>\$ 3,826,000</b>         | <b>\$ -</b>                 |
| <b>Facilities Development &amp; Operations</b>                             |                             |                             |
| Convention Center Renewal & Replacement                                    | \$ 650,000                  | \$ -                        |
| Courthouse Jury Assembly   | 2,000,000                   | -                           |
| Jail Expansion Program   | 4,000,000                   | -                           |
| PBSO Headquarters Modifications  | 2,657,000                   | -                           |
| Radio System 800MHZ System Refresh   | 5,000,000                   | -                           |
| Radio System Analog Microwave System Replacement                           | 3,500,000                   | -                           |
| Radio System Repair & Replace - Various                                    | 250,000                     | -                           |
| Roger Dean Stadium Renewal & Replacement                                   | <u>4,645,249</u>            | <u>-</u>                    |
| <b>Total Facilities Development &amp; Operations</b>                       | <b>\$ 22,702,249</b>        | <b>\$ -</b>                 |
| <b>Parks &amp; Recreation</b>  |                             |                             |
| <b>Florida Boating Improvement Program Reserve</b>                         |                             |                             |
| Burt Reynolds Boat Ramp Improvements                                       | \$ 50,000                   | \$ -                        |
| <b>Payment in Lieu of Recreation Reserve</b>                               |                             |                             |
| South County Civic Center Renovations                                      | 18,566                      | -                           |
| <b>Bond Proceeds-\$25M GO 03 Park &amp; Cultural Facilities (Interest)</b> |                             |                             |
| Golf Course Lightning Protection   | 45,000                      | -                           |
| Jim Brandon Equestrian Center Painting                                     | 100,000                     | -                           |
| Recreation Facility Improvements and Renovations                           | 20,000                      | -                           |
| South County Civic Center Renovations                                      | 43,434                      | -                           |

| <u>Project Name</u>  | <u>Total</u>        | <u>Ad Valorem</u> |
|--|---------------------|-------------------|
| <b><u>Countywide-Non Ad Valorem Projects</u></b>                       |                     |                   |
| <b>Parks &amp; Recreation (continued)</b>                              |                     |                   |
| <b>Bond Proceeds-\$26.3M NAV 96, Parks &amp; recreation Facilities</b> |                     |                   |
| Aqua Crest Wading Pool Renovation                                      | 15,000              | -                 |
| <b>Bond Proceeds-\$25M GO 05, Parks &amp; Cultural Improvements</b>    |                     |                   |
| Calypso Bay Waterpark HVAC Replacements                                | 38,200              | -                 |
| Calypso Bay Waterpark River Ride Renovation                            | 400,000             | -                 |
| Glades District Maintenance Facility                                   | 50,000              | -                 |
| Morikami Museum Woodruff Memorial Bridge Repair                        | 75,000              | -                 |
| <b>Bond Proceeds-\$25M GO 99A, Recreation &amp; Cultural (RfDS)</b>    |                     |                   |
| Juno Pier Renovation   | 400,000             | -                 |
| Peanut Island Decking Renovations                                      | 160,000             | -                 |
| Recreation Facility Improvements and Renovations                       | 20,000              | -                 |
| Riverbend/Reese Grove Park Phase III                                   | 92,000              | -                 |
| <b>Impact Fee Zone 1 Funded Projects</b>                               |                     |                   |
| Burt Reynolds Park Chamber of Commerce Building                        | 50,000              | -                 |
| Riverbend/Reese Grove Park Phase III                                   | 300,000             | -                 |
| <b>Impact Fee Zone 2 Funded Projects</b>                               |                     |                   |
| Calypso Bay Waterpark Expansion  | 200,000             | -                 |
| John Prince Park Improvements Phase IV                                 | 150,000             | -                 |
| Okeehetee South Park Development Phase III                             | 100,000             | -                 |
| <b>Impact Fee Zone 3 Funded Projects</b>                               |                     |                   |
| Coconut Cove Waterpark Expansion                                       | 200,000             | -                 |
| South County Regional Park Phase III                                   | 500,000             | -                 |
| <b>Total Parks &amp; Recreation</b>                                    | <b>\$ 3,027,200</b> | <b>\$ -</b>       |
| <b>Five Year Road Program</b>  |                     |                   |
| 10th Ave North - Bridge over Keller Canal                              | \$ 930,000          | \$ -              |
| 60th St W of Royal Palm Beach Blvd to St Rd 7 Extension                | 5,300,000           | -                 |
| Administrative Support and Computer Equipment                          | 370,000             | -                 |
| Annual Contract Advertising  | 10,000              | -                 |
| Australian Ave. - Palm Beach Lakes blvd. Intersection Impr.            | 300,000             | -                 |
| Beautification - Unincorporated Area OTIS Program                      | 1,000,000           | -                 |
| Belvedere Rd - Haverhill Intersection Improvements                     | 350,000             | -                 |
| Belvedere Rd - Military Trail Intersection Improvements                | 200,000             | -                 |
| Camino Real Rd. / Boca Club over Intracoastal Waterway                 | 2,500,000           | -                 |
| Caroline Ave. - Crossing over L.V.D.D.L-3 Canal                        | 320,000             | -                 |
| Central Blvd - C-18 Canal to Church St.                                | 900,000             | -                 |

| <u>Project Name</u>   | <u>Total</u>                 | <u>Ad Valorem</u>  |
|---|------------------------------|--------------------|
| <b><u>Countywide-Non Ad Valorem Projects</u></b>  |                              |                    |
| <b>Five Year Road Program (continued)</b>   |                              |                    |
| Central Blvd - Indiantown Rd  | 2,800,000                    | -                  |
| Clint More Rd - Jog Rd to Military Tr   | 430,000                      | -                  |
| Community Dr - Military Tr Intersection   | 2,679,000                    | -                  |
| Congress Avenue - North of Northlake to Alternate A1A   | 1,500,000                    | -                  |
| Congress Avenue - S of Lantana  | 800,000                      | -                  |
| CR 880 (Old SR 80) - Rehabilitation   | 500,000                      | -                  |
| Glades Area - Restoration and Reconstruction  | 700,000                      | -                  |
| Haverhill Rd. - Lantana Rd. to S. of LWDDL-14 Canal   | 100,000                      | -                  |
| Haverhill Rd. - S of WDDL-14 Canal to Lake Worth Rd.  | 1,000,000                    | -                  |
| Intersection Program - Countywide   | 4,050,000                    | -                  |
| Intracoastal Crossings - Countywide   | 1,200,000                    | -                  |
| Jog Rd - North of SR 710 to Florida Turnpike Entrance   | 6,540,000                    | -                  |
| Jog Rd - Roebuck Rd to 45th St  | 16,000,000                   | -                  |
| Lyons Rd - S of LWDDL-11 Canal to N of LWDDL-10 Canal   | 1,000,000                    | -                  |
| Old Dixie Hwy - Park Ave to Northlake Blvd  | 3,000,000                    | -                  |
| Palmetto Park Rd - W of Powerline to W of Military Trl  | 9,600,000                    | -                  |
| Pathway Program - Countywide  | 1,500,000                    | -                  |
| Recording Fees - Countywide   | 20,000                       | -                  |
| Reserve for Plans/Align - Countywide  | 200,000                      | -                  |
| Reserves - Rights of Way - Countywide   | 200,000                      | -                  |
| Seminole Pratt - M Canal to Orange Blvd   | 5,300,000                    | -                  |
| Silver Beach Rd - E of Congress Ave to Old Dixie Hwy  | 3,100,000                    | -                  |
| St Rd 7 Extension   | 4,700,000                    | -                  |
| Streetlighting - Countywide   | 1,600,000                    | -                  |
| Streetscape   | 2,560,000                    | -                  |
| Traffic Calming - Countywide  | 15,000                       | -                  |
| Traffic Signals - Countywide  | 600,000                      | -                  |
| Transfer to Road Maintenance - Countywide   | 2,000,000                    | -                  |
| <b>Total Five Year Road Program</b>   | <b>\$ 85,874,000</b>         | <b>\$ -</b>        |
| <i>*The above list is based on the June 21, 2011 update. Subsequent to adoption of the FY 2012 budget, the BCC approved an additional update delaying some of the above projects.</i> |                              |                    |
| <b>Total Countywide Non Ad Valorem Projects</b>   | <b><u>\$ 115,429,449</u></b> | <b><u>\$ -</u></b> |
| <b><u>Dependent District Projects</u></b>   |                              |                    |
| <b>County Library</b>   |                              |                    |
| Acreage Branch  | \$ 400,000                   | \$ -               |
| Retrofit/Replacement of A/C   | 107,250                      | -                  |
| Security/Fire Alarm Systems   | 50,000                       | -                  |
| West Boynton Branch Renovation  | 525,000                      | -                  |
| <b>Total County Library</b>   | <b>\$ 1,082,250</b>          | <b>\$ -</b>        |



| <u>Project Name</u>  | <u>Total</u>         | <u>Ad Valorem</u> |
|--|----------------------|-------------------|
| <b>Total Dependent District Projects</b>                   | <b>\$ 1,082,250</b>  | <b>\$ -</b>       |
| <b><u>Enterprise Projects</u></b>                          |                      |                   |
| <b>Airports</b>  |                      |                   |
| Baggage Systems Improvements and Expansion                 | \$ 47,000,000        | \$ -              |
| Land Acquisitions  | 50,000               | -                 |
| Lantana Additional Hangars                                 | 625,000              | -                 |
| Lantana Projects   | 50,000               | -                 |
| North County Additional Hangars                            | 618,000              | -                 |
| North County Environmental Impact Study for Runway         | 2,300,000            | -                 |
| North County Projects                                      | 10,000               | -                 |
| North County Site Work and Infrastructure                  | 750,000              | -                 |
| P-Runway 10L-28R Rehabilitation                            | 15,000,000           | -                 |
| P-Airside Projects   | 10,000               | -                 |
| P-Design and Engineering                                   | 500,000              | -                 |
| P-Environmental  | 10,000               | -                 |
| P-Fire Rescue  | 30,000               | -                 |
| P-Golfview Apron an associated Infrastructure              | 6,000,000            | -                 |
| P-Miscellaneous Taxiway rehab(B,D and E)                   | 2,050,000            | -                 |
| Pahokee Projects   | 50,000               | -                 |
| PBIA-Equipment Airport Administration                      | 100,000              | -                 |
| PBIA-Landside Projects                                     | 10,000               | -                 |
| PBIA-Demolition  | 25,000               | -                 |
| PBIA-Equipment Grounds Maintenance                         | 10,000               | -                 |
| PBIA-Terminal Maintenance Equipment                        | 100,000              | -                 |
| Permit Fees  | 25,000               | -                 |
| Project Inspection an Administration                       | 5,000                | -                 |
| Replace Cabin Air Control System                           | 150,000              | -                 |
| Terminal Improvements                                      | 500,000              | -                 |
| Testing and Miscellaneous Engineering                      | 50,000               | -                 |
| <b>Total Airports</b>                                      | <b>\$ 76,028,000</b> | <b>\$ -</b>       |
| <b>Water Utilities</b>                                     |                      |                   |
| Acquisiton of Land For Future Utility Facilities           | \$ 500,000           | \$ -              |
| Asset Management Program-Sewer Lift Station Rehabilitation | 157,000              | -                 |
| Central Region Operations Center                           | 2,100,000            | -                 |
| Design and Construction of Regional Pump Stations          | 3,000,000            | -                 |
| East Central Region Water Reclamation Facility             | (293,000)            | -                 |
| FPL Reclaimed Water System                                 | (829,000)            | -                 |
| Glades Utility Authority Infrastructure Improvement        | (784,000)            | -                 |
| Improvements to Water Treatment Plant #2                   | 1,900,000            | -                 |

| <u>Project Name</u>                                    | <u>Total</u>                 | <u>Ad Valorem</u>  |
|--|------------------------------|--------------------|
| <b><u>Enterprise Projects</u></b>                      |                              |                    |
| <b>Water Utilities (continued)</b>                     |                              |                    |
| Improvements to Water Treatment Plant #3               | 1,350,000                    | -                  |
| Improvements to Water Treatment Plant #8               | (1,062,000)                  | -                  |
| Improvements to Water Treatment Plant #9               | 550,000                      | -                  |
| Lake Region Water Treatment Plant                      | (100,000)                    | -                  |
| Northern Region Operations Center                      | 1,000,000                    | -                  |
| Reclaimed Water System Improvements and Expansion      | 3,900,000                    | -                  |
| Sludge Pelletization Facility                          | (150,000)                    | -                  |
| Southern Region Water Reclamation Facility Improvement | 1,000,000                    | -                  |
| Special Assessment Program                             | 1,200,000                    | -                  |
| System Wide Buildings and Other Improvements           | (3,040,000)                  | -                  |
| System Wide Deep Injection Well Improvements           | 500,000                      | -                  |
| System Wide Membrane Element Replacement Projects      | 1,000,000                    | -                  |
| System Wide New Collection System Piping               | 9,400,000                    | -                  |
| System Wide Security Improvements                      | 1,110,000                    | -                  |
| System Wide Wastewater Treatment Plant Improvement     | 500,000                      | -                  |
| System Wide Water Collection System Upgrades           | (1,000,000)                  | -                  |
| System Wide Water Treatment Plant Improvements         | (6,815,000)                  | -                  |
| System Wide Wellfield Rehabilitation and Expansion     | 11,500,000                   | -                  |
| Telemetry Information Management System Upgrades       | 1,300,000                    | -                  |
| Wastewater Collection System Pipe Rehabilitation       | 2,700,000                    | -                  |
| Water & Sewer Utility Line relocations-County Road     | 3,500,000                    | -                  |
| Water Transmission Main Improvements and Relocation    | 1,833,000                    | -                  |
|  | \$ 35,927,000                | \$ -               |
| <b>Total Water Utilities</b>                           | <b>\$ 35,927,000</b>         | <b>\$ -</b>        |
| <b>Total Enterprise Projects</b>                       | <b><u>\$ 111,955,000</u></b> | <b><u>\$ -</u></b> |

| <u>Reserves Included in FY 2012 Capital Budget</u>     | <u>Major Components</u> | <u>Program Totals</u> |
|--|-------------------------|-----------------------|
| <b>Criminal Justice</b>                                |                         | \$7,803,966           |
| PBSO Mobile Data                                       | \$1,372,323             |                       |
| Public Improvement Bond                                | 5,549,483               |                       |
| Law Enforcement Impact Fees                            | 882,160                 |                       |
| <b>Total for Major Components</b>                      | <b>\$7,803,966</b>      |                       |
| <b>Environmental Lands &amp; Beaches</b>               |                         | \$1,909,525           |
| Unit 11 Acquisition/Enhancement Fund                   | \$465,452               |                       |
| South Lox Wetland Restoration                          | 222,091                 |                       |
| Beach Improvements                                     | 1,132,432               |                       |
| South Lake Worth Inlet                                 | 89,550                  |                       |
| <b>Total for Major Components</b>                      | <b>\$1,909,525</b>      |                       |
| <b>Fire Rescue</b>                                     |                         | \$16,341,029          |
| Fire-Rescue Impact Fees                                | \$1,415,922             |                       |
| Fire-Rescue Improvements                               | 14,925,107              |                       |
| <b>Total for Major Components</b>                      | <b>\$16,341,029</b>     |                       |
| <b>General Government</b>                              |                         | \$44,462,871          |
| 92.2M Convention Center Bond & Hotel Site              | \$787,591               |                       |
| Civic Site Cash Outs                                   | 134,249                 |                       |
| 800 MHZ Radio R & R                                    | 27,695,364              |                       |
| General Capital  | 1,437,232               |                       |
| Information Technology Capital Improvements            | 263,789                 |                       |
| Airport Center Acquisition/ Public Improvement         | 319,346                 |                       |
| Scripps Biotech  | 475,046                 |                       |
| Public Improvement                                     | 35,612                  |                       |
| Public Building Impact Fees                            | \$400,000               |                       |
| Public Building Improvement                            | \$94,119                |                       |
| Max Planck & SS Refunding                              | 1,987,290               |                       |
| Tourist Devlpmnt Council Bldg. Renewal and Replacement | 5,307,989               |                       |
| Energy Efficiency and Conservation                     | 213                     |                       |
| Abacoa   | 4,427,216               |                       |
| Road Impact Fees                                       | 1,097,815               |                       |
| <b>Total for Major Components</b>                      | <b>\$44,462,871</b>     |                       |

| <u>Reserves Included in FY 2012 Capital Budget</u> | <u>Major Components</u> | <u>Program Totals</u> |
|--|-------------------------|-----------------------|
| <b>Libraries</b>                                   |                         | \$14,226,910          |
| 50M GO Library Bond                                | \$4,537,126             |                       |
| Expansion Program                                  | 3,914,551               |                       |
| Library Improvements                               | 2,313,166               |                       |
| Library Impact Fees                                | 3,462,067               |                       |
| <b>Total for Major Components</b>                  | <b>\$14,226,910</b>     |                       |
| <b>Parks</b>                                       |                         | \$7,091,078           |
| Park Impact Fees                                   | \$2,849,736             |                       |
| Park Improvements                                  | 830,260                 |                       |
| Park Bonds   | 3,411,082               |                       |
| <b>Total for Major Components</b>                  | <b>\$7,091,078</b>      |                       |
| <b>Road Program*</b>                               |                         | \$293,216,476         |
| Transportation Improvement                         | \$154,808,808           |                       |
| Proportionate Share Trust Fund                     | 17,114,184              |                       |
| Road Impact Fees                                   | 121,293,484             |                       |
| <b>Total for Major Components</b>                  | <b>\$293,216,476</b>    |                       |
| <b>Street &amp; Drainage</b>                       |                         | \$9,173,756           |
| Proportionate Share Trust Fund                     | \$9,173,756             |                       |
| <b>Total for Major Components</b>                  | <b>\$9,173,756</b>      |                       |
| <b>Airports</b>                                    |                         | \$46,194,647          |
| Capital Project Reserves                           | \$1,065,010             |                       |
| Airport Improvement & Development                  | 22,695,087              |                       |
| Passenger Facility Charges                         | 15,207,228              |                       |
| Noise Abatement & Mitigation                       | 1,937,766               |                       |
| 8M Subordinated Debt                               | 307,587                 |                       |
| 69 M Revenue Bonds                                 | 3,411,273               |                       |
| Restricted Assets                                  | 1,570,696               |                       |
| <b>Total for Major Components</b>                  | <b>\$46,194,647</b>     |                       |

| <u>Reserves Included in FY 2012 Capital Budget</u> | <u>Major<br/>Components</u> | <u>Program<br/>Totals</u>       |
|--|-----------------------------|---------------------------------|
| <b>Water Utilities</b>                             |                             | \$57,760,445                    |
| Renewal & Replacement                              | \$1,000,000                 |                                 |
| Capital Improvements                               | 55,417,445                  |                                 |
| Reclaimed Water Renewal and Replacement            | 843,000                     |                                 |
| Special Assessment Program                         | 500,000                     |                                 |
| <b>Total for Major Components</b>                  | <u>\$57,760,445</u>         |                                 |
| <br><b>Total All Programs</b>                      |                             | <br><u><u>\$498,180,703</u></u> |

*Note: Capital budget reserve program amounts also include non-project reserve balances residing in Capital Funds.*

*\*Based on the Five Year Road Program Adopted by the BCC on June 21, 2011.*

**IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET**

Some capital projects, when completed, increase operating costs. 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. On the other hand, projects such as the Library Expansion Program will require additional operations and maintenance costs to operate new or expanded branches.

Recently completed capital projects have resulted in geographic centralization of County facilities and services. The construction of the Vista Center, the North County Facility, and the South County Facility reduced maintenance, travel, security and overhead, as well as, improved overall efficiency.

The future fiscal impact on the operating budget is outlined in each capital project proposal. Each proposal and its impact on the operating budget are calculated by County Administration to determine its funding priority and level. Once the Capital Improvement Budget is approved by the Board of County Commissioners, the tentative operating budget is amended to reflect the increase due to capital projects.

The FY 2012 operating budget has increased by \$447 thousand due to completed capital projects. The following department's operating budgets have been impacted by completed capital projects:

**County Library**

A total operating budget of \$440 thousand is being added in FY 2012 due to new branch being constructed in the Acreage.

**Parks and Recreation**

A total operating budget of \$7 thousand will be added in FY 2012; primarily due to the operations associated with the John Prince Park Improvements and Okeehelie South Park Development.

**ESTIMATED OPERATING IMPACT OF CAPITAL PROJECTS**

**FY 2012 Through FY 2016**  
(in thousands)

|   | <u>FY 2012</u> | <u>FY 2013</u>  | <u>FY 2014</u>  | <u>FY 2015</u>  | <u>FY 2016</u>  |
|---|----------------|-----------------|-----------------|-----------------|-----------------|
| <b><u>County Library</u></b>                          |                |                 |                 |                 |                 |
| Acreage Branch  | \$ 440         | \$ 892          | \$ 892          | \$ 892          | \$ 892          |
| <b>Total</b>  | <b>\$ 440</b>  | <b>\$ 892</b>   | <b>\$ 892</b>   | <b>\$ 892</b>   | <b>\$ 892</b>   |
| <b><u>Facilities Development &amp; Operations</u></b> |                |                 |                 |                 |                 |
| Airport Center Renovation                             | \$ -           | \$ -            | \$ -            | \$ -            | \$ 100          |
| Animal Care & Control - Belvedere Expansion           | -              | -               | -               | -               | 100             |
| Animal Care & Control Pahokee                         | -              | -               | -               | 100             | 105             |
| Courthouse Jury Assembly                              | -              | 100             | 105             | 105             | 105             |
| Courthouse 8th Floor                                  | -              | -               | -               | 100             | 105             |
| Head Start - Delray Beach                             | -              | -               | -               | -               | 200             |
| Jail Expansion Program                                | -              | -               | -               | -               | 500             |
| PBSO Dist. 1 Substation & CTYW Traffic Court          | -              | -               | -               | -               | 100             |
| PBSO Evidence Building                                | -              | -               | 100             | 105             | 105             |
| PBSO West Atlantic Avenue                             | -              | -               | -               | 200             | 200             |
| South County Admin. Complex Redevelopment             | -              | -               | -               | -               | 400             |
| Supervisor of Elections Warehouse                     | -              | -               | -               | -               | 300             |
| West County Senior Center                             | -              | -               | -               | 100             | 105             |
| <b>Total</b>  | <b>\$ -</b>    | <b>\$ 100</b>   | <b>\$ 205</b>   | <b>\$ 710</b>   | <b>\$ 2,425</b> |
| <b><u>County Co-op</u></b>                            |                |                 |                 |                 |                 |
| Mount Botanical Garden Master Plan                    | \$ -           | \$ -            | \$ 46           | \$ 47           | \$ 47           |
| <b>Total</b>  | <b>\$ -</b>    | <b>\$ -</b>     | <b>\$ 46</b>    | <b>\$ 47</b>    | <b>\$ 47</b>    |
| <b><u>Parks &amp; Recreation</u></b>                  |                |                 |                 |                 |                 |
| John Prince Park Improvements Phase IV                | \$ 3           | \$ 3            | \$ 3            | \$ 3            | \$ 3            |
| Okeehetee South Park Development Phase III            | 4              | 5               | 5               | 5               | 5               |
| Riverbend/Reese Grove Park Ph III                     | -              | -               | 24              | 25              | 25              |
| South County Regional Park Phase III                  | -              | 80              | 83              | 83              | 83              |
| <b>Total</b>  | <b>\$ 7</b>    | <b>\$ 88</b>    | <b>\$ 115</b>   | <b>\$ 116</b>   | <b>\$ 116</b>   |
| <b>Grand Total</b>                                    | <b>\$ 447</b>  | <b>\$ 1,080</b> | <b>\$ 1,258</b> | <b>\$ 1,765</b> | <b>\$ 3,480</b> |

**HISTORY CAPITAL PROJECTS BY TYPE**

| <b>Project Type</b>                      | <b>Actual<br/>2009</b> | <b>Actual<br/>2010</b> | <b>Estimated<br/>2011</b> | <b>Budget<br/>2012</b> |
|--|------------------------|------------------------|---------------------------|------------------------|
| <b>Criminal Justice</b>                  | \$45,973,642           | \$80,526,442           | \$23,946,766              | \$55,171,390           |
| <b>Environmental Lands &amp; Beaches</b> | 14,524,425             | 23,727,307             | 6,385,010                 | 57,511,766             |
| <b>Fire-Rescue</b>                       | 12,888,522             | 3,789,948              | 3,845,920                 | 45,100,281             |
| <b>General Government</b>                | 144,438,771            | 89,950,191             | 62,421,672                | 162,691,687            |
| <b>Libraries</b>                         | 18,024,229             | 14,056,388             | 10,320,203                | 43,440,520             |
| <b>Parks and Recreation</b>              | 18,442,699             | 24,031,183             | 12,412,630                | 43,895,548             |
| <b>Roads*</b>                            | 108,345,048            | 89,690,090             | 51,861,592                | 444,617,572            |
| <b>Streets &amp; Drainage (MSTU's)</b>   | 4,931,142              | 1,182,366              | 2,026,386                 | 10,052,074             |
| <b>Airports</b>                          | 37,047,629             | 37,681,350             | 8,159,341                 | 234,663,392            |
| <b>Water Utilities</b>                   | 22,918,233             | 12,987,853             | 5,769,760                 | 153,291,082            |
| <b>Total</b>                             | <b>\$427,534,340</b>   | <b>\$377,623,118</b>   | <b>\$187,149,280</b>      | <b>\$1,250,435,312</b> |

Most capital projects span multiple years from initial appropriation to completion. The above data for FY 2009-2011 reflects the actual and estimated amount of the project budgets expended during that year. The FY 2012 reflects all new funding and project balances from prior years.

*\*Based on the Five Year Road Program Adopted by the BCC on June 21, 2011.*



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 2012, 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 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 510 through 514 shows there are currently forty-six County bond issues. Ten are General Obligation issues, twenty-seven are Non-Self Supporting Revenue bonds, and nine are Self-Supporting Enterprise Issues. At original issue, total County debt is \$2,121,071,822, currently outstanding \$1,436,508,057.

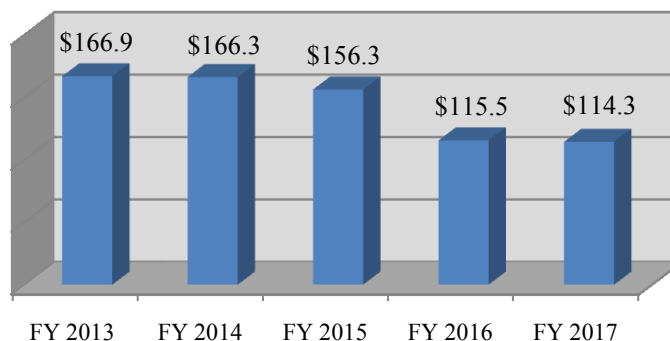
**Debt Service Summary by Function FY 2012**

The table on page 515 shows the FY 2012 funding requirement is \$183.3 million for County debt. This amount includes interest payments, principal, and fiscal charges on the debt.

**Future Debt Service Requirements After FY 2012**

The table on page 516 summarizes debt service requirements after FY 2012, based on currently outstanding **County bond issues** and other debt. The amounts are as follows:

|         |                   |
|---------|-------------------|
| FY 2013 | \$166.9 million   |
| FY 2014 | \$166.3 million   |
| FY 2015 | \$156.3 million   |
| FY 2016 | \$115.5 million   |
| FY 2017 | \$114.3 million   |
| Future  | \$1,807.0 million |



**Debt Service Ratios**

Pages 518 and 519 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.

| <b>Issue/Purpose</b>   | <b>Amount Issued</b>        | <b>Issue Date</b> | <b>Maturity Date</b> | <b>Amount Outstanding as of 10/1/11</b> |
|--|-----------------------------|-------------------|----------------------|---|
| <b><u>General Obligation Debt</u></b>  |                             |                   |                      |   |
| <b><u>45.6M Refunding Bonds, Series 1998</u></b>   |                             |                   |                      |   |
| Refund portion of Series 1991 and 1994 General Obligation Bonds for acquisition of environmentally sensitive lands   | 45,625,000                  | 04/30/1998        | 12/01/2014           | 14,920,000                              |
| <b><u>25M Bonds, Series 2003A</u></b>  |                             |                   |                      |   |
| Acquire, construct and improve recreational and cultural facilities  | 25,000,000                  | 07/29/2003        | 07/01/2013           | 2,290,000                               |
| <b><u>30.5M Bonds, Series 2003</u></b>   |                             |                   |                      |   |
| Acquisition, construction, expansion of Library facilities   | 30,500,000                  | 07/08/2003        | 07/01/2013           | 2,660,000                               |
| <b><u>25M Bonds, Series 2005</u></b>   |                             |                   |                      |   |
| Acquire, construct and improve recreational and cultural facilities  | 25,000,000                  | 06/02/2005        | 07/01/2015           | 4,395,000                               |
| <b><u>16M Refunding Bonds, Series 2005</u></b>   |                             |                   |                      |   |
| Partial refunding of series 1999A Bonds  | 16,025,000                  | 05/11/2005        | 08/01/2019           | 13,210,000                              |
| <b><u>50M, Series 2006</u></b>   |                             |                   |                      |   |
| Preserving, protecting, and expanding public needs to working waterfronts  | 50,000,000                  | 03/21/2006        | 08/01/2026           | 40,745,000                              |
| <b><u>22.3M, Series 2006</u></b>   |                             |                   |                      |   |
| Acquisition, construction, expansion of Library facilities   | 22,335,000                  | 02/22/2006        | 08/01/2025           | 17,960,000                              |
| <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                 | 07/10/2006        | 06/01/2020           | 82,710,000                              |
| <b><u>19.5M Refunding Bonds, Series 2010</u></b>   |                             |                   |                      |   |
| Refund a portion of outstanding series 2003 Library Expansion Facilities   | 19,530,000                  | 09/07/2010        | 07/01/2023           | 19,200,000                              |
| <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                  | 10/06/2010        | 07/01/2025           | 28,455,000                              |
| <b><u>Total - General Obligation Bonds</u></b>   | <b><u>\$378,540,000</u></b> |                   |                      | <b><u>\$226,545,000</u></b>             |

| <b>Issue/Purpose</b>  | <b>Amount Issued</b> | <b>Issue Date</b> | <b>Maturity Date</b> | <b>Amount Outstanding as of 10/1/11</b> |
|---|----------------------|-------------------|----------------------|---|
| <b><u>Non Self-Supporting Revenue Bonds</u></b>                                   |                      |                   |                      |   |
| <b><u>233.6M Criminal Justice Facilities Bonds, Series 1990</u></b>               |                      |                   |                      |   |
| Construction of Judicial Center and Detention Facilities                          | 233,620,000          | 07/01/1990        | 06/01/2015           | 37,915,000                              |
| <b><u>32.8M Criminal Justice Facility Refunding Bonds, Series 1997</u></b>        |                      |                   |                      |   |
| Partial refunding of 233M issue series 1990 for construction of CJC Facilities    | 32,775,000           | 08/21/1997        | 06/01/2013           | 32,655,000                              |
| <b><u>18.6M Criminal Justice Fac. Refunding, Series 2002</u></b>                  |                      |                   |                      |   |
| Refund Criminal Justice Facility, Series  | 18,560,000           | 09/05/2002        | 06/01/2015           | 7,510,000                               |
| <b><u>6.5M Public Improvement Rev. Ref. Rec. Facilities Bonds Series 2003</u></b> |                      |                   |                      |   |
| Refund Bonds for Public Golf Course   | 6,525,000            | 11/13/2003        | 07/01/2014           | 1,985,000                               |
| <b><u>94.3M Public Improvement Rev. &amp; Refunding Bonds Series 2004</u></b>     |                      |                   |                      |   |
| Various Public Building Projects, Refund Airport Center Bonds                     | 94,300,000           | 01/28/2004        | 08/01/2023           | 64,250,000                              |
| <b><u>81.3M Public Imp. Rev. Refunding Bonds Convention Ctr, Series 2004</u></b>  |                      |                   |                      |   |
| Refunding Bonds for Convention Center   | 81,340,000           | 02/25/2004        | 11/01/2014           | 10,405,000                              |
| <b><u>38.9M Public Improvement Rev. Bonds, Series 2004</u></b>                    |                      |                   |                      |   |
| Purchase land for Scripps Project   | 38,895,000           | 10/28/2004        | 11/01/2024           | 29,725,000                              |
| <b><u>24.4M Public Improvement Rev. Taxable Bonds, Series 2004</u></b>            |                      |                   |                      |   |
| Purchase land for Scripps Project   | 24,427,515           | 10/28/2004        | 11/01/2014           | 9,771,004                               |
| <b><u>17.5M Parks &amp; Rec. Revenue Refunding Bonds, Series 2005</u></b>         |                      |                   |                      |   |
| Refunding of 1996 Parks & Rec. Facility Bonds                                     | 17,455,000           | 03/31/2005        | 11/01/2016           | 10,855,000                              |
| <b><u>13.5M Revenue Refunding Bonds Series 2005</u></b>                           |                      |                   |                      |   |
| Refunding of N. County Courthouse/Sheriff's Motor Pool 1997                       | 13,485,000           | 07/07/2005        | 12/01/2017           | 9,885,000                               |
| <b><u>9.5M Public Improvement Rev. Refunding Bonds, Series 2005</u></b>           |                      |                   |                      |   |
| Judicial Center Parking Facility Ref.   | 9,520,000            | 05/04/2005        | 11/01/2015           | 5,165,000                               |
| <b><u>20.1M Stadium Facilities Revenue Refunding Bonds, Series 2005</u></b>       |                      |                   |                      |   |
| Refunding of 1996 Stadium Facility Rev Bonds                                      | 20,070,000           | 06/22/2005        | 12/01/2016           | 11,280,000                              |

| <b>Issue/Purpose</b>   | <b>Amount Issued</b> | <b>Issue Date</b> | <b>Maturity Date</b> | <b>Amount Outstanding as of 10/1/11</b> |
|--|----------------------|-------------------|----------------------|---|
| <b><u>133.9M Public Improvement Rev. Bonds, Series 2005</u></b>  |                      |                   |                      |   |
| Acquire, construct & equip Scripps Research Institute  | 133,935,000          | 05/24/2005        | 06/01/2025           | 105,920,000                             |
| <b><u>13M Public Improvement Rev. Bonds, Series 2005</u></b>   |                      |                   |                      |   |
| FAU/Scripps Construction Second Temporary Facility   | 13,028,760           | 08/24/2005        | 01/01/2014           | 4,738,043                               |
| <b><u>14.7M Public Improvement Rev. Bonds, Series 2006</u></b>   |                      |                   |                      |   |
| Expansion Criminal Justice Parking Garage  | 14,685,000           | 12/06/2006        | 12/01/2026           | 12,645,000                              |
| <b><u>2.6M Public Improvement Rev. Bonds, Series 2007A</u></b>   |                      |                   |                      |   |
| To pay off the County's outstanding public improvement revenue note.   | 2,582,648            | 11/14/2007        | 11/01/2027           | 2,308,947                               |
| <b><u>5.2M Public Taxable Improvement Rev. Bonds, Series 2007B</u></b>   |                      |                   |                      |   |
| To pay off the County's outstanding public improvement revenue note for Biomedical Research Park infrastructure project. | 5,180,949            | 11/14/2007        | 11/01/2027           | 4,703,988                               |
| <b><u>98.1M Public Improvement Rev. Bonds, Series 2007C</u></b>  |                      |                   |                      |   |
| Funding for completion of Scripps facilities at FAU  | 98,080,000           | 12/19/2007        | 11/01/2027           | 88,505,000                              |
| <b><u>176.6M Public Improvement Rev. Bonds, Series 2008</u></b>  |                      |                   |                      |   |
| For jail expansion program and government buildings  | 176,585,000          | 08/28/2008        | 05/01/2038           | 168,165,000                             |
| <b><u>35.1M Public Improvement Rev. Bonds, Series 2008</u></b>   |                      |                   |                      |   |
| Funding for law enforcement and corrections technology and mobile data   | 35,075,000           | 01/23/2008        | 02/01/2014           | 18,336,193                              |
| <b><u>11.7M Public Improvement Rev. Note, Series 2008</u></b>  |                      |                   |                      |   |
| Purchase environmentally sensitive lands   | 11,697,676           | 02/06/2008        | 08/01/2028           | 9,943,024                               |
| <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                                       | 94,235,000           | 11/13/2009        | 11/01/2028           | 88,130,000                              |
| <b><u>29.5M Public Improvement Rev. Refunding Bonds, Series 2008</u></b>   |                      |                   |                      |   |
| To refund Sunshine State loans   | 29,476,000           | 04/23/2008        | 12/01/2020           | 18,970,000                              |
| <b><u>16.1M Capital Improvement Bond Anticipation Note, Series 2009</u></b>  |                      |                   |                      |   |
| For public building improvements - Four Points   | 16,140,760           | 06/18/2009        | 06/01/2012           | 16,140,760                              |

| <b>Issue/Purpose</b>   | <b>Amount Issued</b>          | <b>Issue Date</b> | <b>Maturity Date</b> | <b>Amount Outstanding as of 10/1/11</b> |
|--|-------------------------------|-------------------|----------------------|---|
| <b><u>11.6M Taxable Public Imp Rev. Bonds Series 2010</u></b>  |                               |                   |                      |   |
| Permanent Financing Convention Ctr.<br>Hotel Land initially paid for with Bond<br>anticipation note. | 11,598,107                    | 04/28/2010        | 11/01/2024           | 10,796,691                              |
| <b><u>30.7M Public Improvement Rev. Bonds, Series 2011</u></b>                                       |                               |                   |                      |   |
| For Ocean Avenue Bridge and Max Planack,<br>Florida Corporation Projects                             | 30,691,407                    | 07/27/2011        | 08/01/2031           | 30,691,407                              |
| <b><u>62.8M Public Improvement Rev. Refunding Bonds, Series 2011</u></b>                             |                               |                   |                      |   |
| Refunding Public Improvement Revenue<br>Bonds for the Convention Center Project                      | 62,775,000                    | 08/13/2011        | 11/01/2030           | 62,775,000                              |
| <b><u>Total - Non Self-Supporting Revenue</u></b>  | <b><u>\$1,326,738,822</u></b> |                   |                      | <b><u>\$874,170,057</u></b>             |

| <u>Issue/Purpose</u>  | <u>Amount Issued</u>   | <u>Issue Date</u> | <u>Maturity Date</u> | <u>Amount Outstanding as of 10/1/11</u> |
|---|------------------------|-------------------|----------------------|---|
| <b><u>Self-Supporting Revenue Bonds</u></b>                                 |                        |                   |                      |   |
| <b><u>60M Airport System, Series 2002</u></b>                               |                        |                   |                      |   |
| Refund Series 1992  | 60,150,000             | 07/03/2002        | 10/01/2014           | 45,410,000                              |
| <b><u>69.1M Airport System, Revenue Bond Series 2006</u></b>                |                        |                   |                      |   |
| Design, acquisition, construction & equipment of new parking garage         | 69,080,000             | 05/17/2006        | 10/01/2036           | 69,080,000                              |
| <b><u>16.9M Airport System, Taxable Refunding Bonds, Series 2006B</u></b>   |                        |                   |                      |   |
| Refund & Decrease Portions of Series 2001 and 2002                          | 16,855,000             | 05/17/2006        | 10/01/2020           | 16,855,000                              |
| <b><u>30M Water &amp; Wastewater Revenue Series 1998</u></b>                |                        |                   |                      |   |
| Provide funding to assist in financing Five Year CIP                        | 30,000,000             | 06/24/1998        | 10/01/2011           | 1,715,000                               |
| <b><u>26.8M Water &amp; Sewer Revenue Refunding Bonds, Series 2003</u></b>  |                        |                   |                      |   |
| Refund portion of Series 1993 Bonds   | 26,785,000             | 07/08/2003        | 10/01/2013           | 3,150,000                               |
| <b><u>125.9M Water &amp; Sewer Revenue, Series 2006A</u></b>                |                        |                   |                      |   |
| and funding to assist in financing Five Year Cap                            | 125,850,000            | 04/24/2006        | 10/01/2036           | 117,265,000                             |
| <b><u>12.5M Water &amp; Sewer Revenue Refunding bonds, Series 2006B</u></b> |                        |                   |                      |   |
| Refund portion of Series 1998 Bonds   | 12,485,000             | 04/24/2006        | 10/01/2017           | 12,275,000                              |
| <b><u>6.5M Water &amp; Sewer Revenue Refunding Bonds, Series 2008</u></b>   |                        |                   |                      |   |
| Refund portion of Series 1985 Bonds   | 6,473,000              | 03/31/2008        | 10/01/2011           | 1,928,000                               |
| <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             | 07/22/2009        | 10/01/2040           | 68,115,000                              |
| Total - County Self-Supporting Debt   | <b>\$415,793,000</b>   |                   |                      | <b>\$335,793,000</b>                    |
| All County Budgetary Controlled Debt  | <b>\$2,121,071,822</b> |                   |                      | <b>\$1,436,508,057</b>                  |

| <u>Fund</u>  | <u>Amount</u>      | <u>General</u>    |                    | <u>Physical</u>       |             | <u>Principal</u>   |
|--|--------------------|-------------------|--------------------|-----------------------|-------------|--------------------|
|  |                    | <u>Government</u> | <u>Environment</u> | <u>Transportation</u> |             |                    |
| 45.6M GO Ref Bonds, Series 1998                      | 4,167,500          | 727,500           |                    |                       |             | 3,440,000          |
| 25M GO Bonds, Series 2003A                           | 1,201,982          | 76,982            |                    |                       |             | 1,125,000          |
| 30.5M GO Bonds, Series 2003                          | 1,392,488          | 82,488            |                    |                       |             | 1,310,000          |
| 25M GO Bonds, Series 2005                            | 1,201,888          | 156,888           |                    |                       |             | 1,045,000          |
| 16M GO Refunding Bonds, Series 2005                  | 2,009,275          | 614,275           |                    |                       |             | 1,395,000          |
| 50M GO Bonds, Series 2006                            | 3,727,174          | 1,682,174         |                    |                       |             | 2,045,000          |
| 22M GO Bonds, Series 2005                            | 1,735,369          | 770,369           |                    |                       |             | 965,000            |
| 115.8M GO Taxable Ref. Bonds, Series 2006            | 12,478,543         | 4,838,543         |                    |                       |             | 7,640,000          |
| 19.5M GO Refunding Bonds, Series 2010                | 762,225            | 522,225           |                    |                       |             | 240,000            |
| 28.7M GO Parks & Culture Ref. Bonds, Series 2010     | 1,401,550          | 1,401,550         |                    |                       |             | 0                  |
| 233.6M CJ Facilities Bonds Series 1990               | 2,913,296          | 2,913,296         |                    |                       |             | 0                  |
| 32.8M CJ Facilities Refunding Bonds, Series 1997     | 17,748,248         | 1,878,248         |                    |                       |             | 15,870,000         |
| 18.6M Criminal Justice Refunding, Series 2002        | 2,121,100          | 376,100           |                    |                       |             | 1,745,000          |
| 6.5M Recreation Facilities Ref. Bonds, Series 2003   | 714,332            | 74,332            |                    |                       |             | 640,000            |
| 94.3M Public Impr. Revenue Bonds, Series 2004        | 7,818,952          | 3,068,952         |                    |                       |             | 4,750,000          |
| 81.3M Conv. Center Rev. Ref. Bonds, Series 2004      | 2,520,152          | 380,152           |                    |                       |             | 2,140,000          |
| 38.9M Four Corners Revenue Bonds Series 2004         | 2,832,048          | 1,162,048         |                    |                       |             | 1,670,000          |
| 24.4M Taxable Four Corners Rev Bonds, Series 2004    | 2,736,514          | 293,763           |                    |                       |             | 2,442,751          |
| 17.5M Parks & Rec Refunding Bonds, Series 2005       | 2,050,763          | 410,763           |                    |                       |             | 1,640,000          |
| 13.5M Public Improvement Rev. Bonds, Series 2005     | 1,659,645          | 419,645           |                    |                       |             | 1,240,000          |
| 9.5M Judicial Ctr. Prkg. Fac Rev. Bonds, Series 2005 | 1,156,585          | 201,585           |                    |                       |             | 955,000            |
| 20.1M Stadium Fac. Refunding Bonds, Series 2005      | 2,155,369          | 465,369           |                    |                       |             | 1,690,000          |
| 133.9M Scripps Facility Revenue Bonds, Series 2005   | 10,787,994         | 5,382,994         |                    |                       |             | 5,405,000          |
| 13M Scripps/FAU #2, Series 2005                      | 1,637,199          | 119,374           |                    |                       |             | 1,517,825          |
| 14.7M Crim Jus Prkg Fac Rev Bonds, Series 2006       | 1,139,824          | 574,824           |                    |                       |             | 565,000            |
| 2.6M Rev Bond-Four Corners Infra, Series 2007A       | 187,987            | 90,637            |                    |                       |             | 97,350             |
| 5.2M Rev Bond-Four Corners Infra, Series 2007B       | 430,052            | 256,723           |                    |                       |             | 173,329            |
| 98.1M Scripps/Briger Revenue Bonds, Series 2007C     | 7,720,300          | 4,260,300         |                    |                       |             | 3,460,000          |
| 176.6M Jail Expan/Pub Bldg Rev Bonds, Series 2008    | 11,268,550         | 7,893,550         |                    |                       |             | 3,375,000          |
| 35.1M Law Enforce Tech, Series 2008                  | 6,394,352          | 467,018           |                    |                       |             | 5,927,334          |
| 11.7M Public Improv Revenue Note, Series 2008        | 883,175            | 298,291           |                    |                       |             | 584,884            |
| 94.2M Pub Imp Rev & Ref Bonds, Series 2008           | 7,630,930          | 4,470,930         |                    |                       |             | 3,160,000          |
| 29.5M Refunding Bonds, Series 2008                   | 2,909,446          | 623,446           |                    |                       |             | 2,286,000          |
| 16.1M Capital Improvement BAN, Series 2009           | 16,324,760         | 484,223           |                    |                       |             | \$15,840,537       |
| 11.6M Tax Rev Bds Conv Ctr. Hotel Ld, Series 2010    | 1,110,131          | 577,485           |                    |                       |             | 532,646            |
| 30.7M Revenue Improvement Bonds, Series 2011         | 2,098,178          | 939,869           |                    |                       |             | 1,158,309          |
| 62.8M Convention Ctr Rev Ref Bonds, Series 2011      | 2,101,219          | 2,101,219         |                    |                       |             | 0                  |
| 146.1M Airport Bonds (1)                             | 17,038,579         |                   |                    |                       | \$6,768,579 | 10,270,000         |
| 291.5M Water Utilities Bonds (2)                     | 17,878,868         |                   |                    | \$9,835,868           |             | 8,043,000          |
| <b>TOTAL COUNTY</b>                                  | <b>184,046,542</b> | <b>51,058,130</b> | <b>9,835,868</b>   | <b>6,768,579</b>      |             | <b>116,383,965</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 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.

(1) Three borrowings

(2) Six 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>2013</b>        | \$29,668,013              | \$104,139,714                      | \$33,087,249                   | \$166,894,976            |
| <b>2014</b>        | 29,564,994                | 103,669,436                        | 33,055,574                     | 166,290,004              |
| <b>2015</b>        | 29,549,467                | 94,639,085                         | 32,078,730                     | 156,267,282              |
| <b>2016</b>        | 25,388,109                | 68,573,467                         | 21,544,644                     | 115,506,220              |
| <b>2017</b>        | 25,386,369                | 67,351,240                         | 21,542,233                     | 114,279,842              |
| <b>Future</b>      | <u>261,920,214</u>        | <u>1,150,720,030</u>               | <u>394,377,418</u>             | <u>1,807,017,662</u>     |
| <b>Total</b>       | <b>\$401,477,166</b>      | <b>\$1,589,092,972</b>             | <b>\$535,685,848</b>           | <b>\$2,526,255,986</b>   |

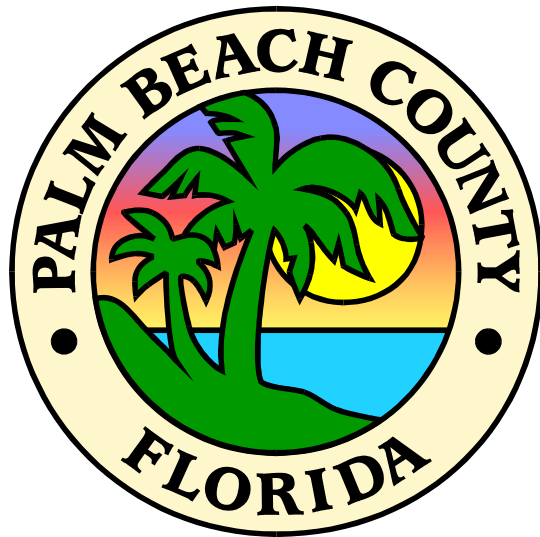
Note: This table includes principal and interest on currently outstanding bond issues and bonds expected to be issued in Fiscal Year 2012.

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. Solid Waste Authority (another Enterprise operation) is added due to the reporting entity concept.





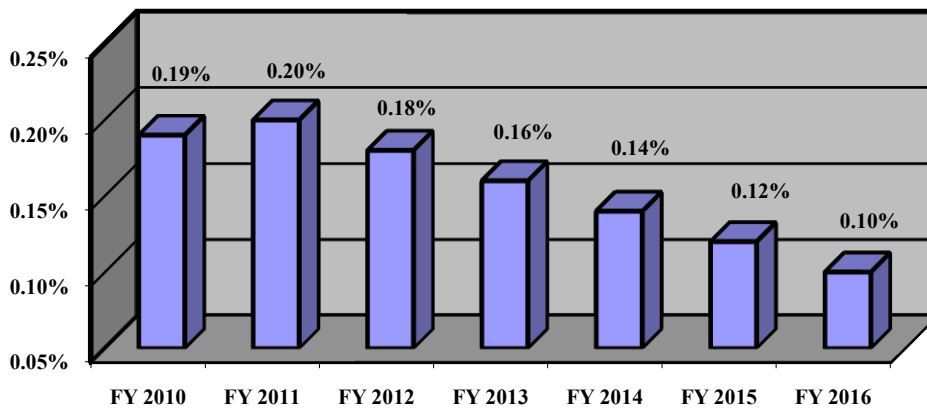
**Ratios**

The table on pages 520 and 521 describes various debt ratios used to present and analyze the debt position and capabilities of the County.

**Net Tax Supported 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 0.20%.

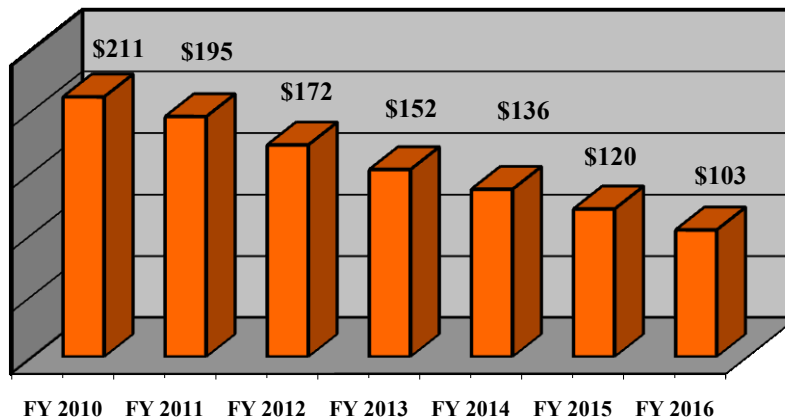
**Net Tax Supported Debt to Taxable Property Values**



**Net Tax Supported 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 \$172 per person for outstanding bond issues in FY 2012, and in the future this ratio averages approximately \$128 per person.

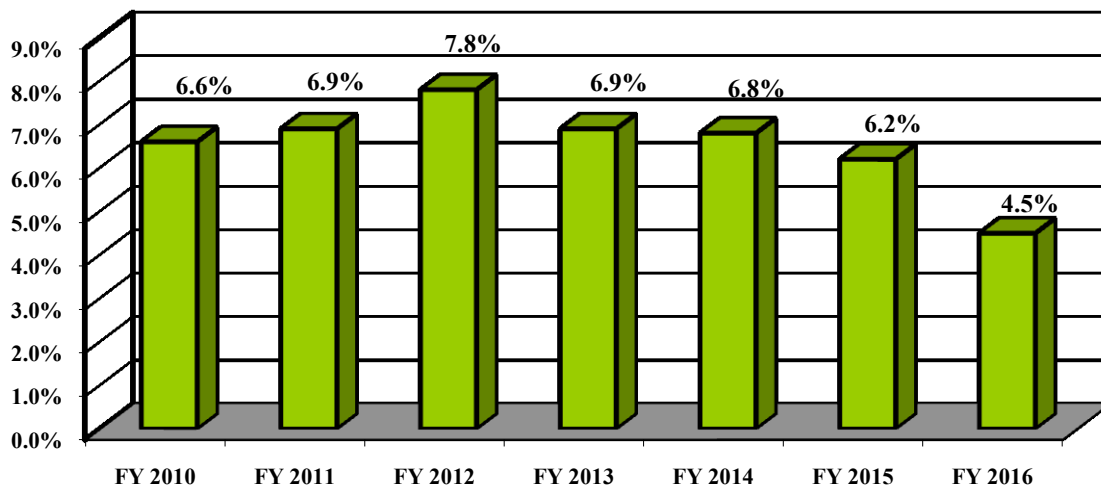
**Net Tax Supported Debt Per Capita**



**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 7.8% for FY 2012 with a projected decrease to 4.5% by FY 2016.

**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 total non-self supporting debt service shall not exceed 50% of the non-ad valorem revenues of the County. 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-self supporting debt service to non-ad valorem revenues is projected to be 32.9% in FY 2012 and decline to 18.2% in FY 2016. The ratio of non-self supporting variable rate debt to total non-self-supporting debt is projected to be 3.7% in FY 2012 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 and has untapped borrowing power for the future.

**DEBT SERVICE DATA**

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|   | <b>FY 2010<br/>Actual</b> | <b>FY 2011<br/>Estimated</b> |
|---|---------------------------|------------------------------|
| Tax Supported debt (Net)  | \$271,655,000             | \$250,470,000                |
| Taxable Values (in \$1000's)  | \$139,982,190             | \$127,011,285                |
| Ratio of Net Tax Supported<br>Debt to Taxable Values  | 0.19%                     | 0.20%                        |
| Population Estimates  | 1,287,344                 | 1,286,461                    |
| Net Tax Supported Debt per Capita   | \$211                     | \$195                        |
| General Operating Expenditures  | \$2,077,264,188           | \$1,952,854,956              |
| Annual Debt Service Tax Supported Debt  | \$34,840,598              | \$33,968,215                 |
| Ratio of Annual Debt Service<br>on Tax Supported Debt to<br>General Operating Expenditures                    | 1.7%                      | 1.7%                         |
| Annual Debt Service Non Self-<br>Supporting Revenue Bond Debt   | \$102,190,405             | \$101,692,435                |
| Ratio of Annual Debt Service on Non<br>Self-Supporting Revenue Bond Debt to<br>General Operating Expenditures | 4.9%                      | 5.2%                         |
| Non Ad Valorem Revenues   | \$379,580,292             | \$357,992,574                |
| Ratio of Annual Debt Service on<br>Non Self-Supporting Revenue Bond<br>Debt to Non Ad Valorem Revenues        | 26.9%                     | 28.4%                        |
| Ratio of Variable Rate Non Self-<br>Supporting Debt to Total Non<br>Self-Supporting Debt                      | 3.9%                      | 3.9%                         |

| <b>FY 2012<br/>Projected</b> | <b>FY 2013<br/>Projected</b> | <b>FY 2014<br/>Projected</b> | <b>FY 2015<br/>Projected</b> | <b>FY 2016<br/>Projected</b> |
|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| \$226,545,000                | \$207,340,000                | \$187,210,000                | \$166,200,000                | \$144,175,000                |
| \$124,519,237                | \$125,764,430                | \$129,537,362                | \$133,423,483                | \$137,426,188                |
| 0.18%                        | 0.16%                        | 0.14%                        | 0.12%                        | 0.10%                        |
| 1,320,134                    | 1,364,634                    | 1,379,467                    | 1,394,300                    | 1,412,020                    |
| \$172                        | \$152                        | \$136                        | \$120                        | \$103                        |
| \$1,910,104,350              | \$1,929,205,394              | \$1,967,789,501              | \$2,007,145,291              | \$2,047,288,197              |
| \$29,667,225                 | \$29,668,013                 | \$29,564,994                 | \$29,549,467                 | \$25,388,109                 |
| 1.6%                         | 1.5%                         | 1.5%                         | 1.5%                         | 1.2%                         |
| \$118,956,739                | \$104,139,714                | \$103,669,436                | \$94,639,085                 | \$68,573,467                 |
| 6.2%                         | 5.4%                         | 5.3%                         | 4.7%                         | 3.3%                         |
| \$361,572,500                | \$365,188,225                | \$368,840,107                | \$372,528,508                | \$376,253,793                |
| 32.9%                        | 28.5%                        | 28.1%                        | 25.4%                        | 18.2%                        |
| 3.7%                         | 2.0%                         | 1.6%                         | 1.3%                         | 1.0%                         |

**\$45.6M General Obligation Refunding Bonds, Series 1998**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$3,440,000                |
| Interest          | 726,000                    |
| Paying Agent Fees | 1,500                      |
| Total             | <u>\$4,167,500</u>         |

**Budget Comment**

This fund provides for the debt service on the Refunding Bonds, Series 1998 issued for the purpose of providing the funds required (1) to refund a portion of the County’s General Obligation Bonds, Series 1994 and Series 1991 and (2) to pay the costs of issuing the Bonds. The Bonds are issued in \$5,000 Denominations, mature from 1998 to 2014, and pay annual interest of 3.5% to 5.5%. Funds to retire the bonds are provided from ad valorem taxes.

**\$25M Parks and Cultural General Obligation Bonds, Series 2003**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,125,000                |
| Interest          | 75,882                     |
| Paying Agent Fees | 1,100                      |
| Total             | <u>\$1,201,982</u>         |

**Budget Comment**

This fund provides debt service on the \$25,000,000 voted bond issue for the purpose of financing the cost of acquiring, constructing and improving certain recreational and cultural facilities located within Palm Beach County. The bonds mature from 2004 to 2023, and pay annual interest of 2% to 4.25%. Funds to retire the bonds are provided from ad valorem taxes.

**\$30.5M Library Expansion General Obligation Bonds, Series 2003**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,310,000                |
| Interest          | 81,488                     |
| Paying Agent Fees | 1,000                      |
| Total             | <u>\$1,392,488</u>         |

**Budget Comment**

This fund provides debt service on the \$30,500,000 voted bond issue for the purpose of financing the cost of land acquisition, design, engineering and construction of new library facilities and the renovation and rehabilitation of existing library facilities. The bonds mature from 2004 to 2013 and pay annual interest of 2% to 3.125%. Funds to retire the bonds are provided from ad valorem taxes. In FY 2010, this bond issue was partially refunded with the \$19.53M General Obligation Refunding Bonds, Series 2010.

**\$25M Parks and Cultural General Obligation Bonds, Series 2005**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,045,000                |
| Interest          | 155,638                    |
| Paying Agent Fees | 1,250                      |
| Total             | <u>\$1,201,888</u>         |

**Budget Comment**

This fund provides debt services on \$25,000,000 voted bond issue for the purpose of financing the costs of acquiring, constructing and improving certain recreational and cultural facilities located within Palm Beach County. The bonds mature from 2006 to 2025 and pay annual interest of 3% to 5%. Funds to retire the bonds are provided by ad valorem taxes.

**\$16M Recreational and Cultural General Obligation Refunding Bonds, Series 2005**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,395,000                |
| Interest          | 612,275                    |
| Paying Agent Fees | <u>2,000</u>               |
| Total             | <u>\$2,009,275</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 carry an interest rate of 2.625% to 4.5%. Funds to retire the bonds are provided from ad valorem taxes.

**\$50M General Obligation Bonds Series 2006, Waterfront Access**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$2,045,000                |
| Interest          | 1,680,674                  |
| Paying Agent Fees | <u>1,500</u>               |
| Total             | <u>\$3,727,174</u>         |

**Budget Comment**

This fund provides debt service on the \$50 million voted bond issue for the purpose of financing the cost of Waterfront Access Projects. The bonds mature from 2007 to 2026 and pay annual interest of 3.3% to 4.375%. Funds to retire the bonds are provided from ad valorem taxes.



**\$22.3M Library Expansion General Obligation Bonds, Series 2006**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$965,000                  |
| Interest          | 769,094                    |
| Paying Agent Fees | 1,275                      |
| Total             | <u>\$1,735,369</u>         |

**Budget Comment**

This fund provides debt service on the \$22,335,000 voted bond issue for the purpose of financing the cost of land acquisition, design, engineering and construction of new library facilities and the renovation and rehabilitation of existing library facilities. The bonds mature from 2007 to 2025 and pay annual interest of 3.5% to 4.25%. Funds to retire the bonds are provided from ad valorem taxes.

**\$115.8M General Obligation Taxable Refunding Bonds, Series 2006**

|                                  | <b>Amount<br/>Budgeted</b> |
|----------------------------------|----------------------------|
| Principal                        | \$7,640,000                |
| Interest                         | 4,836,243                  |
| Paying Agent Fees                | 2,300                      |
| Reserves for Future Debt Service | <u>0</u>                   |
| Total                            | <u>\$12,478,543</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 2019, and pay annual interest of 5.5% to 5.9%.

**\$19.5M General Obligation Refunding Bonds. Series 2010**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$240,000                  |
| Interest          | 520,725                    |
| Paying Agent Fees | 1,500                      |
| Total             | <u>\$762,225</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 carry an interest rate of 2% to 3%. Funds to retire the bonds are provided from ad valorem taxes.

**\$28.7M General Obligation Refunding Bonds, Series 2010  
(Recreation and Cultural Facilities)**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$0                        |
| Interest          | 1,400,050                  |
| Paying Agent Fees | 1,500                      |
| Total             | <u>\$1,401,550</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 carry an interest rate of 2% to 5%. Funds to retire the bonds are provided from ad valorem taxes.

**\$233.6M Criminal Justice Facilities Revenue Bonds, Series 1990**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$0                        |
| Interest              | 2,729,880                  |
| Recurring Issue Costs | 183,116                    |
| Paying Agent Fees     | 300                        |
| Total                 | <u>\$2,913,296</u>         |

**Budget Comment**

This fund provides for the debt service on the Criminal Justice Facilities Revenue Bonds, Series 1990. The Bonds are dated June 15, 1990 and were issued in \$5,000 denominations. The serial portion of the bonds mature from 1994 to 2005 and pay annual interest of 6.3% to 7.2%.

In FY 1993, \$120,770,000 of bonds were refunded by the \$117,485,000 Criminal Justice Revenue Refunding Bonds, Series 1993. In FY 1997, \$33,550,000 of bonds were refunded by the \$32,775,000 Criminal Justice Revenue Refunding Bonds, Series 1997. A total of \$57,925,000 of the original Series 1990 Bonds remained outstanding in 1997. The principal source of funding for this issue is non ad valorem revenues.

**\$32.8M Criminal Justice Facilities Refunding Bonds, Series 1997**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$15,870,000               |
| Interest          | \$1,877,663                |
| Paying Agent Fees | 585                        |
| Total             | <u>\$17,748,248</u>        |

**Budget Comment**

This fund provides for the debt service for the advance refunding of \$32.775 million of the original \$233.6M Criminal Justice Facilities Revenue Bonds, Series 1990. The bonds mature in 1998, 2012, and 2013 and carry an annual interest rate of 3.85% to 5.02%. The principal source of funding for both issues is legally available non-ad valorem revenues.

**\$18.6M Criminal Justice Facilities Refunding Bonds, Series 2002**

|                      | <b>Amount<br/>Budgeted</b> |
|----------------------|----------------------------|
| Principal            | \$1,745,000                |
| Interest             | 375,500                    |
| Debt Service Reserve | <u>600</u>                 |
| Total                | <u><u>\$2,121,100</u></u>  |

**Budget Comment**

This fund provides for the debt service for the advance refunding of the County's outstanding Criminal Justice Facilities Revenue Bonds Series 1994. The bonds mature from 2003 to 2015 and carry an annual interest of 2% to 5%. The principal source of funding is legally available non-ad valorem revenues.

**\$6.5M Public Improvement Recreational Facility Revenue Refunding Bonds, Series 2003**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$640,000                  |
| Interest          | 72,832                     |
| Paying Agent Fees | <u>1,500</u>               |
| Total             | <u><u>\$714,332</u></u>    |

**Budget Comment**

This issue provides funds to refund the Recreational Facility Revenue Bonds issued in FY 1994 for the construction of a golf course in the Okeehetee Park facility. The bonds mature from 2004 to 2014 and carry an annual interest rate from 2.25% to 3.625%. Funding for the retirement of the refunding bonds is provided from the net operating revenues of the golf course.

**\$94.3M Public Improvement Bonds, Series 2004  
(General Government Facilities)**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$4,750,000                |
| Interest              | 3,007,675                  |
| Recurring Issue Costs | 60,277                     |
| Paying Agent Fees     | <u>1,000</u>               |
| Total                 | <u>\$7,818,952</u>         |

**Budget Comment**

This fund provides debt service on \$94,300,000 Public Improvement Revenue and Refunding Bonds Series 2004 issued for the construction and expansion of various government facilities. The bonds mature annually from 2004 to 2023 and carry an annual interest rate from 2% to 5%. The funds for the retirement of the bonds are payable from legally available non-ad valorem revenues.

**\$81.3M Public Improvement Refunding Bonds, Series 2004  
(Convention Center Project)**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$2,140,000                |
| Interest              | 330,607                    |
| Recurring Issue Costs | 47,545                     |
| Paying Agent Fees     | <u>2,000</u>               |
| Total                 | <u>\$2,520,152</u>         |

**Budget Comment**

This issue provides funds to refund the \$80,705,000 Public Improvement Revenue Bonds issued in FY 2001 for the cost of constructing and equipping a convention center located in downtown West Palm Beach. Funding for the retirement of the refunding bonds is payable from legally available non-ad valorem revenues. The actual source of funding is the fourth cent tourist development tax. A portion of this bond issue was refunded in FY 2011.

**\$38.9M Public Improvement Revenue Bonds, Series 2004  
(Biomedical Research Park Project)**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$1,670,000                |
| Interest              | 1,140,557                  |
| Recurring Issue Costs | 20,991                     |
| Paying Agent Fees     | <u>500</u>                 |
| Total                 | <u>\$2,832,048</u>         |

**Budget Comment**

This fund provides debt service on \$38.895 million Public Improvement Revenue Bonds Series 2004 for the cost of acquiring land for a Biomedical Research Park in the County. The bonds will mature annually for 20 years and the funds for the retirement of the bonds will be payable from legally available non-ad valorem revenues.

**\$24.4M Taxable Public Improvement Revenue Bonds, Series 2004  
(Biomedical Research Park Project)**

|           | <b>Amount<br/>Budgeted</b> |
|-----------|----------------------------|
| Principal | \$2,442,751                |
| Interest  | <u>293,763</u>             |
| Total     | <u>\$2,736,514</u>         |

**Budget Comment**

This fund provides debt service on \$24,427,515 Taxable Public Improvement Revenue Bonds Series 2004 that were issued for the cost of acquiring land for a Biomedical Research Park in the County. The bonds will mature annually for 10 years and the funds for the retirement of the bonds will be payable from legally available non-ad valorem revenues.

**\$17.5M Parks & Recreation Refunding Revenue Bonds, Series 2005**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,640,000                |
| Interest          | 408,763                    |
| Paying Agent Fees | <u>2,000</u>               |
| Total             | <u>\$2,050,763</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 carry an interest rate of 3% to 5.25%. Funds to retire the bonds are provided from non-ad valorem revenues.

**\$13.5M Revenue Refunding Bonds, Series 2005  
(North County Courthouse/Sheriff's Motor Pool)**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,240,000                |
| Interest          | 417,645                    |
| Paying Agent Fees | <u>2,000</u>               |
| Total             | <u>\$1,659,645</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 carry an interest rate of 3.5% to 5%. Funds to retire the bonds are provided from non-ad valorem revenues.

**\$9.5M Judicial Parking Revenue Refunding Bonds, Series 2005**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$955,000                  |
| Interest          | 199,585                    |
| Paying Agent Fees | <u>2,000</u>               |
| Total             | <u>\$1,156,585</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 1995. The bonds mature from 2007 to 2016 and carry an interest rate of 3% to 5%. Funds to retire the bonds are provided from non-ad valorem revenues.

**\$20.1M Stadium Facilities Revenue Refunding Bonds, Series 2005**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,690,000                |
| Interest          | 463,369                    |
| Paying Agent Fees | <u>2,000</u>               |
| Total             | <u>\$2,155,369</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 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.



**\$133.9M Public Improvement Revenue Bonds, Series 2005  
(Biomedical Research Park Project)**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$5,405,000                |
| Interest              | 5,296,000                  |
| Recurring Issue Costs | 85,994                     |
| Paying Agent Fees     | <u>1,000</u>               |
| Total                 | <u>\$10,787,994</u>        |

**Budget Comment**

This fund provides debt service on approximately \$133.935 million Public Improvement Revenue Bonds Series 2005 for a portion of the costs of acquiring, constructing, improving and equipping a Biomedical Research Park in the County. The bonds will mature annually for 20 years and the funds for the retirement of the bonds will be payable from legally available non-ad valorem revenues.

**\$13M Public Improvement Revenue Bonds, Series 2005**

|           | <b>Amount<br/>Budgeted</b> |
|-----------|----------------------------|
| Principal | \$1,517,825                |
| Interest  | <u>119,374</u>             |
| Total     | <u>\$1,637,199</u>         |

**Budget Comment**

This fund provides debt service for Revenue Bonds for the purpose of financing the cost of designing, developing and constructing a laboratory and research facility for Scripps Research Institute on the Jupiter Campus of Florida Atlantic University. The bonds mature from 2006 Series 2014 and have a variable interest rate. Funds to retire the bonds are provided from non-ad valorem revenues.

**\$14.7M Judicial Parking Facilities Expansion, Series 2006**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$565,000                  |
| Interest              | 564,600                    |
| Recurring Issue Costs | 9,124                      |
| Paying Agent Fees     | 1,100                      |
| Total                 | <u>\$1,139,824</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 2026 and payment of debt service is provided from non-ad valorem revenues.

**\$2.6M Public Improvement Revenue Bonds, Series 2007A**

|           | <b>Amount<br/>Budgeted</b> |
|-----------|----------------------------|
| Principal | \$97,350                   |
| Interest  | 90,637                     |
| Total     | <u>\$187,987</u>           |

**Budget Comment**

This fund provides debt service for initial tax exempt revenue bonds issued in November 2007 to refinance the note issued by the County in 2004 for infrastructure improvements at Four Corners for the Biomedical Research Park project. The bonds mature from 2008 to 2027 and pay annual interest of 4.01%. The source of funding is legally available non-ad valorem revenues.

**\$5.2M Public Taxable Improvement Revenue Bonds, Series 2007B**

|           | <b>Amount<br/>Budgeted</b> |
|-----------|----------------------------|
| Principal | \$173,329                  |
| Interest  | <u>256,723</u>             |
| Total     | <u>\$430,052</u>           |

**Budget Comment**

This fund provides debt service for initial taxable revenue bonds issued in November 2007 to refinance note issued by the County in 2004 for infrastructure improvements at Four Corners for the Biomedical Research Park project. The bonds mature from 2008 to 2027 and pay annual interest of 5.56%. The source of funding is legally available non-ad valorem revenues.

**\$98.1M Public Improvement Revenue Bonds, Series 2007  
(Biomedical Research Park Project)**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$3,460,000                |
| Interest              | 4,198,225                  |
| Recurring Issue Costs | 60,575                     |
| Paying Agent Fees     | 1,500                      |
| Total                 | <u>\$7,720,300</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 2027 and pay annual interest of 4% to 4.375%. Funds for the retirement of the bonds will be payable from legally available non-ad valorem revenues.

**\$176.6M Public Improvement Revenue Bonds, Series 2008  
(Jail Expansion Program/Public Buildings)**

|                      | <b>Amount<br/>Budgeted</b> |
|----------------------|----------------------------|
| Principal            | \$3,375,000                |
| Interest             | 7,892,050                  |
| Paying Agent Fees    | 1,500                      |
| Debt Service Reserve | <u>11,738,429</u>          |
| Total                | <u>\$23,006,979</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 annual interest of 3.5% and 5%. Funds for the retirement of the bonds will be payable from legally available non-ad valorem revenues.

**\$35.1M Public Improvement Revenue Bonds, Series 2008  
(Law Enforcement Information Technology Projects)**

|           | <b>Amount<br/>Budgeted</b> |
|-----------|----------------------------|
| Principal | \$5,927,334                |
| Interest  | <u>467,018</u>             |
| Total     | <u>\$6,394,352</u>         |

**Budget Comment**

This fund provides for debt service on the \$35.075M Revenue Bonds for the financing costs of acquiring Law Enforcement technology equipment, software, and all other costs. The Bonds will mature from 2009 to 2014 and pay annual interest at a rate of 3.038%. The funds for the retirement of the Bonds will be payable from legally available non-ad valorem revenues.

**\$11.7M Public Improvement Revenue Note, Series 2008  
(Environmentally Sensitive Land Acquisition Project)**

|           | <b>Amount<br/>Budgeted</b> |
|-----------|----------------------------|
| Principal | \$584,884                  |
| Interest  | <u>298,291</u>             |
| Total     | <u>\$883,175</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 annual interest at a rate of 3.11%. The funds for the retirement of the Bonds will be payable from legally available non-ad valorem revenues.

**\$94.2M Public Improvement Revenue Bonds, Series 2008  
(Max Planck Biomedical Research Project & Sunshine State Loan Refunding)**

|                      | <b>Amount<br/>Budgeted</b> |
|----------------------|----------------------------|
| Principal            | \$3,160,000                |
| Interest             | 4,469,430                  |
| Debt Service Reserve | 7,920,165                  |
| Paying Agent Fees    | <u>1,500</u>               |
| Total                | \$15,551,095               |

**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 20 years and the debt service is payable from legally available non-ad valorem revenues.

**\$29.5M Public Improvement Revenue Refunding Bonds, Series 2008**

|           | <b>Amount<br/>Budgeted</b> |
|-----------|----------------------------|
| Principal | \$2,286,000                |
| Interest  | 623,446                    |
| Total     | <u>\$2,909,446</u>         |

**Budget Comment**

This fund provides for the debt service on Refunding Bonds, Series 2008 issued to provide funds to refund certain insured variable rate loans from the Sunshine State Governmental Financing Commission. The Bonds mature from 2008 to 2021 and pay annual interest at a rate of 3.50%. The source of funding is legally available non-ad valorem revenues.

**\$16.1M Capital Improvement Bond Anticipation Note, Series 2009**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$15,840,537               |
| Interest          | 484,223                    |
| Paying Agent Fees | <u>0</u>                   |
| Total             | <u>\$16,324,760</u>        |

**Budget Comment**

This fund provides for the interest payments on the \$16.14M Series 2009 BAN for improvements to Four Points and other government buildings. The BAN will mature on June 1, 2012. The debt service will be payable from legally available non-ad valorem revenues.

**\$11.6M Taxable Public Improvement Revenue Bonds, Series 2010  
(Convention Center Hotel)**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$532,646                  |
| Interest          | 577,485                    |
| Paying Agent Fees | <u>0</u>                   |
| Total             | <u>\$1,110,131</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 interest of 5.84%. The source of funding is legally available non-ad valorem revenues.

**\$30.7M Public Improvement Revenue Bonds, Series 2011  
(Ocean Avenue Bridge & Max Planck Biomedical Research Florida Corporation Projects)**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,158,309                |
| Interest          | 938,369                    |
| Paying Agent Fees | <u>1,500</u>               |
| Total             | <u>\$2,098,178</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 the debt service is payable from legally available non-ad valorem revenues.

**\$62.8M Public Improvement Refunding Bonds, Series 2011  
(Convention Center Project)**

|           | <b>Amount<br/>Budgeted</b> |
|-----------|----------------------------|
| Principal | \$0                        |
| Interest  | 2,101,219                  |
| Total     | <u><u>\$2,101,219</u></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. Funding for the retirement of the refunding bonds is payable from legally available non-ad valorem revenues currently the fourth cent tourist development tax.



## Airports Debt Service

|                      | <b>Amount<br/>Budgeted</b> |
|----------------------|----------------------------|
| Principal            | \$10,270,000               |
| Interest             | 6,729,579                  |
| Paying Agent Fees    | 39,000                     |
| Debt Service Reserve | 185,479                    |
| Total                | <u>\$17,224,058</u>        |

**Budget Comment**

The Department of Airports currently has three outstanding bond issues.

- 1) **Airport System, Series 2002 Bonds - \$60,150,000** - To refund Airport System Revenue Bonds, Series 1992, to pay the termination fee for the cancellation of the swap confirmation relating to Weekly Adjustable/Fixed-Rate Airport System Revenue Bonds, Series 2002, which no longer will be issued, to pay premium for a municipal bond policy, to fund the Debt Service Reserve Requirement, and to pay all or a portion of the costs of issuance for the Series 2002 Bonds.
- 2) **Airport System, Series 2006A - \$69,080,000** – For design, construction and equipping of certain facilities and improvements relating to a new long term parking garage and connecting bridges to the existing parking garage and the terminal. The new debt was structured to level the debt service of all airport issues and matures from 2021 to 2036.
- 3) **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. The debt service was structured to level the debt service in all outstanding airport bonds and will mature from 2015 to 2020.

## Water Utilities Debt Service

|                      | <b>Amount<br/>Budgeted</b> |
|----------------------|----------------------------|
| Principal            | \$8,043,000                |
| Interest             | 9,807,868                  |
| Paying Agent Fees    | 28,000                     |
| Debt Service Reserve | <u>4,438,000</u>           |
| Total                | <u><u>\$22,316,868</u></u> |

**Budget Comment**

The Water Utilities Department currently has six outstanding bond issues plus a State revolving loan participation with the City of West Palm Beach.

- 1) **Water & Wastewater, Series 1998 - \$30,000,000** - The proceeds from this issue were used to pay the cost of certain additions to water and sewer system per the five-year capital improvement program.
- 2) **Water & Sewer System Refunding Bonds, Series 2003 - \$26,785,000** - The proceeds from this issue were used to refund a portion of the Series 1993 Bonds.
- 3) **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.
- 4) **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.
- 5) **Water & Sewer Revenue Refunding Bonds, Series 2008 - \$6,473,000** – The proceeds from this issue were used to refund all of the Series 1985 Bonds.
- 6) **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.

| Bond Issue   | Moody's<br>Investor's<br>Service | Standard<br>& Poor's<br>and Fitch |
|--|----------------------------------|-----------------------------------|
| 45.6M General Obligation Refunding Bonds, Series 1998                      | Aaa                              | AAA                               |
| 25M General Obligation Bonds, Series 2003A                                 | Aaa                              | AAA                               |
| 30.5M General Obligation Bonds, Series 2003                                | Aaa                              | AAA                               |
| 25M General Obligation Bonds, Series 2005                                  | Aaa                              | AAA                               |
| 16M General Obligation Refunding Bonds, Series 2005                        | Aaa                              | AAA                               |
| 50M General Bonds, Series 2006   | Aaa                              | AAA                               |
| 22.3M General Obligation Bonds, Series 2006                                | Aaa                              | AAA                               |
| 115.8M General Obligation Taxable Refunding Bonds, Series 2006             | Aaa                              | AAA                               |
| 19.5M General Obligation Refunding Bonds Series 2010                       | Aaa                              | AAA                               |
| 28.7M General Obligation Refunding Bonds Series 2010                       | Aaa                              | AAA                               |
|  |                                  |                                   |
| 233.6M Criminal Justice Facilities Revenue Bonds, Series 1990              | Aa1                              | AA+                               |
| 32.8M Criminal Justice Facilities Revenue Refunding Bonds, Series 1997     | Aa1                              | AA+                               |
| 18.6M Criminal Justice Facilities Revenue Refunding Bonds, Series 2002     | Aa1                              | AA+                               |
| 6.5M Public Improvement Recreation Ref. Facilities Rev. Bonds, Series 2003 | Aa1                              | AA+                               |
| 94.3M Public Improvement Revenue Refunding Bonds, Series 2004              | Aa1                              | AA+                               |
| 81.3M Public Improvement Revenue Bonds, Series 2004                        | Aa1                              | AA+                               |
| 38.9M Public Improvement Revenue Bonds, Series 2004A                       | Aa1                              | AA+                               |
| 24.4M Public Improvement Taxable Bonds, Series 2004B                       | Aa1                              | AA+                               |
| 17.5M Parks & Recreation Facility Revenue Refunding Bonds, Series 2005     | Aa1                              | AA+                               |
| 13.5M Revenue Refunding Bonds, Series 2005                                 | Aa1                              | AA+                               |
| 9.5M Public Improvement Revenue Refunding Bonds, Series 2005               | Aa1                              | AA+                               |
| 20M Stadium Facilities Revenue Refunding Bonds, Series 2005                | Aa1                              | AA+                               |
| 133.9M Public Improvement Revenue Bonds, Series 2005                       | Aa1                              | AA+                               |
| 13M Public Improvement Revenue Bonds, Series 2005                          | Aa1                              | AA+                               |
| 14.7M Public Improvement Revenue Bond, Series 2006                         | Aa1                              | AA+                               |
| 2.6M Public Improvement Revenue Refunding Bonds, Series 2007A              | Aa1                              | AA+                               |
| 5.2M Public Improvement Taxable Revenue Refunding Bonds, Series 2007B      | Aa1                              | AA+                               |
| 98.1M Public Improvement Revenue Bonds, Series 2007C                       | Aa1                              | AA+                               |
| 176.6M Public Improvement Revenue Bonds, Series 2008                       | Aa1                              | AA+                               |
| 35.1M Public Improvement Revenue Bonds, Series 2008                        | Aa1                              | AA+                               |
| 11.7M Public Improvement Revenue Bonds, Series 2008                        | Aa1                              | AA+                               |
| 94.2M Public Improvement, Revenue and Refunding Bonds, Series 2008         | Aa1                              | AA+                               |
| 29.5M Public Improvement Revenue Refunding Bonds, Series 2008              | Aa1                              | AA+                               |
| 16.1M Capital Improvement Bond Anticipation Note, Series 2009              | Aa1                              | AA+                               |
| 11.6M Public Improvement, Revenue and Refunding Bonds, Series 2010         | Aa1                              | AA+                               |
| 30.7M Public Improvement Revenue Bonds, Series 2011                        | No Rating                        | No Rating                         |
| 62.8M Public Improvement Revenue Refunding Bonds, Series 2011              | Aa1                              | AA+                               |

| <b>Bond Issue</b>   | <b>Moody's<br/>Investor's<br/>Service</b> | <b>Standard<br/>&amp; Poor's<br/>and Fitch</b> |
|---|---|--|
| 60.2M Airport System Revenue Refunding Bonds, Series 2002 | A2  | A  |
| 69.1M Airport System Revenue Bonds, Series 2006A          | A2  | A  |
| 16.9M Airport System Taxable Refunding Series 2006B       | A2  | A  |
| 30M Water & Wastewater Revenue Bonds, Series 1995         | Aaa                                       | AAA  |
| 26.8M Water & Sewer Revenue Refunding Bonds, Series 2003  | Aaa                                       | AAA  |
| 125.9M Water & Sewer Revenue Bonds, Series 2006A          | Aaa                                       | AAA  |
| 12.5M Water & Sewer Revenue Refunding Bonds, Series 2006B | Aaa                                       | AAA  |
| 6.5M Water & Sewer Revenue Refunding Bonds, Series 2008   | Aaa                                       | AAA  |
| 68.1M Water & Sewer Revenue Bonds, Series 2009            | Aaa                                       | AAA  |

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.

Palm Beach County's FY 2012 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**

## **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 RESERVE)

**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  
Fire Rescue MSTUs (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

**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.

### **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 projects 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 are essential in maintaining good bond ratings and the marketability of bonds. The amount of debt reserves is established by bond indenture in association with each bond issuance.

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 5% of 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 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.

Palm Beach County develops its Budget in accordance with the requirements of the Florida Statutes and generally accepted accounting principles (GAAP). GAAP requires the budget for certain funds be developed using the modified accrual accounting method. The County develops and adopts budgets for all of its funds using the modified accrual accounting method.

### **Fund Accounting**

In governmental accounting, the resources of the government are accounted for through funds. A fund is a separate fiscal and budgetary entity. Funds are set up to demonstrate stewardship and fiscal accountability for the resources entrusted to the government. The number and type of funds used is guided by sound financial judgment and the requirements of the Florida Statutes. Palm Beach County utilizes the following types of funds in its budget:

### **Governmental Funds**

**General Fund** - Used to account for and report all financial resources not accounted for and reported in another fund.

**Special Revenue Funds** - 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 of 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.

**Debt Service Funds** - Used for and reports financial resources that are restricted, committed or assigned to expenditures for debt service.

**Capital Project Funds** - 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 projects funds exclude those types of capital related outflows financed by proprietary funds or assets that are held in trust for individuals, private organizations or other governments.

### **Proprietary Funds**

**Enterprise Funds** - These funds are used to account for operations that are financed and operated in a manner similar to that of a private business enterprise. The intent is to finance or recover the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis through user charges.

**Internal Service Funds** - These funds are used to account for the goods and services that are provided by departments for the benefit of other County departments on a cost reimbursement basis.

### **Measurement Basis**

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

Governmental funds use the modified accrual basis of accounting. Under this basis, revenues are recognized if they are measurable and available for use during the year. Expenditures are recognized in the period the liabilities are incurred if measurable, except for accrued interest on general long-term debt which is recognized when payment is due to bondholders.

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 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 total economic net worth (fund equity).

GASB Statement 34 establishes financial reporting standards which include government-wide financial statements. These accrual-based financial statements are prepared using an economic resources measurement focus. They report all assets, liabilities, revenues, expenses, gains, and losses of the government and distinguish between governmental and business-type activities.

### **Fund Balance Reporting**

GASB Statement 54 establishes financial reporting standards for Fund Balance Reporting and Governmental Fund Type Definitions. Governmental fund balances are classified as nonspendable and spendable as follows:

**Nonspendable Fund Balance** includes fund balance amounts that cannot be spent either because it is not in spendable form or because of legal or contractual requirements (eg. 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.

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.

#### **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.

#### **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 of proprietary funds which is budgeted on the accrual basis. Proprietary fund financial statements are presented using the accrual basis of accounting. When using the accrual basis of accounting, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred.

Governmental fund financial statements are presented using the modified-accrual basis of accounting. Accounting on the modified-accrual basis requires that revenues are recorded when susceptible to accrual, that is, when they become both measurable and available to pay liabilities of the current period. 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 generally are recorded when a liability is incurred; however, debt service payments, expenditures related to compensated absences, and claims and judgments are recorded only when payment is due.

**Current Ad Valorem Taxes**

Property taxes are computed as a percentage of the taxable value of real property and personal property.

**Licenses, Permits, and Other Taxes**

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

**Intergovernmental Revenues**

This group of accounts 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**

This series of accounts includes all revenues stemming from charges for current services excluding revenues of internal service funds.

**Fines & Forfeitures**

This group of accounts includes revenues received from fines and penalties imposed for the commission of statutory offenses, violations of lawful administrative rules and regulations, and for neglect of official duty.

**Miscellaneous Revenue**

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

**Debt Proceeds**

Debt Proceeds includes revenues received from bonds, loans, and certain lease-purchase agreements.

**Balances Forward, Transfers and Other**

These are 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). This category also includes fund balances carried over from the previous year.

**Internal Service Fund Revenues**

Internal Service Fund revenues are those revenues derived from goods and services furnished by central service agencies of the County to other departments and funds.

**General Government**

General government is 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

**Public Safety**

Public safety is a major category of services 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.

**Physical Environment and Utilities**

This category 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.

**Transportation**

Transportation includes the costs of services provided by the County for the safe and adequate flow of vehicles, travelers, and pedestrians. This category includes the County Transportation Trust, Transportation Authority, Department of Airports, and various funds associated with the construction and maintenance of roads within the County Road Program.

**Economic Environment**

This category 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.

**Health and Human Services**

This category 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.



**Culture and Recreation**

This category 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.

**Internal Services**

Internal Services are those 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.

**Transfers, Reserves and Other**

This is a basic account category to provide for disbursements which are not classified as expenditures. Included in this group are inter-fund transfers, reserves, redemption of long and short term debts, and transfers between the Board of County Commissioners and Constitutional Officers.

**Personal Services**

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**

Operating expenses 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**

This category is 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**

This category is used for debt service purposes including principal, interest, and other debt service costs.

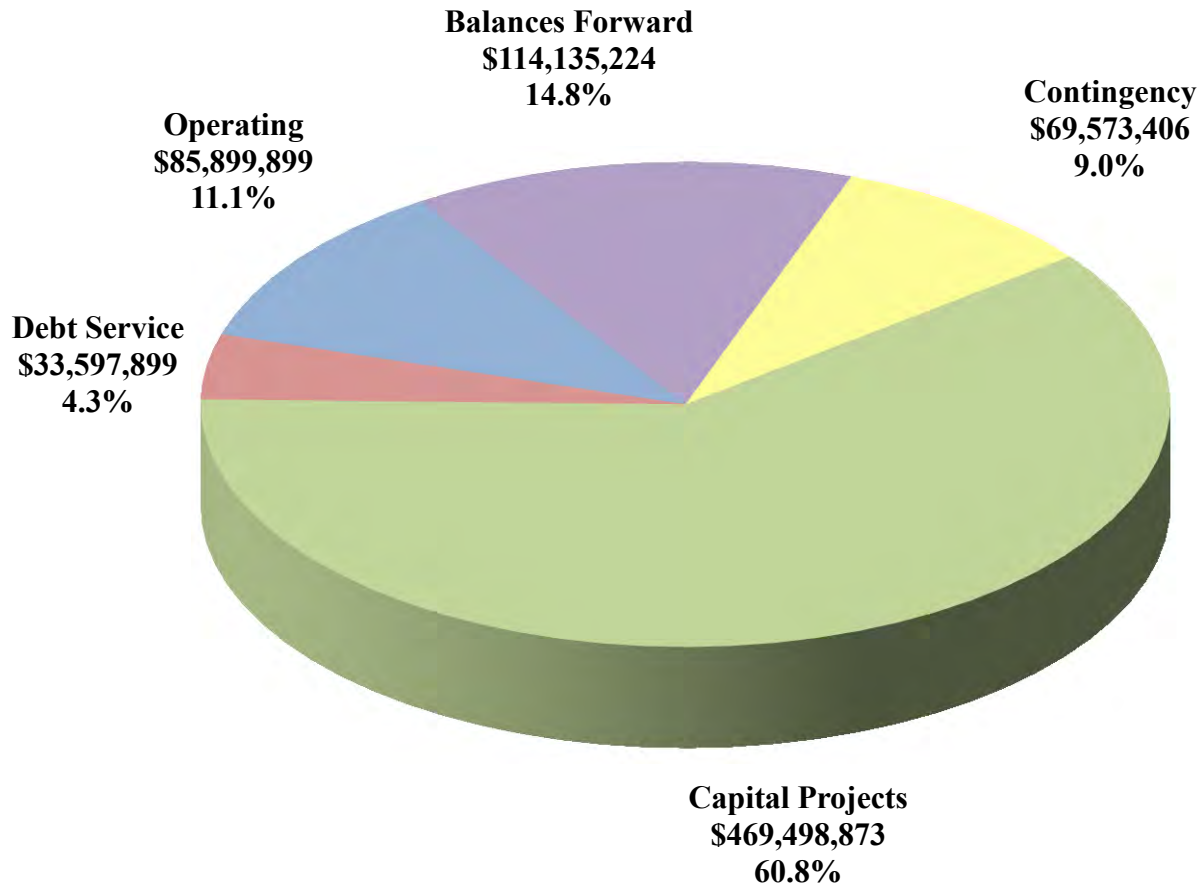
**Grants and Aids**

This category includes all grants, subsidies, and contributions to other governmental agencies and private organizations excluding transfers to agencies within the same governmental entity.

**Non-Operating**

Non-Operating expenses includes all transfers between funds which do not represent operating expenditures including transfers between the Board of County Commissioners, the Constitutional Officers, and other taxing authorities. This category also includes all reserves.

**FY 2012**  
**Budgeted Reserves by Type**  
**\$772,705,301**



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

**Capital Projects** - Capital Project Reserves represent amounts set aside for capital improvement projects.

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

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

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

**BUDGETED RESERVES**

| <b>Fund Name</b>                                | <b>Contingency</b> | <b>Capital Projects</b> |
|---|--------------------|-------------------------|
| <b>General Fund</b>                             | \$20,000,000       |                         |
| <b>Housing &amp; Community Development</b>      |                    |                         |
| <b>Home Investment Partnership Act</b>          |                    |                         |
| <b>Section 108 Loan Fund</b>                    |                    |                         |
| <b>Disaster Recovery Initiative</b>             |                    |                         |
| <b>Disaster Recovery Initiative # 3 (Wilma)</b> |                    |                         |
| <b>Neighborhood Stabilization Program 2</b>     |                    |                         |
| <b>Neighborhood Stabilization Program 3</b>     | 560,260            |                         |
| <b>Juvenile Assessment Center Fd</b>            |                    |                         |
| <b>Law Enforcement Trust Fund</b>               |                    |                         |
| <b>County Library</b>                           | 3,919,458          |                         |
| <b>Beautification Maintenance</b>               |                    |                         |
| <b>Street Lighting Maintenance</b>              |                    |                         |
| <b>Natural Areas Stwrdship Endowment</b>        |                    |                         |
| <b>Ag Reserve Land Management</b>               |                    |                         |
| <b>Environmental Enhancement - Freshwater</b>   |                    |                         |
| <b>Environmental Enhancement - Saltwater</b>    |                    |                         |
| <b>Environmental Enhancement-Nonspecific</b>    |                    |                         |
| <b>Natural Areas Fund</b>                       |                    |                         |
| <b>Pollution Recovery Trust Fund</b>            |                    |                         |
| <b>Handicapped Parking Enforcement</b>          |                    |                         |
| <b>Bond Waiver Program R89-1178</b>             |                    |                         |
| <b>Intergovt'L Radio Comm Program</b>           |                    |                         |
| <b>School Impact Fees Zone 1</b>                |                    |                         |
| <b>School Impact Fees Zone 2</b>                |                    |                         |
| <b>School Impact Fees Zone 3</b>                |                    |                         |
| <b>School Impact Fees Zone 4</b>                |                    |                         |
| <b>Choose Life License Plate Fund</b>           |                    |                         |
| <b>Fire/Rescue MSTU</b>                         | 10,000,000         |                         |
| <b>Aviation Battalion</b>                       |                    |                         |
| <b>F/R Long-Term Disability Plan</b>            |                    |                         |
| <b>MSBU-Hydrant Rental Boca Raton</b>           |                    |                         |
| <b>MSBU-Hydrant Rental-Riviera Beach</b>        |                    |                         |
| <b>Law Library</b>                              |                    |                         |
| <b>Palm Tran Grants</b>                         |                    |                         |
| <b>Palm Tran Letter of Credit</b>               |                    |                         |
| <b>Metro Planning Organization</b>              |                    |                         |
| <b>Southwinds Golf Course</b>                   |                    |                         |
| <b>Okeeheliee Golf Course</b>                   | 37,578             |                         |
| <b>South County Golf Course</b>                 |                    |                         |
| <b>Lantana Golf Course</b>                      |                    |                         |
| <b>MSTD - Building</b>                          |                    |                         |

| <b>Debt Service</b> | <b>Operating &amp; Designated</b> | <b>Balances Forward</b> | <b>Total FY 2012</b> |
|---------------------|-----------------------------------|-------------------------|----------------------|
|                     |                                   | \$61,000,000            | \$ 81,000,000        |
|                     | 1,290,423                         |                         | 1,290,423            |
|                     | 25,016                            |                         | 25,016               |
|                     | 32,228                            |                         | 32,228               |
|                     | 92,254                            |                         | 92,254               |
|                     | 81,481                            |                         | 81,481               |
|                     | 2,400,423                         |                         | 2,400,423            |
|                     |                                   |                         | 560,260              |
|                     | 39,560                            |                         | 39,560               |
|                     | 2,562,628                         |                         | 2,562,628            |
|                     |                                   | 1,200,000               | 5,119,458            |
|                     | 1,466,228                         |                         | 1,466,228            |
|                     | 1,194,912                         |                         | 1,194,912            |
|                     | 5,032,054                         |                         | 5,032,054            |
|                     | 39,299                            |                         | 39,299               |
|                     | 509,653                           |                         | 509,653              |
|                     | 368,703                           |                         | 368,703              |
|                     | 517,373                           |                         | 517,373              |
|                     | 453,192                           |                         | 453,192              |
|                     | 2,327,140                         |                         | 2,327,140            |
|                     | 286,688                           |                         | 286,688              |
|                     | 663,487                           |                         | 663,487              |
|                     | 291,355                           |                         | 291,355              |
|                     | 597,366                           |                         | 597,366              |
|                     | 482,660                           |                         | 482,660              |
|                     | 654,983                           |                         | 654,983              |
|                     | 377,088                           |                         | 377,088              |
|                     | 40,313                            |                         | 40,313               |
|                     |                                   | 50,630,319              | 60,630,319           |
|                     | 443,924                           |                         | 443,924              |
|                     | 15,893,067                        |                         | 15,893,067           |
|                     | 165,249                           | 111,949                 | 277,198              |
|                     | 6,778                             | 11,266                  | 18,044               |
|                     | 148,925                           |                         | 148,925              |
|                     | 376,831                           | 736,573                 | 1,113,404            |
|                     | 86,306                            |                         | 86,306               |
|                     |                                   | 72,593                  | 72,593               |
|                     | 58,377                            |                         | 58,377               |
|                     | 2,969                             |                         | 40,547               |
|                     | 179,467                           |                         | 179,467              |
|                     | 20,557                            |                         | 20,557               |
|                     | 3,094,079                         |                         | 3,094,079            |

**BUDGETED RESERVES**

| <b>Fund Name</b>                                      | <b>Contingency</b> | <b>Capital Projects</b> |
|---|--------------------|-------------------------|
| CCRT Street Lighting Maintenance                      |                    |                         |
| ACC Mobile Spay/Neuter Prgm                           |                    |                         |
| E-911 Wire Line FS365.171                             |                    |                         |
| Emergency Management                                  |                    |                         |
| Regulation of Towing Business                         |                    |                         |
| Vehicle For Hire Ordinance                            |                    |                         |
| Moving Ordinance                                      |                    |                         |
| E-911 WireLess FS 365.172/173                         |                    |                         |
| E-911 Carry Forward FS365.172/173                     |                    |                         |
| TDC - Convention Center Operations                    |                    |                         |
| TDC - Film Commission                                 |                    |                         |
| TDC - 4th Cent Local Option Tax                       |                    |                         |
| TDC - Tourism   |                    |                         |
| TDC - Cultural Arts                                   |                    |                         |
| TDC-Beaches   |                    |                         |
| TDC - Sports Commission                               |                    |                         |
| TDC-1st Cent Tourist Local Option Tax                 |                    |                         |
| Drug Abuse Trust Fund                                 |                    |                         |
| Cooperative Extension Rev fund                        |                    |                         |
| PBC Office of Inspector General (IG)                  |                    |                         |
| PBC Commission on Ethics                              |                    |                         |
| Crime Prevention Fund                                 |                    |                         |
| Domestic Violence Fund                                |                    |                         |
| JAG-LLEBG ARRA Fund 2009                              |                    |                         |
| JAG Combat & ReEntry Grant 2008-2012                  |                    |                         |
| Public Affairs Replacement Frequency                  |                    |                         |
| 177.1 M Public Improvement Rev Bond 2008 DSR          |                    |                         |
| 43M NAV 08 DSR, Max Planck                            |                    |                         |
| 25m Go Rec/Cul 1999 Ctf                               |                    | 79,648                  |
| 80.705M NAV 01, Convention Center                     |                    | 377,144                 |
| 26.3M NAV 96, Parks & Recreation Facilities Ser96 C&A |                    | 2,604                   |
| 92.475m Improv Nav 03                                 |                    | 274,036                 |
| 25m Go Parks Cul Imp 03                               |                    | 91,038                  |
| 25m Go Parks Cul Imp 05                               |                    | 1,232,002               |
| 30.5M GO 03, Library Improvements                     |                    | 2,421,202               |
| 24.5m Go Library Improv 05                            |                    | 1,250,629               |
| 145M Scripps Construction Trust Fund NAV 2004         |                    |                         |
| South County Regional Park Golf Course NAV 2005       |                    | 35,612                  |
| 5.6M Sunshine #6 04, Scripps Infrastructure & Beeline |                    | 91,984                  |
| 10.5M Public Improvement Rev Taxable BAN 2005         |                    | 375,022                 |
| 50M GO 05, Waterfront Access                          |                    | 945,285                 |
| 15M Public Improvement Revenue Bond Series 2006       |                    | 704,641                 |

| <b>Debt Service</b> | <b>Operating &amp; Designated</b> | <b>Balances Forward</b> | <b>Total FY 2012</b> |
|---------------------|-----------------------------------|-------------------------|----------------------|
|                     |                                   |                         |                      |
|                     | 420,277                           |                         | 420,277              |
|                     | 521,776                           |                         | 521,776              |
|                     | 1,124,571                         |                         | 1,124,571            |
|                     | 32,037                            |                         | 32,037               |
|                     | 50,124                            |                         | 50,124               |
|                     | 59,526                            |                         | 59,526               |
|                     | 36,602                            |                         | 36,602               |
|                     | 107,321                           |                         | 107,321              |
|                     | 6,231,254                         |                         | 6,231,254            |
|                     | 1,496,267                         |                         | 1,496,267            |
|                     | 90,924                            |                         | 90,924               |
|                     | 3,118,282                         |                         | 3,118,282            |
|                     | 1,468,792                         |                         | 1,468,792            |
|                     | 613,235                           |                         | 613,235              |
|                     | 25,000                            |                         | 25,000               |
|                     | 353,535                           |                         | 353,535              |
|                     | 10,563,780                        |                         | 10,563,780           |
|                     | 56,877                            |                         | 56,877               |
|                     | 232,246                           |                         | 232,246              |
|                     | 225,000                           |                         | 225,000              |
|                     | 66,914                            |                         | 66,914               |
|                     | 5,149                             |                         | 5,149                |
|                     | 160,757                           |                         | 160,757              |
|                     | 27,511                            |                         | 27,511               |
|                     | 3,705                             |                         | 3,705                |
|                     | 1,539,563                         |                         | 1,539,563            |
| 11,268,150          |                                   |                         | 11,268,150           |
| 7,629,430           |                                   |                         | 7,629,430            |
| 12,400              |                                   |                         | 92,048               |
| 35,425              |                                   |                         | 412,569              |
|                     |                                   |                         | 2,604                |
| 45,310              |                                   |                         | 319,346              |
| 356,503             |                                   |                         | 447,541              |
| 199,948             |                                   |                         | 1,431,950            |
| 547,813             |                                   |                         | 2,969,015            |
| 317,482             |                                   |                         | 1,568,111            |
| 7,405               |                                   |                         | 7,405                |
|                     |                                   |                         | 35,612               |
|                     |                                   |                         | 91,984               |
|                     |                                   |                         | 375,022              |
| 454,628             |                                   |                         | 1,399,913            |
|                     |                                   |                         | 704,641              |

**BUDGETED RESERVES**

| <b>Fund Name</b>                                     | <b>Contingency</b> | <b>Capital Projects</b> |
|--|--------------------|-------------------------|
| 6.125M Sunshine#8 06, Park & Marina Improvement      |                    | 37,026                  |
| 105.5M Scripps/Briger Rev Bonds 2007                 |                    |                         |
| 177.1M Public Imp.Rev Bonds 2008 Capital             |                    | 585,442                 |
| 35M NAV 08 CP, PBSO Mobile Data                      |                    |                         |
| \$43.08M Public Imp.Rev.Bond Max Planck 2008 Cap     |                    |                         |
| Transportation Improvement Fund                      | 21,661             | 154,414,623             |
| Road Impact Fee Zone 1                               |                    | 36,199,324              |
| Road Impact Fee Zone 2                               |                    | 26,494,304              |
| Road Impact Fee Zone 3                               |                    | 19,552,241              |
| Road Impact Fee Zone 4                               |                    | 10,254,625              |
| Road Impact Fee Zone 5                               |                    | 28,792,990              |
| Unicorp Impr Fund                                    |                    | 9,173,756               |
| Abacoa Impact Fee Account                            |                    | 758,245                 |
| Abacoa Trust Sub Account                             |                    | 3,668,971               |
| Proportionate Share Trust Fund                       |                    | 17,114,184              |
| Impact Fee Program - Roads Zone 1                    |                    | 1,097,815               |
| Park Improvement Fund                                |                    | 830,260                 |
| Park Impact Fees Z-1                                 |                    | 545,059                 |
| Park Impact Fees Z-2                                 |                    | 614,106                 |
| Park Impact Fees Z-3                                 |                    | 1,690,571               |
| Unit 11 Acquisition/Enhancement                      |                    | 465,452                 |
| South Lox Sl Wetland Restoration                     |                    | 222,091                 |
| Beach Improvement                                    |                    | 1,132,432               |
| South Lake Worth Inlet                               |                    | 89,550                  |
| Fire-Rescue Improvement                              | 14,925,107         |                         |
| Fire-Rescue Impact Fees                              |                    | 1,415,922               |
| Library Improvement Fund                             |                    | 2,313,166               |
| Library Expansion Program                            |                    | 3,914,551               |
| Library Impact Fees                                  |                    | 3,462,067               |
| PUD Civic Site Cash Out                              |                    | 134,249                 |
| 800 Mhz RR + I Fund                                  |                    | 27,695,364              |
| Law Enforcement/Impact Fees Z2 Road Patrol           |                    | 882,160                 |
| Public Building Improvement Fund                     |                    | 94,119                  |
| Public Building Impact Fees                          |                    | 400,000                 |
| TDC- Bldg Renewal & Replacement                      |                    | 5,307,989               |
| Capital Outlay                                       | 254,423            | 1,077,553               |
| Information Technology Capital Improvements          | 263,789            |                         |
| Energy Efficiency and Conservation Block Grant-EECBG | 213                |                         |
| WUD Operation & Maintenance                          | 4,913,349          |                         |
| WUD Renewal & Replacement                            |                    | 1,000,000               |
| WUD Capital Improvements                             |                    | 55,417,445              |
| Special Assesment Program WUD                        |                    | 500,000                 |



| Debt Service | Operating & Designated | Balances Forward | Total FY 2012 |
|--------------|------------------------|------------------|---------------|
|              |                        |                  | 37,026        |
| 375,657      |                        |                  | 375,657       |
| 4,259,400    |                        |                  | 4,844,842     |
| 1,372,323    |                        |                  | 1,372,323     |
| 1,987,290    |                        |                  | 1,987,290     |
|              |                        | 372,524          | 154,808,808   |
|              |                        |                  | 36,199,324    |
|              |                        |                  | 26,494,304    |
|              |                        |                  | 19,552,241    |
|              |                        |                  | 10,254,625    |
|              |                        |                  | 28,792,990    |
|              |                        |                  | 9,173,756     |
|              |                        |                  | 758,245       |
|              |                        |                  | 3,668,971     |
|              |                        |                  | 17,114,184    |
|              |                        |                  | 1,097,815     |
|              |                        |                  | 830,260       |
|              |                        |                  | 545,059       |
|              |                        |                  | 614,106       |
|              |                        |                  | 1,690,571     |
|              |                        |                  | 465,452       |
|              |                        |                  | 222,091       |
|              |                        |                  | 1,132,432     |
|              |                        |                  | 89,550        |
|              |                        |                  | 14,925,107    |
|              |                        |                  | 1,415,922     |
|              |                        |                  | 2,313,166     |
|              |                        |                  | 3,914,551     |
|              |                        |                  | 3,462,067     |
|              |                        |                  | 134,249       |
|              |                        |                  | 27,695,364    |
|              |                        |                  | 882,160       |
|              |                        |                  | 94,119        |
|              |                        |                  | 400,000       |
|              |                        |                  | 5,307,989     |
| 105,256      |                        |                  | 1,437,232     |
|              |                        |                  | 263,789       |
|              |                        |                  | 213           |
|              |                        |                  | 4,913,349     |
|              |                        |                  | 1,000,000     |
|              |                        |                  | 55,417,445    |
|              |                        |                  | 500,000       |

**BUDGETED RESERVES**

| <b>Fund Name</b>   | <b>Contingency</b>  | <b>Capital Projects</b> |
|--|---------------------|-------------------------|
| <b>WUD FPL Reclaimed Water Renewal &amp; Replacement</b> |                     | 843,000                 |
| <b>Debt Service Reserve WUD All</b>                      |                     |                         |
| <b>Construction Trust Fund WUD 2009</b>                  |                     | 644,000                 |
| <b>WUD FPL Debt Service Coverage Fund</b>                |                     |                         |
| <b>Airport Operations</b>                                | 11,176,667          |                         |
| <b>Airport Capital Projects</b>                          |                     | 1,065,010               |
| <b>Airports Imp &amp; Dev Fund</b>                       |                     | 22,695,087              |
| <b>Airport Passenger Facility Chgs</b>                   |                     | 15,207,228              |
| <b>Noise Abatement &amp; Mitigation</b>                  |                     | 1,937,766               |
| <b>Airports Restricted Assets Fund</b>                   |                     | 1,570,696               |
| <b>8M Subordinated Debt 2006 CTF</b>                     |                     | 307,587                 |
| <b>69M PBIA Revenue Bonds, 2006A</b>                     | 3,411,273           |                         |
| <b>DOA 60.150M Refding DS 2002</b>                       |                     |                         |
| <b>Debt Service DOA 2001</b>                             |                     |                         |
| <b>8M Subordinated Indebtness 2006 DS</b>                | 89,628              |                         |
| <b>\$69.08M Airport System Revenue Bonds Debt</b>        |                     |                         |
| <b>\$16.855M Airport System Tax Revenue Bonds Debt</b>   |                     |                         |
| <b>Fleet Management</b>                                  |                     |                         |
| <b>Property &amp; Casualty Insurance</b>                 |                     |                         |
| <b>Total FY 2012 Reserves</b>                            | <b>\$69,573,406</b> | <b>\$469,498,873</b>    |

| <b>Debt Service</b> | <b>Operating &amp; Designated</b> | <b>Balances Forward</b> | <b>Total FY 2012</b> |
|---------------------|-----------------------------------|-------------------------|----------------------|
|                     |                                   |                         | 843,000              |
| 4,438,000           |                                   |                         | 4,438,000            |
|                     |                                   |                         | 644,000              |
|                     | 634,000                           |                         | 634,000              |
|                     |                                   |                         | 11,176,667           |
|                     |                                   |                         | 1,065,010            |
|                     |                                   |                         | 22,695,087           |
|                     |                                   |                         | 15,207,228           |
|                     |                                   |                         | 1,937,766            |
|                     |                                   |                         | 1,570,696            |
|                     |                                   |                         | 307,587              |
|                     |                                   |                         | 3,411,273            |
| 166,418             |                                   |                         | 166,418              |
| 14,385              |                                   |                         | 14,385               |
|                     |                                   |                         | 89,628               |
| 2,401               |                                   |                         | 2,401                |
| 2,275               |                                   |                         | 2,275                |
|                     | 12,469,862                        |                         | 12,469,862           |
|                     | 1,861,976                         |                         | 1,861,976            |
| <b>\$33,597,899</b> | <b>\$85,899,899</b>               | <b>\$114,135,224</b>    | <b>\$772,705,301</b> |

**County Library Taxing District**

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

**Fire Rescue Taxing Districts (MSTU)**

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

**Serviced by Fire Rescue**

|           |           |
|-----------|-----------|
| Lake Park | 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             | North Palm Beach   |
| Greenacres           | Palm Beach Gardens |
| Jupiter Inlet Colony | Tequesta           |
| Palm Beach Shores    | West Palm Beach    |
| Riviera Beach        | Mangonia Park      |

There are 38 municipalities within the County encompassing a total of 324 square miles, or approximately 16% of the County's area. As of FY 2012, an estimated 55% of the County's population resides within the municipalities. The change in population since the FY 2011 reporting reflects an increase in municipal growth of 4,440 and a concurrent increase of approximately 29,233 in the unincorporated area.

While West Palm Beach experienced a decrease in population growth, it remains the largest city both in size and population with approximately 99,919 residents within 55.48 square miles. Cloud Lake is the smallest with approximately 135 people living within .06 square miles. 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 are presented on the following four pages.

| <u>Municipality</u>  | <u>Population<sup>1</sup></u> | <u>Square Miles<sup>2</sup></u> |
|----------------------|-------------------------------|---------------------------------|
| Atlantis             | 2,005                         | 1.42                            |
| Belle Glade          | 17,467                        | 5.68                            |
| Boca Raton           | 84,392                        | 29.04                           |
| Boynton Beach        | 68,217                        | 16.22                           |
| Briny Breezes        | 601                           | 0.06                            |
| Cloud Lake           | 135                           | 0.06                            |
| Delray Beach         | 60,522                        | 15.73                           |
| Glen Ridge           | 219                           | 0.16                            |
| Golf                 | 252                           | 0.81                            |
| Greenacres           | 37,573                        | 5.78                            |
| Gulf Stream          | 786                           | 0.73                            |
| Haverhill            | 1,873                         | 0.63                            |
| Highland Beach       | 3,539                         | 0.51                            |
| Hypoluxo             | 2,588                         | 0.57                            |
| Juno Beach           | 3,176                         | 2.07                            |
| Jupiter              | 55,156                        | 22.11                           |
| Jupiter Inlet Colony | 400                           | 0.14                            |
| Lake Clarke Shores   | 3,376                         | 1.00                            |
| Lake Park            | 8,155                         | 2.22                            |
| Lake Worth           | 34,910                        | 5.87                            |
| Lantana              | 10,423                        | 2.23                            |
| Loxahatchee Groves   | 3,180                         | 12.41                           |
| Manalapan            | 406                           | 0.44                            |
| Mangonia Park        | 1,888                         | 0.75                            |
| North Palm Beach     | 12,015                        | 3.70                            |
| Ocean Ridge          | 1,786                         | 0.70                            |
| Pahokee              | 5,649                         | 4.97                            |
| Palm Beach           | 8,348                         | 3.70                            |
| Palm Beach Gardens   | 48,452                        | 56.25                           |
| Palm Beach Shores    | 1,142                         | 0.29                            |
| Palm Springs         | 18,928                        | 3.28                            |
| Riviera Beach        | 32,488                        | 8.45                            |
| Royal Palm Beach     | 34,140                        | 11.27                           |
| South Bay            | 4,876                         | 2.05                            |
| South Palm Beach     | 1,171                         | 0.09                            |
| Tequesta             | 5,629                         | 1.80                            |
| Wellington           | 56,508                        | 45.25                           |
| West Palm Beach      | 99,919                        | 55.48                           |
| Unincorporated Area  | <u>587,844</u>                | <u>1,652.64</u>                 |
| <b>Total</b>         | <b><u>1,320,134</u></b>       | <b><u>1,977</u></b>             |

1. 2010 U.S. Population Census

2. <http://www.pbcgov.org/pzb/Planning/population/index.htm>

**MUNICIPALITY ADDRESSES AND PHONE NUMBERS****Atlantis, City of**

260 Orange Tree Drive  
Atlantis, FL 33462  
Telephone: 965-1744

**Belle Glade, City of**

110 Dr. Martin Luther King, Jr. Blvd. West  
Belle Glade, FL 33430  
Telephone: 996-0100

**Boca Raton, City of**

201 West Palmetto Park Road  
Boca Raton, FL 33432  
Telephone: 393-7700

**Boynton Beach, City of**

100 East Boynton Beach Blvd. P.O. Box 310  
Boynton Beach, FL 33425  
Telephone: 742-6010

**Briny Breezes, Town of**

4802 North Ocean Boulevard  
Briny Breezes, FL 33435  
Telephone: 272-5495

**Cloud Lake, Town of**

100 Lang Road  
West Palm Beach, FL 33406  
Telephone: 686-2815

**Delray Beach, City of**

100 North West First Avenue  
Delray Beach, FL 33444  
Telephone: 243-7000

**Glen Ridge, Town of**

1501 Glen Road  
West Palm Beach, FL 33406  
Telephone: 697-8868

**Golf, Village of**

21 Country Road  
Village of Golf, FL 33436  
Telephone: 732-0236

**Greenacres, City of**

5800 Melaleuca Lane  
Greenacres, FL 33463  
Telephone: 642-2006

**Gulf Stream, Town of**

100 Sea Road  
Gulf Stream, FL 33483  
Telephone: 276-5116

**Haverhill, Town of**

4585 Charlotte Street  
Haverhill, FL 33417  
Telephone: 689-0370

**Highland Beach, Town of**

3614 South Ocean Boulevard  
Highland Beach, FL 33487  
Telephone: 278-4548

**Hypoluxo, Town of**

7580 South Federal Highway  
Hypoluxo, FL 33462  
Telephone: 582-0155

**Juno Beach, Town of**

340 Ocean Drive  
Juno Beach, FL 33408  
Telephone: 626-1122

**Jupiter, Town of**

210 Military Trail  
Jupiter, FL 33458  
Telephone: 746-5134

**MUNICIPALITY ADDRESSES AND PHONE NUMBERS**

**Jupiter Inlet Colony, Town of**  
1 Colony Road  
Jupiter Inlet Colony, FL 33469  
Telephone: 746-3787

**Lake Clark Shores, Town of**  
1701 Barbados Road  
Lake Clarke Shores, FL 33406  
Telephone: 964-1515

**Lake Park, Town of**  
535 Park Avenue  
Lake Park, FL 33403  
Telephone: 881-3300

**Lake Worth, City of**  
7 North Dixie Highway  
Lake Worth, FL 33460  
Telephone: 586-1600

**Lantana, Town of**  
500 Greynolds Circle  
Lantana, FL 33462  
Telephone: 540-5000

**Loxahatchee Groves, Town of**  
14579 Southern Boulevard Suite # 2  
Loxahatchee, FL 33470  
Telephone: 793-2418

**Manalapan, Town of**  
600 South Ocean Boulevard  
Manalapan, FL 33462  
Telephone: 585-9477

**Mangonia Park, Town of**  
1755 East Tiffany Drive  
Mangonia Park, FL 33407  
Telephone: 848-1235

**North Palm Beach, Village of**  
501 U.S. Highway #1  
North Palm Beach, FL 33408  
Telephone: 841-3355

**Ocean Ridge, Town of**  
6450 North Ocean Boulevard  
Ocean Ridge, FL 33435  
Telephone: 732-2635

**Pahokee, City of**  
207 Begonia Drive  
Pahokee, FL 33476  
Telephone: 924-5534

**Palm Beach, Town of**  
360 South County Road  
Palm Beach, FL 33480  
Telephone: 838-5400

**Palm Beach Gardens, City of**  
10500 North Military Trail  
Palm Beach Gardens, FL 33410  
Telephone: 799-4100

**Palm Beach Shores, Town of**  
247 Edwards Lane  
Palm Beach Shores, FL 33404  
Telephone: 844-3457

**Palm Springs, Village of**  
226 Cypress Lane  
Palm Springs, FL 33461  
Telephone: 965-4010

**Riviera Beach, City of**  
600 West Blue Heron Boulevard  
Riviera Beach, FL 33404  
Telephone: 845-4000



**MUNICIPALITY ADDRESSES AND PHONE NUMBERS**

**Royal Palm Beach, Village of**

1050 Royal Palm Beach Boulevard  
Royal Palm Beach, FL 33411  
Telephone: 790-5100

**Tequesta, Village of**

345 Tequesta Drive, Suite 300  
Tequesta, FL 33469  
Telephone: 768-0700

**South Bay, City of**

335 South West Second Avenue  
South Bay, FL 33493  
Telephone: 996-6751

**Wellington, Village of**

12300 West Hill Boulevard  
Wellington, FL 33414  
Telephone: 791-4000

**South Palm Beach, Town of**

3577 South Ocean Boulevard  
South Palm Beach, FL 33480  
Telephone: 588-8889

**West Palm Beach City of**

401 Clematis Street, P.O. Box 3366  
West Palm Beach, FL 33401  
Telephone: 822-1400

**COUNTYWIDE TAXING DISTRICTS****The School District of PBC**

3300 Forest Hill Boulevard  
West Palm Beach, FL 33406  
Telephone: (561) 434-8000

**Children's Services Council**

2300 High Ridge Road  
Boyton Beach  
Telephone: (561) 740-7000

**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

**Health Care District**

324 Datura Street Suite 401  
West Palm Beach, FL 33401  
Telephone: (561) 659-1270

**Florida Inland Navigation District**

1314 Marcinski Road  
Jupiter, FL 33477  
Telephone: (561) 627-3386

**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

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| <b>Ad Valorem Equivalent Funding</b>                 | 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.             |
| <b>Aggregate Millage Rate</b>                        | 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.           |
| <b>American Recovery and Reinvestment Act (ARRA)</b> | 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. |
| <b>Appropriation</b>                                 | A legal authorization granted by a legislative body (e.g., Board of County Commissioners) to incur obligations and make expenditures for specific purposes.   |
| <b>Assessed Value</b>                                | 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."  |
| <b>Assigned Fund Balance</b>                         | The assigned fund balance includes amounts that are intended to be used for specific purposes that are neither restricted or committed.   |
| <b>Balanced Budget</b>                               | 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.  |
| <b>Base Budget</b>                                   | 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.   |
| <b>Benchmark</b>                                     | A standard or point of reference used in measuring and/or judging the quality or value.   |
| <b>Board of County Commissioners (BCC)</b>           | The legislative and governing body of a county. Also referred to as the "County Commission."  |

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| <b>Bond</b>                       | 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.      |
| <b>Bond Refinancing</b>           | The issuance of bonds to obtain better interest rates and/or bond conditions by paying off older bonds.   |
| <b>Budget</b>                     | 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." |
| <b>Budget Amendment</b>           | An increase or decrease in revenues with a corresponding increase or decrease in appropriations within the same fund. The budgeted fund total is changed.   |
| <b>Budget Document</b>            | The official written statement which presents the proposed budget to the legislative body (e.g., County Commission).  |
| <b>Budget Message</b>             | 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.  |
| <b>Budget Transfer</b>            | A transfer of appropriations or revenues between two or more accounts within the same fund. The budgeted fund total is not changed.   |
| <b>Capital Equipment</b>          | Equipment with a value in excess of \$1,000 and an expected life of more than one year; such as, automobiles, computers, and furniture.   |
| <b>Capital Improvement</b>        | 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.  |
| <b>Capital Improvement Budget</b> | A budget including those approved capital improvement projects contained in the first year of the Capital Improvement Program (CIP).  |

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| <b>Capital Improvement Program (CIP)</b> | 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. |
| <b>Capital Outlays</b>                   | Expenditures which result in the acquisition of, or addition to, fixed assets; such as, buildings, land, and roads.   |
| <b>Capital Project Fund</b>              | 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).   |
| <b>Committed Fund Balance</b>            | 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).   |
| <b>Communication Services Tax</b>        | 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.                            |
| <b>Comprehensive Plan</b>                | 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.   |
| <b>Contingency</b>                       | 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.  |
| <b>County</b>                            | A political subdivision of the State which is empowered to levy and collect taxes and provide services to citizens within its boundaries.   |
| <b>County Budget Officer</b>             | 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.  |

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| <b>County Officers</b>            | Independently elected officials including the Clerk & Comptroller, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector. This is also referred to as "Constitutional Officers."  |
| <b>Debt Service</b>               | Payment of principal and interest related to long term debt.  |
| <b>Debt Service Fund</b>          | A fund used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.  |
| <b>Deficit (Budget)</b>           | The excess of budgeted expenditures over estimated revenues and receipts.   |
| <b>Department</b>                 | An organizational unit responsible for carrying out a major governmental function; such as, Public Safety or Water Utilities.   |
| <b>Dependent Taxing Districts</b> | Taxing Districts that appear separately on the tax bill and are under County control (e.g., County Library).  |
| <b>Depreciation</b>               | Expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.   |
| <b>Encumbrance</b>                | An amount of money committed for the future payment for goods and services not yet received. Encumbrances result from the issuance of a purchase order, contract, or formal agreement.  |
| <b>Enterprise Fund</b>            | 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). |
| <b>Exemption</b>                  | 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.              |
| <b>Expenditures</b>               | 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.   |

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| <b>Fiscal Year</b>                   | 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 1 and ends September 30 of the following calendar year. The fiscal year is designated by the date on which it ends. For example, October 1, 2011 to September 30, 2012 would be Fiscal Year 2012. |
| <b>Five-Year Trend</b>               | Represents the percentage change of a performance measure from the previous year actual and the five years previous.   |
| <b>Fixed Assets</b>                  | 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.  |
| <b>Franchise Fee</b>                 | 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.   |
| <b>Full-time Equivalent (F.T.E.)</b> | The number of approved positions equated to full-time basis (e.g., two half-time positions equal one full-time equivalent position).   |
| <b>Fund</b>                          | 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.  |
| <b>GASB</b>                          | The Governmental Accounting Standards Board is the independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.  |
| <b>Fund Balance</b>                  | The excess of fund assets over fund liabilities. A negative fund balance is sometimes called a deficit.  |
| <b>General Fund</b>                  | 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.   |

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| <b>Generally Accepted Accounting Principles (GAAP)</b> | 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.  |
| <b>Goal</b>  | A long-range desirable result attained by achieving objectives designed to implement a strategy.  |
| <b>Grant</b>   | 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.   |
| <b>Half-Cent Sales Tax</b>                             | 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. |
| <b>Homestead Exemption</b>                             | 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.   |
| <b>Impact Fee</b>                                      | 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.  |
| <b>Independent Taxing Districts</b>                    | Taxing districts that appear separately on the tax bill and are not under County control (e.g., Florida Inland Navigation District, Children Services).   |
| <b>Interfund Transfer</b>                              | Movement of assets (usually cash) from one fund to another. Also referred to as "Transfers In/Out."   |
| <b>Intergovernmental Revenues</b>                      | Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.   |
| <b>Internal Service Fund</b>                           | 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.  |



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| <b>Lease-purchase Agreements</b>           | Contractual agreements which are termed “leases”, but which in substance amount to purchase contracts for equipment and machinery.  |
| <b>Legally Adopted Budget</b>              | The total of the budgets of each County fund including budgeted transactions between funds.   |
| <b>Levy</b>                                | To impose taxes, special assessments, or service charges for the support of County activities.  |
| <b>Liability</b>                           | 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.   |
| <b>Line-Item</b>                           | 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.                                     |
| <b>Management Team</b>                     | A “team” consisting of the County Administrator, Deputy County Administrator, the Assistant County Administrators, and Directors of major County Departments.   |
| <b>Mandate</b>                             | 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. |
| <b>Millage Rate</b>                        | 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.  |
| <b>Mission</b>                             | Describes what the organization does, who it does it for, and how it does it.   |
| <b>Municipal Services Benefit District</b> | 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.               |

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| <b>Municipal Services Taxing District</b> | 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.           |
| <b>Municipality</b>                       | A local government having governmental, corporate, and proprietary powers to enable it to conduct municipal government, perform municipal functions, and render municipal services.   |
| <b>Net Budget</b>                         | The gross budget less all interfund transfers and interdepartmental charges.  |
| <b>Non-Ad Valorem Assessments</b>         | 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.            |
| <b>Non-Ad Valorem Revenues</b>            | Revenues that are derived from a basis other than property value (e.g., Utility Tax, Gas Tax).  |
| <b>Non-Countywide Revenues</b>            | Revenue derived from unincorporated areas of the County (e.g., Franchise Fees).   |
| <b>Non-Countywide Expenditures</b>        | Expenditures for the benefit of the unincorporated areas of the County (e.g., Sheriff's Road Patrol, Zoning).   |
| <b>Non-Operating Expenditures</b>         | 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 Human Service organizations. |
| <b>Non-Operating Revenues</b>             | The incomes received by the government which are not directly attributable to providing a service (e.g., interest on investments).  |
| <b>Non-Spendable Fund Balance</b>         | 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, prepaids).   |
| <b>Non-Tax Revenues</b>                   | The revenue derived from non-tax sources, including licenses and permits, intergovernmental revenue, charges for service, fines and forfeitures, and various other miscellaneous revenues.  |

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| <b>Objective</b>            | Something to be accomplished expressed in specific, well-defined and measurable terms, and achieved within a specific time frame.   |
| <b>Operating Budget</b>     | A budget for general expenditures; such as, salaries, utilities, and supplies.  |
| <b>Performance Measures</b> | Specific quantitative and qualitative measures of work performed.   |
| <b>Personal Services</b>    | Items of expenditures in the operating budget for salaries and wages paid for services performed by County employees; including fringe benefit costs.   |
| <b>Portability</b>          | 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.            |
| <b>Property Tax</b>         | 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.        |
| <b>Proprietary Fund</b>     | A fund which operates similarly to the private sector and focuses on the measurement of net income.   |
| <b>Reserve</b>              | 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. |
| <b>Retained Earnings</b>    | An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.  |
| <b>Revenue</b>              | 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.                                      |

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| <b>Restricted Fund Balance</b>    | 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.   |
| <b>Revenue Bonds</b>              | 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.  |
| <b>Rolled-back Rate</b>           | 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.                  |
| <b>Save-Our-Homes</b>             | 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.  |
| <b>Senior Homestead Exemption</b> | 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. |
| <b>Service Level</b>              | Services or products which comprise the actual or expected output of a given program.   |
| <b>Single-Member District</b>     | 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.  |
| <b>Special Revenue Fund</b>       | 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.  |
| <b>Spendable Fund Balance</b>     | Fund balances that are in spendable form include restricted, committed, assigned and unassigned fund balances.  |
| <b>Statute</b>                    | A law enacted by a duly organized and constituted legislative body.   |

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| <b>Statutory Reserve</b>      | 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.  |
| <b>Supplemental Requests</b>  | Departmental requests for additional funding in the budget year in order to increase or enhance existing service levels.   |
| <b>Tax Equivalent Revenue</b> | Any revenue that can be used to reduce ad valorem funding requirements on a dollar for dollar basis (e.g., franchise fees, utility taxes).   |
| <b>Tax Rate</b>               | 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.   |
| <b>Tax Rate Limit</b>         | 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.  |
| <b>Taxable Value</b>          | 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.   |
| <b>Taxes</b>                  | 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).        |
| <b>Transfers In/Out</b>       | Amounts transferred from one fund to another to assist in financing the services of the recipient fund.  |
| <b>TRIM Notice</b>            | 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. |
| <b>Trust and Agency Fund</b>  | 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.   |

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| <b>Truth in Millage Law (TRIM)</b> | 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.   |
| <b>Unassigned Fund Balance</b>     | 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. |
| <b>Unincorporated Area</b>         | That portion of the County which is not within the boundaries of any municipality.   |
| <b>Unit</b>                        | A unit of financial reporting and management responsibility under the County's financial system.   |
| <b>User (Fees) Charges</b>         | The payment of a fee for direct receipt of a public service by the party benefiting from the service.  |
| <b>Utility Tax</b>                 | 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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|-----------------|---|
| <b>AA</b>       | Affirmative Action  |
| <b>AAA</b>      | Area Agency on Aging  |
| <b>ACC</b>      | Animal Care & Control   |
| <b>ADA</b>      | Americans with Disabilities Act                               |
| <b>ADDI</b>     | American Dream Downpayment Initiative                         |
| <b>AED</b>      | Automated External Defibrillator                              |
| <b>AGM</b>      | Adjusted Gross Margin   |
| <b>AHCA</b>     | Agency Health Care Administration                             |
| <b>AIDS</b>     | Acquired Immunodeficiency Syndrome                            |
| <b>APCO</b>     | Association of Public Safety Communications Officials         |
| <b>ARC</b>      | Area Agency on Aging Resource Center                          |
| <b>ARFF</b>     | Aircraft Rescue Fire Fighting                                 |
| <b>ARRA</b>     | American Recovery and Reinvestment Act                        |
| <b>ATMS</b>     | Advanced Traffic Management System                            |
| <b>AT&amp;T</b> | American Telephone & Telegraph                                |
| <b>ATU</b>      | Amalgamated Transit Union                                     |
| <b>AVL</b>      | Automated Vehicle Location                                    |
| <b>BAN</b>      | Bond Anticipation Note  |
| <b>BBIC</b>     | Black Business Investment Corporation                         |
| <b>BCC</b>      | Board of County Commissioners                                 |
| <b>BEDI</b>     | Brownfield's Economic Development Initiative                  |
| <b>BRITE</b>    | Brief Intervention and Treatment of Elders                    |
| <b>BRT</b>      | Bus Rapid Transit   |
| <b>BTI</b>      | Bacillus Thuringiensis Israelensis                            |
| <b>BTOP</b>     | Broadband Technology Opportunity Program                      |
| <b>CAD</b>      | Computer Aided Dispatch                                       |
| <b>CAFTA</b>    | Central American Free Trade Agreement                         |
| <b>CAH</b>      | Commission on Affordable Housing                              |
| <b>CAP</b>      | Community Action Program                                      |
| <b>CARES</b>    | Comprehensive Assessment & Review for Long Term Care Services |
| <b>CAT</b>      | Community Assistance/Action Team                              |
| <b>CCNA</b>     | Consultant's Competitive Negotiation Act                      |
| <b>CCRT</b>     | Countywide Community Revitalization Team                      |
| <b>CDBG</b>     | Community Development Block Grant                             |

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|---------------|--|
| <b>CDBG-R</b> | Community Development Block Grant Recovery         |
| <b>CDC</b>    | Contract Development & Control                     |
| <b>CEMP</b>   | Community Emergency Management Plan                |
| <b>CERT</b>   | County Emergency Response Team                     |
| <b>CEU</b>    | Continuing Education Unit                          |
| <b>CHDO</b>   | Community Housing Development Organization         |
| <b>CID</b>    | Capital Improvements Division                      |
| <b>CIE</b>    | Capital Improvement Element                        |
| <b>CILB</b>   | Construction Industry Licensing Board              |
| <b>CIP</b>    | Capital Improvement/Infrastructure Program/Project |
| <b>CJC</b>    | Criminal Justice Commission                        |
| <b>CM</b>     | Corrective Maintenance                             |
| <b>CO</b>     | Change Order                                       |
| <b>COBRA</b>  | Consolidated Omnibus Budget Reconciliation Act     |
| <b>COE</b>    | Commission on Ethics                               |
| <b>COLA</b>   | Cost of Living Adjustment                          |
| <b>COOP</b>   | Continuity of Operations Plan                      |
| <b>CORE</b>   | County Owned Real Estate                           |
| <b>CPI</b>    | Consumer Price Index                               |
| <b>CPS</b>    | Child Passenger Seat                               |
| <b>CPT</b>    | Current Procedural Technology                      |
| <b>CRA</b>    | Community Redevelopment Agency                     |
| <b>CRM</b>    | Customer Relationship Management                   |
| <b>CRS</b>    | Community Rating System                            |
| <b>CSA</b>    | Consultant Service Authorization                   |
| <b>CSBG</b>   | Community Services Block Grant                     |
| <b>CSC</b>    | Children's Services Council                        |
| <b>CST</b>    | Communications Services Tax                        |
| <b>CTO</b>    | Cable Television Office                            |
| <b>CVB</b>    | Convention and Visitors Bureau                     |
| <b>CWA</b>    | Communications Workers of America                  |
| <b>CWO</b>    | Communications Work Order                          |
| <b>DATF</b>   | Drug Abuse Trust Fund                              |
| <b>DBPR</b>   | Department of Business Professional Registration   |



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|              |  |
|--------------|--|
| <b>DCF</b>   | Department of Children & Families              |
| <b>DMAI</b>  | Document Marketing Association International   |
| <b>DMO</b>   | Document Marking Organization                  |
| <b>DMS</b>   | Dynamic Message Signs                          |
| <b>DOSS</b>  | Division of Senior Services                    |
| <b>DOT</b>   | Department of Transportation                   |
| <b>DP</b>    | Data Processing                                |
| <b>DPC</b>   | Drowning Prevention Coalition                  |
| <b>DRI</b>   | Disaster Recovery Initiative                   |
| <b>DROOC</b> | Development Review Officer Oversight Committee |
| <b>DROP</b>  | Deferred Retirement Option Plan                |
| <b>DS</b>    | Debt Service                                   |
| <b>DTS</b>   | Developing Tracking System                     |
| <b>DV</b>    | Domestic Violence                              |
| <b>DVIS</b>  | Domestic Violence Information System           |
| <b>EAP</b>   | Employee Assistance Program                    |
| <b>ECE</b>   | Early Childhood Education                      |
| <b>EDI</b>   | Electronic Data Interchange                    |
| <b>EDO</b>   | Economic Development Office                    |
| <b>EECBG</b> | Energy Efficiency & Conservation Block Grant   |
| <b>EEO</b>   | Equal Employment Office/Opportunity            |
| <b>EEOC</b>  | Equal Employment Opportunity Commission        |
| <b>EFSP</b>  | Emergency Food and Shelter Program             |
| <b>EHEAP</b> | Emergency Home Energy Assistance Program       |
| <b>EJ</b>    | Elder Justice                                  |
| <b>EKG</b>   | Electrocardiography                            |
| <b>EMA</b>   | Eligible Metropolitan Area                     |
| <b>EMD</b>   | Emergency Medical Dispatch                     |
| <b>EMS</b>   | Emergency Medical Services                     |
| <b>EOC</b>   | Emergency Operations Center                    |
| <b>ERM</b>   | Environmental Resource Management              |
| <b>ESGP</b>  | Emergency Shelter Grants Program               |
| <b>ESOL</b>  | English for Speakers of Other Languages        |
| <b>ESS</b>   | Electronic Services & Security                 |

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|               |   |
|---------------|---|
| <b>FAA</b>    | Federal Aviation Administration/Financially Assisted Agency |
| <b>FABS</b>   | Fixed Assets Bidding Software                               |
| <b>FAMO</b>   | Fixed Asset Management Office                               |
| <b>FAU</b>    | Florida Atlantic University                                 |
| <b>FBIP</b>   | Florida Boating Improvement Program                         |
| <b>FCASV</b>  | Florida Council Against Sexual Violence                     |
| <b>FCAT</b>   | Florida's Comprehensive Assessment Test                     |
| <b>FDEP</b>   | Florida Department of Environmental Protection              |
| <b>FDO</b>    | Facilities Development Organization/Operations              |
| <b>FDOT</b>   | Florida Department of Transportation                        |
| <b>FEMORS</b> | Florida Emergency Mortuary Operations Response System       |
| <b>FEP</b>    | Fair Employment Programs                                    |
| <b>FFE</b>    | Furniture, Fixtures & Equipment                             |
| <b>FEMA</b>   | Federal Emergency Management Agency                         |
| <b>FEPA</b>   | Fair Employment Practices Agency                            |
| <b>FHA</b>    | Federal Highway Administration                              |
| <b>FHOP</b>   | Florida Homebuyer Opportunity Program                       |
| <b>FLGISA</b> | Florida Local Government Information Systems Association    |
| <b>FMLA</b>   | Family Medical Leave Act                                    |
| <b>FPL</b>    | Florida Power & Light                                       |
| <b>FR</b>     | Fire Rescue   |
| <b>FROI</b>   | First Report of Injury                                      |
| <b>FRS</b>    | Florida Retirement System                                   |
| <b>FTA</b>    | Federal Transit Administration                              |
| <b>FTC</b>    | Film & Television Commission                                |
| <b>FTE</b>    | Full-Time Equivalent  |
| <b>FTR</b>    | For The Record  |
| <b>FVIP</b>   | Family Violence Intervention Program                        |
| <b>FVRS</b>   | Florida Voter Registration System                           |
| <b>FY</b>     | Fiscal Year   |
| <b>GAAP</b>   | Generally Accepted Accounting Principles                    |
| <b>GASB</b>   | Governmental Accounting Standards Board                     |
| <b>GED</b>    | General Education Development                               |
| <b>GIS</b>    | Geographic Information System                               |

|              |  |
|--------------|--|
| <b>GO</b>    | General Obligation                                 |
| <b>GPS</b>   | Global Positioning System                          |
| <b>GTAC</b>  | Glades Technical Advisory Committee                |
| <b>GUA</b>   | Glades Utility Authority                           |
| <b>HAS</b>   | Handicap Accessibility Services                    |
| <b>HAVA</b>  | Help America Vote Act                              |
| <b>HCD</b>   | Housing & Community Development                    |
| <b>HIPPY</b> | Home Instruction Program for Pre-School Youngsters |
| <b>HIV</b>   | Human Immunodeficiency Virus                       |
| <b>HMO</b>   | Health Maintenance Organization                    |
| <b>HOME</b>  | Home Investment Partnership Program                |
| <b>HPRP</b>  | Homeless Prevention Rapid Rehousing Program        |
| <b>HRFC</b>  | Highridge Family Center                            |
| <b>HRIS</b>  | Human Resources Information System                 |
| <b>HRMS</b>  | Human Resources Management System                  |
| <b>HSEEP</b> | Homeland Security Exercise and Evaluation Program  |
| <b>HTF</b>   | Housing Trust Fund                                 |
| <b>HUD</b>   | Housing & Urban Development                        |
| <b>HVAC</b>  | Heating, Ventilating & Air Conditioning            |
| <b>IAV</b>   | Interactive Voice Response                         |
| <b>ICS</b>   | Incident Command System                            |
| <b>IEDC</b>  | International Economic Development Council         |
| <b>IFAS</b>  | Institute of Food and Agricultural Sciences        |
| <b>IFB</b>   | Invitation for Bid                                 |
| <b>ISS</b>   | Information Systems Services                       |
| <b>IT</b>    | Information Technology                             |
| <b>ITS</b>   | Intelligent Transportation System                  |
| <b>IVR</b>   | Intelligent Voice Recognition                      |
| <b>JARC</b>  | Job Access and Reverse Commute                     |
| <b>JBEC</b>  | Jim Brandon Equestrian Center                      |
| <b>JCC</b>   | Judicial Center Complex                            |
| <b>JGI</b>   | Job Growth Incentive                               |
| <b>KPBCB</b> | Keep Palm Beach County Beautiful                   |
| <b>LAMP</b>  | Library Adventure Museum Passes                    |

|               |  |
|---------------|--|
| <b>LAN</b>    | Local Area Network                                       |
| <b>LD</b>     | Library District   |
| <b>LDRAB</b>  | Land Development Regulation Advisory Board               |
| <b>LDRC</b>   | Land Development Regulation Commission                   |
| <b>LED</b>    | Light Emitting Diodes                                    |
| <b>LEP2</b>   | Library Expansion Program 2                              |
| <b>LETF</b>   | Law Enforcement Trust Fund                               |
| <b>LIHEAP</b> | Low Income Home Energy Assistance Program                |
| <b>LMS</b>    | Local Mitigation Strategy                                |
| <b>LOCI</b>   | Local Fiscal Impact Analysis                             |
| <b>LORE</b>   | Lake Okeechobee Regional Economic Agency                 |
| <b>LOST</b>   | Lake Okeechobee Scenic Trail                             |
| <b>LRTP</b>   | Long Range Transportation Plan                           |
| <b>LTD</b>    | Long Term Disability / Library Taxing District           |
| <b>M/WBE</b>  | Minority/Women Business Enterprise                       |
| <b>MAP</b>    | Mortgage and Housing Assistance Program                  |
| <b>MPA</b>    | Management & Program Analysis                            |
| <b>MPO</b>    | Metropolitan Planning Organization                       |
| <b>MSBU</b>   | Municipal Services Benefit Unit                          |
| <b>MSTD</b>   | Multiple Service Taxing District                         |
| <b>MSTU</b>   | Multiple Service Taxing Unit                             |
| <b>MVP</b>    | Most Valued Partnership                                  |
| <b>NAEYC</b>  | National Association for the Education of Young Children |
| <b>NAFTA</b>  | North American Free Trade Agreement                      |
| <b>NAHA</b>   | National Affordable Housing Act                          |
| <b>NAV</b>    | Non Ad Valorem   |
| <b>NENA</b>   | Northeast Everglades Natural Areas                       |
| <b>NER</b>    | New Employee Requisition                                 |
| <b>NFPA</b>   | National Fire Prevention Association                     |
| <b>NHBP</b>   | Neighborhood Home Beautification Program                 |
| <b>NIBP</b>   | New Issue Bond Purchase                                  |
| <b>NIMS</b>   | National Incident Management System                      |
| <b>NOC</b>    | Network Operations Center                                |
| <b>NPDES</b>  | National Pollution Discharge Elimination System          |

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|----------------|---|
| <b>NPG</b>     | Neighborhood Partnership Grant              |
| <b>NRS</b>     | Natural Resource Stewardship                |
| <b>NSF</b>     | Non Sufficient Funds                        |
| <b>NSL</b>     | Neighborhood Street Lighting                |
| <b>NSP</b>     | Neighborhood Stabilization Program          |
| <b>NVRA</b>    | National Voter Registration Act             |
| <b>NWRDC</b>   | Northwest Regional Data Center              |
| <b>O&amp;M</b> | Operations & Maintenance                    |
| <b>OCR</b>     | Office of Community Revitalization          |
| <b>OEO</b>     | Office of Equal Employment                  |
| <b>OFMB</b>    | Office of Financial Management & Budget     |
| <b>OIG</b>     | Office of Inspector General                 |
| <b>OPAC</b>    | Online Patron Access Catalog                |
| <b>OSBA</b>    | Office of Small Business Assistance         |
| <b>OSHA</b>    | Occupational Safety & Health Administration |
| <b>OTIS</b>    | Only Trees, Irrigation and Sod              |
| <b>PA</b>      | Personnel Action                            |
| <b>PAD</b>     | Public Affairs Department                   |
| <b>PAO</b>     | Property Appraiser's Office                 |
| <b>PAPA</b>    | Property Appraiser Public Access            |
| <b>PBC</b>     | Palm Beach County                           |
| <b>PBCCC</b>   | Palm Beach County Convention Center         |
| <b>PBCHD</b>   | Palm Beach County Health Department         |
| <b>PBCRC</b>   | Palm Beach County Resource Center           |
| <b>PBCSC</b>   | Palm Beach County Sports Commission         |
| <b>PBIA</b>    | Palm Beach International Airport            |
| <b>PBSO</b>    | Palm Beach Sheriff's Office                 |
| <b>PC</b>      | Personal Computer                           |
| <b>PDA</b>     | Personal Digital Assistant                  |
| <b>PDF</b>     | Portable Data/Document File                 |
| <b>PFC</b>     | Passenger Facility Charge                   |
| <b>PM</b>      | Preventive Maintenance                      |
| <b>PIIG</b>    | Procurement & Project Implementation Group  |
| <b>PPM</b>     | Policies & Procedures Manual/Memoranda      |

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|-----------------|--|
| <b>PPO</b>      | Preferred Provider Organization                                    |
| <b>PREM</b>     | Property & Real Estate Management                                  |
| <b>PSAP</b>     | Public Safety Answering Point                                      |
| <b>PZB</b>      | Planning, Zoning & Building  |
| <b>QTI</b>      | Qualified Target Industry  |
| <b>R&amp;S</b>  | Recruitment & Selection  |
| <b>REAP</b>     | Resident Education to Action Program                               |
| <b>REMI</b>     | Regional Economic Model Inc.                                       |
| <b>RFP</b>      | Request for Proposal   |
| <b>RFQ</b>      | Request for Quote  |
| <b>RFS</b>      | Request for Submittal  |
| <b>RIMS</b>     | Risk Information Management System                                 |
| <b>RM</b>       | Repair & Maintenance   |
| <b>RR&amp;I</b> | Renewal Replacement & Improvement                                  |
| <b>S/M/WBE</b>  | Small/Minority/Women's Business Enterprise                         |
| <b>SA/PD</b>    | State Attorney/Public Defender                                     |
| <b>SAN</b>      | Storage Area Network   |
| <b>SBA</b>      | Small Business Assistance  |
| <b>SBDC</b>     | Small Business Development Center                                  |
| <b>SBE</b>      | Small Business Enterprise  |
| <b>SDI</b>      | Serial Digital Interface   |
| <b>SDTF</b>     | Special Disability Trust Fund                                      |
| <b>SEFLIN</b>   | Southeast Florida Library Information Network                      |
| <b>SFRTA</b>    | South Florida Regional Transportation Authority                    |
| <b>SFWMD</b>    | South Florida Water Management District                            |
| <b>SHIP</b>     | State Housing Initiative Program                                   |
| <b>SOAR</b>     | Supplemental Outlook, Access & Reach                               |
| <b>SOE</b>      | Supervisor of Elections  |
| <b>SOGs</b>     | Standard Operating Guidelines                                      |
| <b>SOR</b>      | Supervised Own Recognizance  |
| <b>SROI</b>     | Supplemental Report of Injury                                      |
| <b>SRP</b>      | Summer Reading Program   |
| <b>SSI/SSDI</b> | Supplemental Security Income/Supplemental Social Disability Income |
| <b>TAC</b>      | Technical Architecture Committee                                   |

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|----------------|--|
| <b>TAS</b>     | Time & Attendance System   |
| <b>TD</b>      | Transportation Disadvantaged                                     |
| <b>TDC</b>     | Tourist Development Council                                      |
| <b>TDD</b>     | Telecommunication Device for the Deaf                            |
| <b>TDR</b>     | Transfer of Development Rights                                   |
| <b>TEA</b>     | Time Entry Application   |
| <b>TIGGER</b>  | Transit Investments for Greenhouse Gas & Energy Reduction        |
| <b>TMA</b>     | Transportation Management Area                                   |
| <b>TOD</b>     | Training & Organization Development/Transit Oriented Development |
| <b>TPA</b>     | Third Party Advisor  |
| <b>TRIM</b>    | Truth in Millage Law   |
| <b>UASI</b>    | Urban Area Strategic Initiative                                  |
| <b>UF</b>      | University of Florida  |
| <b>ULDC</b>    | Unified Land Development Code                                    |
| <b>URA</b>     | Urban Redevelopment Area   |
| <b>USDA</b>    | United States Department of Agriculture                          |
| <b>VA</b>      | Veterans Administration  |
| <b>VAB</b>     | Value Adjustment Board   |
| <b>VITA</b>    | Volunteer Income Tax Assistance                                  |
| <b>VOCA</b>    | Victims of Crime Act   |
| <b>VPK</b>     | Voluntary Pre-Kindergarten                                       |
| <b>VPT/LEX</b> | Visual Planning Technologies/Law Enforcement Exchange            |
| <b>VSIP</b>    | Voluntary Separation Incentive Program                           |
| <b>WAN</b>     | Wide Area Network  |
| <b>Wi-Fi</b>   | Wireless Fidelity  |
| <b>WPB</b>     | West Palm Beach  |
| <b>WUD</b>     | Water Utilities Department                                       |
| <b>YSB</b>     | Youth Service Bureau   |





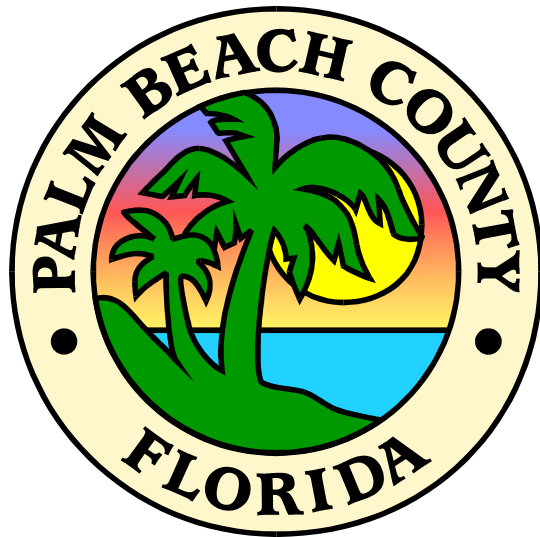
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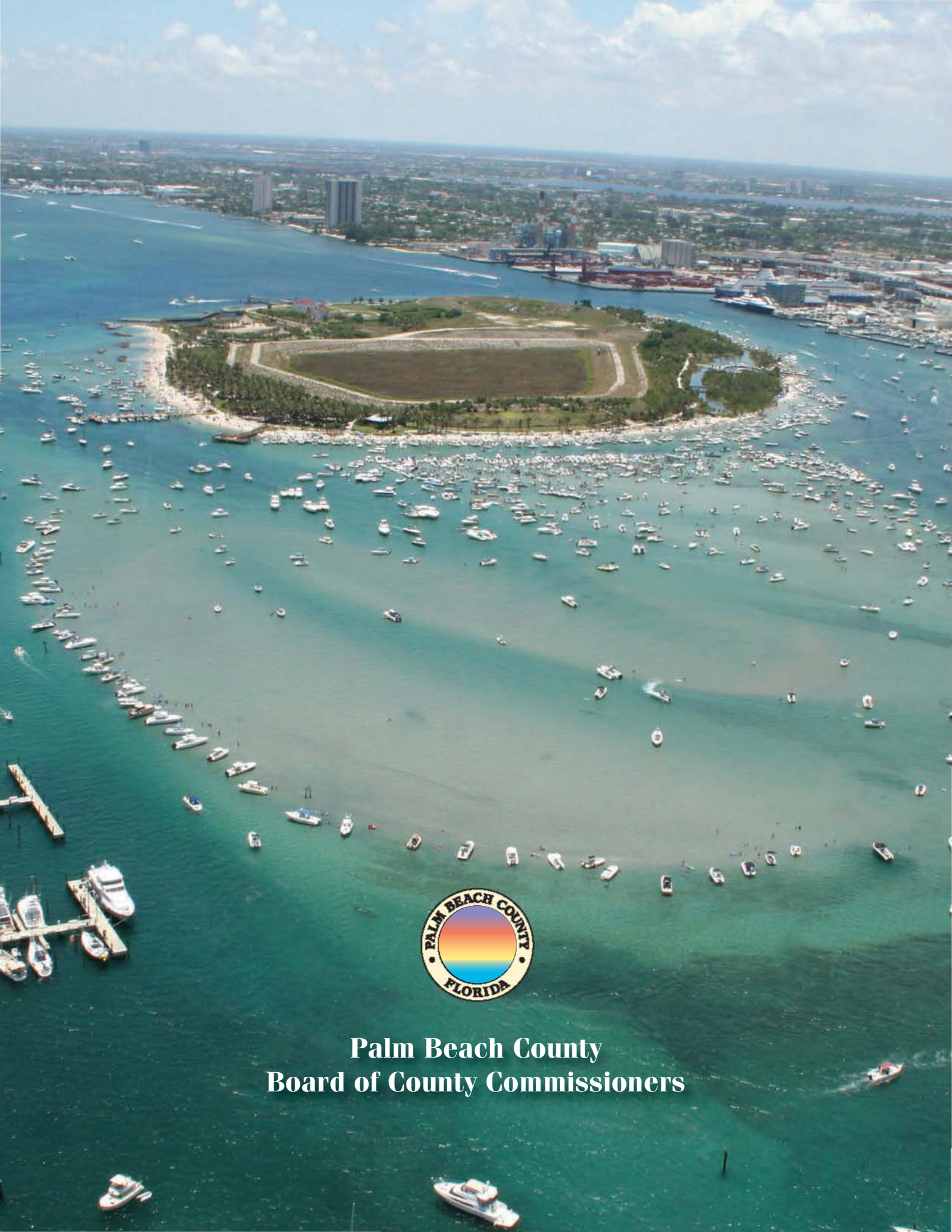
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**Cover photo:** This contest-winning photo was taken by George LaCosta, Parks District Operations Superintendent for PBC Parks & Recreation Department. George's photograph was 1 of 90 submitted by Palm Beach County employees. This amazing photograph was taken in May, 2010 from a helicopter while flying one-half mile northeast of Peanut Island.



**Palm Beach County  
Board of County Commissioners**