



# *TOWN OF PALM BEACH, FLORIDA*

## COMPREHENSIVE ANNUAL BUDGET

FISCAL YEAR 2014

(October 1, 2013 - September 30, 2014)

Mayor and Town Council

Gail L. Coniglio, Mayor  
David A. Rosow, Town Council President  
Robert N. Wildrick, Town Council President Pro-Tem  
William J. Diamond, Town Council Member  
Richard M. Kleid, Town Council Member  
Michael J. Pucillo, Town Council Member

Town Manager

Peter B. Elwell

Prepared by the Finance Department  
Jane Struder, Finance Director  
(561) 838-5400  
[www.townofpalmbeach.com](http://www.townofpalmbeach.com)



# TOWN OF PALM BEACH ORGANIZATIONAL STRUCTURE

CITIZENS OF PALM BEACH

ELECT



**MAYOR**  
Gail A. Coniglio

TOWN COUNCIL



**PRESIDENT**  
David A. Rosow



**PRESIDENT PRO-TEM**  
Robert N. Wildrick



William J. Diamond



Richard M. Kleid



Michael J. Pucillo

APPOINTS



**TOWN ATTORNEY**  
John C. Randolph



**TOWN MANAGER**  
Peter B. Elwell

**ADVISORY BOARD  
AND COMMISSIONS**



**FINANCE DIRECTOR**  
Jane Struder

SUPERVISES



**RECREATION AND  
SPECIAL PROJECTS  
DIRECTOR**  
Jay Boodheshwar



**HUMAN RESOURCES  
DIRECTOR**  
Danielle Olson



**PLANNING, ZONING  
AND BUILDING  
DIRECTOR**  
John Page



**DIRECTOR OF  
PUBLIC SAFETY**  
Kirk W. Blouin



**PUBLIC WORKS  
DIRECTOR**  
H. Paul Brazil



**DEPUTY TOWN  
MANAGER**  
Thomas G. Bradford

*The following information might be helpful to the reader in finding information in the budget document for programs, services and financial information. The Town of Palm Beach Budget compiles financial and service delivery data in a single source document for easy reference. This guide explains the budget format and will assist in locating information which may be of particular interest. The budget is intended to serve four purposes.*

## **THE BUDGET AS A POLICY DOCUMENT**

As a policy document, the Budget indicates what services the Town of Palm Beach will provide during the upcoming fiscal year, and the reasons for these services. The Budget provides goals and objectives for each organizational unit in the Town of Palm Beach as well as the performance measures upon which programs will be monitored for the forthcoming fiscal year. All Town of Palm Beach funds are described in detail in their respective sections.

## **THE BUDGET AS AN OPERATIONS GUIDE**

As an operations guide, the budget indicates how departments and funds are organized to provide services that will be delivered to the community. The Departments' budget sections provide a mission statement, goals and objectives, organization chart, authorized personnel, revenue and expenditure summaries with descriptions, and performance measures for each Town of Palm Beach Department.

## **THE BUDGET AS A FINANCIAL PLAN**

As a financial plan, the budget outlines the cost of the Town of Palm Beach services and how they will be funded. The Revenues and Expenditures Section provides an overview of the Budget including major revenue and expenditure breakdowns and categories for the following Funds: General, Debt Service, Capital, Enterprise, Internal Service Activity and Trust & Agency. The introductory section includes a budget message, a discussion of the Town of Palm Beach accounting structure and financial policies, a description of the budget preparation process and the financial structure. The budget summary section details the approved budget as well as a comparison of financial activity over a multi-year period with an analysis of the Town reserves.

## **THE BUDGET AS A COMMUNICATIONS DEVICE**

The Budget is designed to be user friendly with summary information in text, charts, tables and graphs. A glossary of financial budget terms is included for your reference. In addition to the reader's guide, the table of contents provides a listing of sections in the order in which they appear in this document. The statistical section includes miscellaneous information relevant to the Town of Palm Beach. Should you have a question about the Town of Palm Beach that this document does not answer, please feel free to call The Finance Department at (561) 838-5444. A Budget in Brief is also available from the Finance Department on the Town's web site, [www.townofpalmbeach.com](http://www.townofpalmbeach.com) or by mail at, 360 South County Road, Palm Beach, Florida 33480.

**A STEP BY STEP GUIDE**

Given its size and the variety of information it contains, the budget document can be an overwhelming undertaking to review. The purpose of this section is to provide the reader with a guide to the document's contents: where and how to find the information and how to understand or use the information.

The budget document has been prepared in a summary format intended to be easily understood by the general public. The following describes each of its major sections:

**Introduction**

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The budget message or transmittal letter is the best place to start. It is most important in understanding where we have been and where we are going in the upcoming year. The letter provides a broad perspective of services provided and discusses taxes and millage rates, changes in operations, significant differences in revenues and expenditures, and the focus and direction of the budget year.

The introduction section also includes general information about the Town, its budget philosophy and process, financial policies (which form the foundation of the Town's budget development and financial management processes), and other general information.

**Budget Summary, General Fund, Revenues, Expenditures, Departmental tabs and Other**

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The Budget Summary, General Fund, Revenues, Expenditures including Departmental and Other tabs include various presentations of the general fund budget. The Budget Summary section includes summary budget information for all funds and an analysis of Town reserves. The General Fund section includes a financial trend analysis of Revenues and Expenditures. The Revenues tab includes a detailed five-year general fund revenue history, as well as narrative and charts regarding major general fund revenue history. The Expenditures tab includes an exhibit containing four years of expenditure history by program, as well as summary budget charts.

An overview of each department/program, the largest portion of the General Fund budget, is included in this section. Each department's section may include the following: a revenue and expenditure summary, personnel complements, an organizational chart, mission statement, goals and objectives, performance measures and workload indicators.

**Debt Service, Capital, Enterprise, Internal Service and Trust & Agency Funds**

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These sections include budget summaries, program descriptions, trend analyses and income statement analyses for the Town's governmental (other than general), enterprise, internal service and trust & agency funds.

**Appendix**

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The appendix includes property tax and millage rate schedules, donation reserve account detail, financial policies, historical staffing levels, and other exhibits that may be helpful to the reader.

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We sincerely hope this "how-to" has aided in finding and understanding information contained in the Town's budget. If any point is unclear, or if additional information is necessary, please call the Finance Department at (561)838-5444. Should the same requests repeatedly occur, we will make an effort to incorporate clarifications in next year's budget document.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Palm Beach  
Florida**

For the Fiscal Year Beginning

**October 1, 2012**

*Christopher P. Morrell*      *Jeffrey R. Egan*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the Town of Palm Beach for its annual budget for the fiscal year beginning October 1, 2012.

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

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



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# TOWN OF PALM BEACH

Office of the Town Manager

October 10, 2013

Dear Honorable Mayor, Town Council  
and Citizens of the Town of Palm Beach

I am pleased to present the Comprehensive Annual Budget for the Town of Palm Beach for fiscal year beginning October 1, 2013, and ending September 30, 2014, in accordance with Section 2-541 of the Town's Code of Ordinances and Chapter 95-495 of the laws of the State of Florida. The budget was prepared to comply with generally accepted accounting principles (GAAP) and all applicable Town, State, and Federal requirements. After extensive public participation and careful review by the Mayor and Town Council in several public meetings, formal citizen input was invited at two (2) public hearings. The final budget adoption occurred on September 18, 2013.

This budget document is a financial plan that sets forth the policy framework of the Town and provides the Mayor, Town Council, interested citizens, and staff with information supporting the adopted policies. The document includes aggregate financial and organizational data as well as individual program descriptions and expenditure information for every functional area of our Town government.

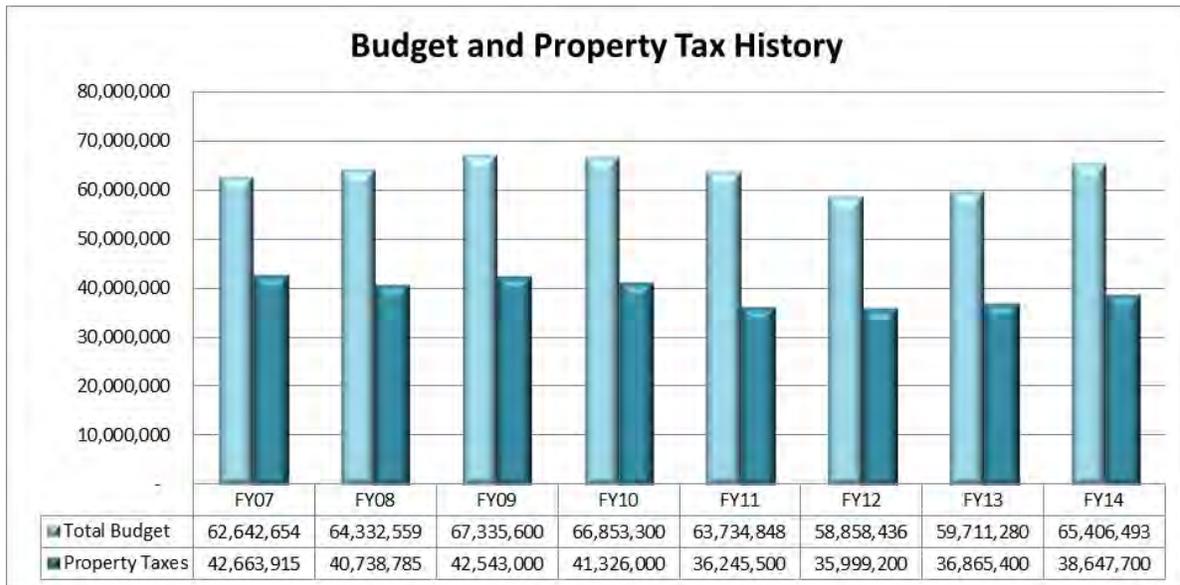
In preparing this budget, staff started with the long term financial plan forecast for FY14 as a baseline and then identified hundreds of thousands of dollars of additional savings while maintaining all current levels of service and addressing short term coastal funding needs. During the review of the proposed budget, Town Council decided to proceed with Phase 2 of the Accelerated Capital Improvement Program (requiring the issuance of bonds and first year debt service of \$2.6 million, but reducing the long term cost to Town taxpayers) and to add an annual discretionary contribution to employees' 401(a) retirement accounts. Together these two items added approximately \$3.2 million to the FY14 budget. Overall, the budget reflects an increase of 9.5% over FY13.

Information regarding the Townwide Vision, Goals and Performance Measures can be found in the section immediately following the budget message.

## **Maintaining Fiscal Sustainability**

Since FY08, the Town's elected officials and staff have worked diligently to reduce costs and improve efficiencies wherever possible. The FY14 General Fund budget is well below (\$1,929,107) the FY09 peak even after a large transfer to coastal protection and the additional debt service for the second phase of the Accelerated Capital Improvement Program. In an "apples to apples" comparison of the operating budget, excluding coastal transfers, expenditures for FY14 are 6.32% less than in the FY09 budget.

The chart below shows the total budget and property tax history for FY07 - FY14.



The tables below and on the following page compare the FY09 Budget to the FY14 Budget.

| Revenue                                                    | FY2009              | FY2014              | FY09 vs. FY14 Difference | % Change       |
|------------------------------------------------------------|---------------------|---------------------|--------------------------|----------------|
| Ad Valorem Taxes                                           | \$42,543,000        | \$38,647,700        | (\$3,895,300)            | -9.16%         |
| Non Ad Valorem Taxes                                       | 7,043,000           | 7,367,500           | 324,500                  | 4.61%          |
| Licenses & Permits                                         | 5,612,900           | 6,588,200           | 975,300                  | 17.38%         |
| Intergovernmental                                          | 1,261,400           | 1,052,000           | (209,400)                | -16.60%        |
| Charges for Services                                       | 3,158,400           | 3,552,275           | 393,875                  | 12.47%         |
| Fines and Forfeitures                                      | 1,521,200           | 1,181,000           | (340,200)                | -22.36%        |
| Investment Earnings                                        | 1,201,300           | 425,373             | (775,927)                | -64.59%        |
| Miscellaneous                                              | 309,300             | 247,845             | (61,455)                 | -19.87%        |
| Interfund Transfers                                        | 550,000             | 885,000             | 335,000                  | 60.91%         |
| Transfers From Reserves – Contingency/Compensated Absences | <u>2,135,100</u>    | <u>1,459,600</u>    | <u>(675,500)</u>         | <u>-31.64%</u> |
| Total Revenue Budget                                       | 65,335,600          | 61,406,493          | (3,929,107)              | -6.01%         |
| Fund Balance Transfer – Coastal Protection                 | <u>2,000,000</u>    | <u>4,000,000</u>    | <u>2,000,000</u>         | 100.0%         |
| Total Revenues                                             | <u>\$67,335,600</u> | <u>\$65,406,493</u> | <u>(\$1,929,107)</u>     | <u>-2.86%</u>  |

| Expenditure Category                | FY2009              | FY2014              | FY09 vs. FY14 Difference | % Change |
|-------------------------------------|---------------------|---------------------|--------------------------|----------|
| Salary and Wages                    | \$28,624,800        | \$24,298,881        | (\$4,325,919)            | -15.11%  |
| Pension Benefits                    | 6,649,700           | 6,173,015           | (476,685)                | -7.17%   |
| Other Employee Benefits             | 9,166,730           | 8,415,555           | (751,175)                | -8.19%   |
| Contractual                         | 7,588,890           | 8,472,843           | 883,953                  | 11.65%   |
| Commodities                         | 1,698,390           | 1,701,960           | 3,570                    | 0.21%    |
| Capital Outlay                      | 2,804,666           | 2,010,580           | (794,086)                | -28.31%  |
| Other                               | <u>8,802,424</u>    | <u>10,133,659</u>   | <u>1,331,235</u>         | 15.12%   |
| <b>Total Operating Expenditures</b> | \$65,335,600        | \$61,206,493        | (\$4,129,107)            | -6.32%   |
| Coastal Transfer                    | 2,000,000           | 4,200,000           | 2,200,000                | 110.00%  |
| <b>Total General Fund Budget</b>    | <u>\$67,335,600</u> | <u>\$65,406,493</u> | <u>(\$1,929,107)</u>     | -2.86%   |

The large reduction of operating expenses and small increase of non ad valorem revenues has significantly improved the Town's long term financial forecasts. The 2009 Long Term Financial Plan (LTFP) showed deficits beginning in FY12 and increasing dramatically over time. The current forecast shows deficits beginning in FY15, but they are small and manageable. We will be able to reduce future budgets in order to eliminate the projected deficits.

The three tables below and on the next page represent:

1. The "original" LTFP forecast presented in April 2009
2. The LTFP forecast from April 2013
3. The forecast updated with the FY14 budget

| LTFP Forecast as of April 2009 | FY14        | FY15        | FY16         | FY17         | FY18         | FY19         | FY20         |
|--------------------------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|
| Revenues                       | 71,388,922  | 73,565,312  | 75,625,541   | 77,746,505   | 79,930,774   | 82,179,515   | 84,495,429   |
| Expenditures                   | 77,238,099  | 81,876,195  | 86,140,002   | 90,562,822   | 95,221,633   | 100,114,031  | 104,748,413  |
| Surplus/(Deficit)              | (5,849,177) | (8,310,883) | (10,514,460) | (12,816,317) | (15,290,859) | (17,934,516) | (20,252,980) |

| LTFP Forecast as of April 2013 | FY14       | FY15       | FY16       | FY17       | FY18       | FY19       | FY20        |
|--------------------------------|------------|------------|------------|------------|------------|------------|-------------|
| Revenues                       | 61,189,945 | 62,799,558 | 64,547,059 | 66,497,729 | 68,137,014 | 69,935,026 | 71,765,404  |
| Expenditures                   | 58,932,172 | 60,963,433 | 62,479,278 | 64,436,551 | 67,399,311 | 70,589,837 | 72,896,927  |
| Surplus/(Deficit)              | 2,257,773  | 1,836,125  | 2,067,782  | 2,061,178  | 737,703    | (654,810)  | (1,131,522) |

| FY14 Budget       | FY14       | FY15       | FY16       | FY17       | FY18       | FY19       | FY20        |
|-------------------|------------|------------|------------|------------|------------|------------|-------------|
| Revenues          | 65,406,493 | 67,608,271 | 69,655,287 | 71,850,971 | 73,653,150 | 75,636,418 | 77,640,360  |
| Expenditures      | 65,406,493 | 68,083,367 | 69,782,065 | 71,903,679 | 73,970,263 | 76,232,173 | 78,665,882  |
| Surplus/(Deficit) | 0          | (475,096)  | (126,778)  | (52,709)   | (317,113)  | (595,754)  | (1,025,523) |

## **GENERAL FUND**

### **FY2014 Budget Highlights**

The FY14 General Fund budget is summarized on the next several pages. For details regarding the specific budget for each individual department, please see the pages following the applicable tab later in this budget binder.

### **Revenues**

In the General Fund, total revenues are expected to increase by \$5,695,213 (9.54%) from the adopted FY13 budget. The increase is due to a \$4,000,000 transfer from "excess" fund balance to the Coastal Protection Fund and an increase in property taxes of \$1,782,300. The changes by revenue type are shown on the table below.

| Revenue                                                    | FY2013              | FY2014              | FY13 vs. FY14 Difference | % Change |
|------------------------------------------------------------|---------------------|---------------------|--------------------------|----------|
| Ad Valorem Taxes                                           | \$36,865,400        | \$38,647,700        | \$1,782,300              | 4.83%    |
| Non Ad Valorem Taxes                                       | 7,477,500           | 7,367,500           | (110,000)                | -1.47%   |
| Licenses & Permits                                         | 6,202,300           | 6,588,200           | 385,900                  | 6.22%    |
| Intergovernmental                                          | 1,020,450           | 1,052,000           | 31,550                   | 3.09%    |
| Charges for Services                                       | 3,652,116           | 3,552,275           | (99,841)                 | -2.73%   |
| Fines and Forfeitures                                      | 1,299,000           | 1,181,000           | (118,000)                | -9.08%   |
| Investment Earnings                                        | 900,500             | 425,373             | (475,127)                | -52.76%  |
| Miscellaneous                                              | 251,981             | 247,845             | (4,136)                  | -1.64%   |
| Interfund Transfers                                        | 885,000             | 885,000             | 0                        | 0.00%    |
| Transfers For Contingency and Compensated Absences         | <u>1,157,033</u>    | <u>1,459,600</u>    | <u>302,567</u>           | 26.15%   |
| Total Revenue Budget                                       | 59,711,280          | 61,406,493          | 1,695,213                | 2.84%    |
| Transfer from "Excess" Fund Balance For Coastal Protection |                     | <u>4,000,000</u>    | <u>4,000,000</u>         | 100.0%   |
| Total Revenues and Fund Balance Transfer                   | <u>\$59,711,280</u> | <u>\$65,406,493</u> | <u>\$5,695,213</u>       | 9.54%    |

### ***Ad Valorem Revenue***

The LTFP called for property taxes to increase by 3% from FY13 to FY14. To provide additional funding for debt service, property taxes were actually increased by 4.83%. A millage rate of 3.2468 was approved for FY14. This rate is slightly less (.13%) than the FY13 millage rate of 3.2512, because property values in Palm Beach increased by 5.16% for FY14.

### ***Non Ad Valorem Revenue***

Total non ad valorem revenues (excluding transfers of fund balance) are anticipated to decrease by \$389,654 from the FY13 revenue budget. The differences by revenue type are described in detail, as follows:

- Non ad valorem taxes are expected to decrease by \$110,000 (-1.47%), due to decreases in franchise fees.
- Licenses and Permits are expected to increase by \$385,900 (6.22%). This is primarily due to an improvement in building permit revenue and an increase in business tax receipt fees.
- Intergovernmental Revenues are expected to increase by \$31,550 (3.09%), due to an EMS grant and \$12.50 citation revenues.
- Charges for Services are expected to decrease by \$99,841 (-2.73%), primarily due to a reduction in public safety revenues and projected parking meter revenues.
- Fines and Forfeitures are expected to decrease by \$118,000 (-9.8%) due to lower than expected revenue from the increase in parking ticket fine rates.
- Interest Earnings on the Town's invested funds are expected to decrease \$475,127 (-52.76%) from the FY13 budget. The budget is based on the expectations that the current low interest rate environment will continue through FY14 and that any increase in rates may lead to losses in the bond funds held by the Town.
- Miscellaneous Revenue is expected to decrease by \$4,136 (-1.64%).
- Interfund transfers represent the transfer from the Recreation Enterprise Fund for services provided by the General Fund. This transfer remains stable at \$885,000 for FY14.
- The transfer from fund balance is \$5,459,600. A total of \$4,000,000 is to be transferred from "excess" unassigned fund balance for coastal protection. The balance of the transfer is \$860,000 for contingency funding and \$599,600 from the designated reserve for compensated absences to provide for the payment of accrued leave, both in compliance with the Town's adopted financial policies.

### **Expenditures**

Total General Fund expenditures of \$65,406,493 represent a 9.54% increase from FY13

operating expenditures. A \$4,200,000 transfer to the Coastal Protection Fund, an increase of \$2,600,000 for estimated debt service for bonds expected to be issued in FY14, and a \$1,666,151 increase in pension costs are the main reasons for the increase.

Highlights of the overall changes by category of expenses for FY13 vs. FY14 are set forth on the table below:

| Expenditure Category                | FY2013              | FY2014              | FY13 vs. FY14 Difference | % Change |
|-------------------------------------|---------------------|---------------------|--------------------------|----------|
| <b>Salary and Wages</b>             | \$24,464,929        | \$24,298,881        | (\$166,048)              | -0.68%   |
| <b>Pension Benefits</b>             | 4,506,864           | 6,173,015           | 1,666,151                | 36.97%   |
| <b>Other Employee Benefits</b>      | 8,579,186           | 8,415,555           | (163,631)                | -1.91%   |
| <b>Contractual</b>                  | 8,258,348           | 8,472,843           | 214,495                  | 2.60%    |
| <b>Commodities</b>                  | 1,528,071           | 1,701,960           | 173,889                  | 11.38%   |
| <b>Capital Outlay</b>               | 2,084,014           | 2,010,580           | (73,434)                 | -3.52%   |
| <b>Other</b>                        | <u>7,524,769</u>    | <u>10,133,659</u>   | <u>2,608,890</u>         | 34.67%   |
| <b>Total Operating Expenditures</b> | \$56,946,181        | \$61,206,493        | \$4,260,312              | 7.48%    |
| <b>Coastal Transfer</b>             | 2,765,099           | 4,200,000           | 1,434,901                | 51.89%   |
| <b>Total General Fund Budget</b>    | <u>\$59,711,280</u> | <u>\$65,406,493</u> | <u>\$5,695,213</u>       | 9.54%    |

### ***Salary and Wages***

The total cost of salaries and wages is reduced by \$191,048 for FY14. The majority of this savings is due to the elimination of 5 General Fund positions, partially offset by the cost of providing pay-for-performance increases to eligible employees.

Some expenditures included within the salary and wages category are partially or fully offset by non-tax revenues. These expenditures include special assignment overtime, education incentive pay, and Telecommunicator salary reimbursement through County 911 Funding. The revenue offset from these sources is budgeted for \$795,000.

### ***Pension Benefits***

The increase in pension benefits (\$1,666,151) is due primarily to an increase in retirement activity and the final year of "smoothing" the 2008 investment losses. In addition, the Town Council approved a modification to the required employee contributions. Beginning on 10/1/2013, all non-union employees will contribute the same amount of 2.47% to the defined benefit pension plan and have a 4% mandatory minimum contribution to the 401(a) defined contribution plan. The cost of this change is \$152,515. The Town Council also approved a discretionary 4% Employer Contribution costing \$587,902.

### ***Other Employee Benefits***

The decrease in the cost of non-pension employee benefits reflects the impact of a \$263,000 decrease in the actuarially determined transfer to the retiree health insurance

(OPEB) trust fund and a slight decrease in active employee health insurance funding.

**Contractual**

Total contractual costs are increasing by \$214,495 mostly due to the following specific increases: \$83,800 for digital scanning of records, \$67,500 for landfill maintenance and equipment rental costs, \$55,000 for holiday decorations, and \$14,280 for employee recruiting costs.

**Commodities**

The \$173,889 increase in commodities is due to increases in minor computer equipment (\$38,523), fuel (\$27,585), uniforms (\$20,042), equipment maintenance supplies (\$18,640), minor computer software (\$17,750), office equipment (\$12,125), pre-employment testing (\$4,850), and other miscellaneous supplies throughout all Town departments (\$25,669).

**Capital Outlay**

The decrease in capital expenditures of \$73,434 is due to reduced depreciation costs.

**Other**

The Other category includes transfers to other funds (including the Capital Improvement Fund, Debt Service Fund, and the Risk Insurance Fund) and funding for the Four Arts Library. Also included in this category is the General Fund Contingency.

- The transfer for debt service increased \$2,600,000 in anticipation of the bond issue for the second phase of the Accelerated Capital Improvement Program.
- Funding for the Risk Insurance program decreased by \$16,780.
- The Pay As You Go portion of the capital improvement program has been level funded at \$1,000,000 to cover the cost of small capital projects not included in the Accelerated Capital Improvement Program.
- Transfers include \$4,200,000 to the Coastal Protection Fund, including \$4,000,000 from "excess" unassigned fund balance.
- Funding for the Four Arts Library totals \$297,659 which represents a 3% increase from FY13 in accordance with prior Town Council direction.
- The General Fund Contingency for FY14 is funded at 1.5% (860,000) of total General Fund operating expenditures, per Town policy.

**Fund Balance**

As of September 30, 2012, the Town's unassigned General Fund balance was \$21,424,261. The Town Council authorized a transfer of \$2,000,000 from the unassigned General Fund balance to the Coastal Protection Fund during FY13, leaving a

balance of \$19,424,261. Town policy requires that the General Fund maintain an unassigned fund balance of 25% of budgeted operating expenditures. This requires a minimum unassigned fund balance of \$15,301,623 for the FY14 budget. The budget includes a transfer of \$4,860,000 from fund balance reserves to fund the following items: coastal protection (\$4,000,000) and contingency reserve (\$860,000). This will re-set the unassigned fund balance to almost exactly the 25% minimum set forth in the Town's financial policies. The budget also includes a \$599,600 transfer from the compensated absence reserve of the General Fund balance to provide the required funding for compensated absence payouts.

### Personnel Complement

The total personnel complement (for all funds Townwide) for FY14 is 348.44 full-time equivalent personnel (FTEP), which is a decrease of 5.0 FTEP from the adopted FY13 budget. This includes elimination of the following positions: 3 firefighters, a medical billing specialist, and a crime prevention specialist. As with all prior reductions in Town staffing, the elimination of these positions will be implemented without laying off any existing Town employees.

In total, since peaking in FY07, Town staffing has decreased by 66.79 FTEP (16%) with no material reduction in the level or quality of service provided to Palm Beach residents. The Town now has fewer employees than in 1986. A chart of the FTEP by department is shown below.

| Department/Fund                   | FY10          | FY11          | FY12          | FY13          | FY14          |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|
| Town Manager                      | 6.00          | 5.00          | 5.10          | 5.10          | 5.10          |
| Information Systems               | 6.00          | 6.00          | 6.00          | 6.00          | 6.00          |
| Human Resources                   | 4.95          | 4.57          | 4.52          | 4.38          | 4.38          |
| Finance                           | 17.45         | 17.45         | 17.95         | 18.14         | 18.14         |
| Planning, Building & Zoning       | 28.75         | 27.25         | 26.75         | 26.25         | 26.25         |
| Fire-Rescue                       | 90.20         | 86.40         | 82.90         | 79.90         | 75.90         |
| Police                            | 115.05        | 102.85        | 103.85        | 104.35        | 103.35        |
| Public Works                      | 97.75         | 86.35         | 86.85         | 88.02         | 88.04         |
| Recreation Enterprise Fund        | 29.03         | 27.48         | 25.71         | 18.57         | 18.55         |
| Risk Fund                         | 1.00          | 1.00          | 1.00          | 1.00          | 1.00          |
| Health Fund                       | 1.10          | 0.53          | 0.80          | 0.79          | 0.79          |
| Kruessler Park                    | 2.20          | 2.00          | 0.00          | 0.00          | 0.00          |
| OPEB Trust                        | 0.50          | 0.45          | 0.72          | 0.73          | 0.73          |
| Retirement Fund                   | 0.00          | 0.00          | 0.50          | 0.71          | 0.71          |
| <b>Total Authorized Positions</b> | <b>399.98</b> | <b>367.33</b> | <b>362.65</b> | <b>353.94</b> | <b>348.94</b> |

## Inventory of Assets

The inventory of parts, supplies, fuel and materials on hand as of October 1, 2013, was \$460,434 and the total fixed asset inventory (which includes machinery, equipment, and vehicles with a value over \$2,500 and computer equipment with a value over \$1,500) was \$18,538,094.

## OTHER FUNDS

Below are highlights from the budgets for other Town funds. Additional information can be found in the back of the document after the General Fund information. The Town's other funds include: Debt Service, Capital Improvement Funds, Recreation Enterprise Fund, Internal Service Funds (Health, Risk, Equipment Replacement), and Trust Funds (Pension and OPEB Trust).

### ***Debt Service Funds (205, 206)***

The Debt Service Funds provide for the payment of principal and interest on the Town's outstanding bonds. During FY10, the Town authorized the issuance of \$57,035,000 for a portion of the Town's Accelerated Capital Improvement Program and refunding all of the Town's existing debt. In addition, bonds totaling \$14,770,000 were issued for the Worth Avenue Commercial District Project.

The Town's outstanding debt as of September 30, 2013 is shown below:

| <b><i>Year Issued</i></b> | <b><i>Outstanding Principal Balance @ September 30, 2013</i></b> | <b><i>Purpose</i></b>                         |
|---------------------------|------------------------------------------------------------------|-----------------------------------------------|
| <b>2010A</b>              | \$53,025,000                                                     | Finance the ACIP and refund outstanding debt. |
| <b>2010B</b>              | \$12,130,000                                                     | Worth Avenue Commercial District Project      |
| <b>Total</b>              | \$65,155,000                                                     |                                               |

As of September 30, 2013, the Town's net bonded debt will amount to only 10.4% of the legal limit of \$626,486,157 (5% of preliminary FY14 taxable value of \$12,529,723,136).

The Town's credit ratings were reevaluated with the issuance of the 2010 bonds. Moody's Investors Service issued a rating of Aa1 for the Revenue Bonds and a Aaa issuer rating. Standard and Poor's credit rating on the Revenue Bonds is AA+ and the issuer credit rating is AAA. These are the highest ratings these two services issue and represent the highest quality investment grade debt. Standard and Poor's recently reaffirmed the Town's AAA and AA+ ratings. The S&P report is included with the fund balance survey report later in this document.

The 2010A Series Revenue Bonds total debt service appropriation of \$3,626,800 is funded from non-ad valorem revenues, including \$126,300 funded through the Recreation Enterprise Fund for the Town's portion of the Par 3 Renovation. The non-ad valorem revenue transfer from the General Fund for FY14 is \$3,500,000 and interest earnings are estimated at \$500.

The 2010B Series Revenue Bonds debt service appropriation of \$775,000 is funded through non ad valorem assessments on the property owners within the Worth Avenue Assessment District.

The Town Council authorized an additional \$2,600,000 appropriation in the FY14 budget for debt service for the upcoming issuance of debt for the second phase of the Accelerated Capital Improvement Program.

**Capital Improvement Funds (307, 309, 310, 311, 312, 313)**

For FY14 the following are included in the Pay As You Go capital budget:

- o Storm water improvements - \$100,000
- o Sanitary sewer improvements - \$150,000
- o Milling & Resurfacing Program - \$490,000
- o Roadway Rebuilding - \$10,000
- o Bulkheads and Seawalls - \$50,000
- o Water Main Improvements (WPB) - \$800,000 (Reimbursed by West Palm Beach)
- o Landfill Site Maintenance - \$100,000
- o General Building Maintenance - \$350,000

Projects that are to be funded in FY14 from the Bond Proceeds Fund for the ACIP program are listed under the Capital Funds tab. The budget does not include expenditures for the second phase of the Accelerated Capital Improvement Program, as that list of projects will be finalized later this year.

**Coastal Protection**

The CCMP Construction Fund (309) is used to fund the construction costs of the coastal projects. The total FY14 budget for coastal protection approved by the Town Council is \$22,844,000. Of this amount, administrative costs are paid out of the Public Works budget in the General Fund, leaving a budget requirement for FY14 of \$22,136,000 for the CCMP Fund.

The table below summarizes the Coastal Protection Funding for FY14:

| Funding Source                                       | Amount              |
|------------------------------------------------------|---------------------|
| Current Coastal Protection Reserves                  | \$11,324,632        |
| Transfer from the FY14 General Fund Budget           | 4,200,000           |
| Transfer from Reserves of Risk Insurance Fund        | 2,000,000           |
| Transfer from Reserves of Equipment Replacement Fund | 2,858,913           |
| <b>Total Available Funding for FY14</b>              | <b>\$20,383,545</b> |

The North Ocean Boulevard Seawall is a bondable project that is included in the FY14 Coastal budget at a cost of \$5,600,000. The Town intends to fund the project from Phase 2 bond proceeds for the Accelerated Capital Improvement Projects.

At the October 8, 2013, Town Council meeting, the Town Council approved a funding plan for coastal management program that includes appropriation of \$4,776,607 in FY15 and increasing at 3% per year thereafter. Town Council also decided to use ad valorem taxes to fund the coastal program. The Town's long term financial forecasts have been updated to reflect these decisions.

### ***Recreation Enterprise Fund (403)***

The Recreation Enterprise Fund (REF) comprises all municipal recreational activities and facilities in the Town, including the Par 3 Golf Course, the Seaview Park and Phipps Ocean Park Tennis Centers, the Recreation Center, and the Town Docks.

### **Revenue**

Staff continues to take a conservative approach to projecting recreation revenue for FY14, with an overall increase in revenue of 1.27% from the FY2013 projections. The budget contains decreases for nonresident tennis fees, increases for most dockage rates, and no changes to the golf and recreation center fees. The growth of participation at all facilities continues to be the primary strategy for increasing REF revenue.

Tennis revenue projections are slightly lower for FY14. In an effort to grow participation and to increase level of competition (as requested by our current customers), the adult and family nonresident annual fees will be decreased approximately 15%, with minor adjustments made to other nonresident fees (annual junior and daily drop-in rates).

Recreation Center revenues are also expected to be slightly lower. Although several new and enhanced programs have been planned and recently implemented, FY13 revenues were over estimated. Modest fee increases to individual activities will be in effect for the upcoming fiscal year, but staff is not recommending changes to building rental rates.

Projected Town Docks revenues for FY2014 are lower to correct for an over estimation in FY2013. A 2% increase has been included for most fees, with the exception of annual and seasonal 50' and 60' rates, which will remain at the FY13 levels. While the Town Docks has not attained 100% occupancy in recent years, the fee increases will maintain our place in the area market and will not hinder our pursuit of achieving 100% occupancy with long-term leases in the coming years.

There are no increases for the Par 3 Golf Course fees (which was increased in FY13). It is expected with the addition of the new clubhouse, play will increase, which in turn will increase

revenue. The food and beverage operations in the clubhouse will also be a new source of revenue.

## **Expenditures**

The FY14 REF budget represents an increase of 8.38% from the FY13 budget. Administration expenses will increase due to the re-classification of a .75 FTE Equipment Operator position to an Office Assistant I position. In addition, \$100,000 has been included in the FY14 budget for various repairs to the shore power electrical conduit at the Town Docks and \$50,000 for various repairs and non-routine maintenance at the Par 3 Golf Course. The Par 3 Golf Course repairs are to be paid for from the Par 3 Maintenance and Improvement Reserve. The Tennis and the Recreation Center budgets will see minor increases from FY13. The transfer of fund profits to the General Fund is budgeted at \$885,000, the same as in FY13.

Details regarding each of the programs of the REF can be found in the Recreation Enterprise Fund section of this document.

### ***Internal Service Funds (501, 502, 520)***

The transfer to the Risk Fund (501) has decreased by \$16,780 from FY13 to FY14.

The employer contribution for FY14 to the Health Insurance Fund (502) has remained the same as in FY13 due to expected savings from the new wellness program and the modifications to the 3-tier insurance program. A more complete health insurance update is provided behind the Internal Service Funds tab under the Health Insurance Fund section.

The Equipment Replacement Fund (520) contains the accumulated depreciation of all fixed assets over the established thresholds of \$2,500 for capital equipment and \$1,500 for computer equipment. The annual depreciation transfer for FY14 is \$1,879,535. This amount represents a decrease of \$91,434. Of the total depreciation for FY14, \$235,920 represents the annual depreciation for computer equipment and \$1,643,615 represents the annual depreciation for other fixed assets. In FY14, the total expenditures for equipment purchases will be \$2,977,895. A detailed listing of planned equipment purchases is located in the Internal Service Funds section of this budget document. The Town Council authorized a transfer of \$2,858,913 to the Coastal Protection Fund from the excess reserves of the Equipment Replacement Fund. The excess reserves had been accumulated from equipment that was not replaced and interest earned on the fund.

### ***Trust Funds - Retirement (600)***

The FY14 actuarially determined contribution to the defined benefit plan totals \$5,916,828. A portion of the increase is caused by a change in the investment and wage inflation assumptions (\$930,690). This amount is being offset by a transfer from the prepaid contribution reserve in the Retirement Fund. The Town accumulated a prepaid reserve in the Retirement Fund due to the "overpayment" to the fund by systematically contributing the actuarial determined amount rather than the State required amount (which was calculated as

a percent of payroll). A total of \$2,169,323 has been reserved as a prepaid contribution in the Retirement Fund. The employer contribution for FY14 after the prepaid offset is \$4,986,138. The remainder of the FY14 increase is caused primarily by accelerated employee retirements and the final year of "smoothing" the investment losses from 2008.

As described earlier, the Town Council approved a change in employee contribution requirements so that all non-union employees contribute the same 2.47% of their salaries to the defined benefit pension plan. The cost of the change is \$152,515, which has been included in the FY14 budget.

The Town contribution comparison for FY13 vs. FY14 is shown in the table below:

|                                       | FY13               | FY14               | \$ Change          | % Change |
|---------------------------------------|--------------------|--------------------|--------------------|----------|
| <b>General Employees</b>              | \$1,223,869        | \$1,850,688        | \$626,819          | 51.2%    |
| <b>Lifeguards</b>                     | 125,294            | 143,700            | 18,406             | 14.7%    |
| <b>Police</b>                         | 1,257,107          | 1,881,949          | 624,842            | 49.7%    |
| <b>Firefighters</b>                   | <u>1,370,637</u>   | <u>2,040,491</u>   | <u>669,854</u>     | 48.9%    |
| <b>Subtotal</b>                       | \$3,976,907        | \$5,916,828        | 1,939,921          | 48.8%    |
| <b>Less: Prepaid Contribution</b>     | 0                  | <u>(\$930,690)</u> | <u>(\$930,690)</u> | 100.0%   |
| <b>Plus: Contribution Change</b>      | 0                  | <u>152,515</u>     | <u>152,515</u>     | 100.0%   |
| <b>Amount included in FY14 Budget</b> | <u>\$3,976,907</u> | <u>\$5,138,653</u> | <u>\$1,161,746</u> | 29.2%    |

#### Employer Defined Benefit Funding for Employee Pensions

|                    | FY10        | FY11        | FY12        | FY13        | FY14        |
|--------------------|-------------|-------------|-------------|-------------|-------------|
| <b>General</b>     | \$2,507,174 | \$2,927,020 | \$651,882   | \$1,223,869 | \$1,850,688 |
| <b>Lifeguards</b>  | 109,310     | 148,364     | 15,600      | 125,294     | 143,700     |
| <b>Police</b>      | 2,261,552   | 2,828,758   | 1,213,681   | 1,257,107   | 1,881,949   |
| <b>Fire-Rescue</b> | 2,647,210   | 3,189,802   | 1,635,237   | 1,370,637   | 2,040,491   |
| <b>Total</b>       | \$7,525,246 | \$9,093,955 | \$3,516,400 | \$3,976,907 | \$5,916,828 |

The Town contributes a match of up to 4% to the Defined Contribution (DC) plan. In addition, the Town Council approved a discretionary contribution of up to 4% per year, to be decided each year depending upon economic and budgetary conditions. For FY14, the Town Council approved a 4% discretionary DC contribution. Contributions to the DC plan began with the

implementation of the hybrid plan on May 1, 2012. The Town contributions to the DC plan are shown below:

**Employer Defined Contribution Funding**

|                    | <b>FY12<br/>Actual</b> | <b>FY13<br/>Budget</b> | <b>FY14<br/>Budget</b> |
|--------------------|------------------------|------------------------|------------------------|
| <b>General</b>     | \$123,785              | \$309,235              | \$759,611              |
| <b>Lifeguards</b>  | 2014                   | 5,428                  | 11,180                 |
| <b>Police</b>      | 43,163                 | 211,200                | 310,024                |
| <b>Fire-Rescue</b> | 47,748                 | 180,642                | 201,867                |
| <b>Total</b>       | \$216,710              | \$706,505              | \$1,282,682            |

***Health Insurance (OPEB) Trust (610)***

The actuarially determined transfer to the OPEB trust from the General Fund in the FY14 budget is \$1,506,000. This amount is \$263,000 less than FY13. The trust was established to account for and fund the liability for retiree health benefits. The contributions are funded like pension benefits, taking into account the accrued cost for current employee benefits as well as the costs of retired employee benefits. The Town’s balance in the OPEB fund continues to be well ahead of other government agencies across the country.

***Worth Avenue Special Assessment District***

The budget for the Worth Avenue Special Assessment District is included in the Capital Funds and the Debt Service section of the budget document. The budget includes funding for maintenance and debt service. These costs are fully offset by the assessments charged to property owners within the district.

**FINANCIAL POLICIES**

The Town has 18 formally adopted financial policies. The establishment of specific reserve policies is an important part of prudent financial management and the practice is strongly recommended by the Government Finance Officers Association (GFOA) and the National Advisory Committee on State and Local Budgeting (NACSLB).

Copies of the Town’s financial policies can be found in the back of this document in the appendix.

## **ACKNOWLEDGMENTS**

Preparation of this budget was a team effort involving the Mayor and Town Council, all Town departments, and the staff of the Town Manager's Office. I am particularly grateful for the dependably sound advice of Finance Director Jane Struder who, along with Assistant Finance Director Cheryl Somers and Accounting Supervisor Amy Wood, provided overall leadership and coordination on this project.

Respectfully submitted,

A handwritten signature in cursive script that reads "Peter B. Elwell".

Peter B. Elwell  
Town Manager

cc: Department Directors  
Thomas G. Bradford, Deputy Town Manager

## **Strategic Planning and Performance Measurement**

In 2003, the Town of Palm Beach developed and adopted a strategic plan. The development of the strategic plan involved input from elected officials, citizens, the business community, and staff. In conjunction with the Town's strategic plan, staff developed an organizational vision statement which included input from all employees. Both the strategic plan and the vision statement, in addition to annually adopted Townwide goals, help us to form our department and program goals. Outlined in the following pages is a summary of our strategic plan, organizational vision, and departmental goals for FY14.

### **Strategic Planning**

In 2001, the Town Council formed a Strategic Planning Board comprised of then Mayor Lesly Smith and four other Town residents. The board held a series of meetings and community forums to receive input from citizens, the business community, staff and others. The strategic plan was formally approved by the Town Council in 2003. The strategic plan is summarized below:

### **A Legacy Worth Keeping**

Palm Beach is a fully developed community, world renowned for its extraordinary beauty, quality of life, and small-town character. Our permanent and seasonal residents love our barrier island community and are determined to preserve our legacy. We do not seek to change Palm Beach, but rather to protect our community's assets, correct any deficiencies, and to manage inevitable change so as to maintain our tradition of excellence.

As we envision our future ten years from now, we see Palm Beach remaining true to the inspired legacy of our founders, a Mediterranean-style mecca of stunning architecture and natural beauty, acclaimed shopping, restaurants and hotels, a cosmopolitan culture, and an involved citizenry committed to civic and philanthropic causes and excellence in Town Government.

### **Quality and Responsive Town Government**

Town government is supported by a respected Mayor and Town Council, a skilled and dedicated staff, and by the active volunteer participation of many citizens. Palm Beach provides residents with the highest level of safety and security through its vigilance and commitment to high quality training and state-of-the-art equipment. The Town has maintained its fiscal strengths with resourceful budgeting and prudent management.

*In the future, we envision...*

*Continued high quality services and facilities provided in a responsive, resourceful manner. A structure of government guided by clear mandates and performance goals for Town administration and for appointed boards and commissions, continued technological innovation, and excellent internal and external communication.*

*Pro-active initiatives and continuous vigilance to anticipate and avert threats to public safety, enabling Palm Beachers to live secure in safe neighborhoods.*

*Solid fiscal strength and strong alliances with state and federal partners. Actions will be taken and communicated to residents to instill confidence that optimum services are provided for taxes paid.*

### **Public Facilities and Infrastructure**

While completely developed, the Town of Palm Beach recognizes a number of redevelopment challenges and functional deficiencies among its current capital facilities. Traffic has increased and parking is at a premium. Beach erosion has become severe, threatening oceanfront property and diminishing a key scenic and recreational asset. Drainage deficiencies and occasional water shortages continue to pose a threat.

*In the future we envision...*

*Beaches fully restored and maintained for the protection of oceanfront property, enjoyment of residents, and scenic enhancement.*

*Modernized, reliable infrastructure systems, including improved facilities for water distribution and storm drainage. Capital projects will be completed expeditiously and with an effort to limit the disruption they inevitably will cause to adjacent property owners.*

*Convenient network of roads and parking, less hampered by congestion and sufficient to meet local needs without encouraging additional traffic or visitation.*

## Character and Quality of Life

While Palm Beach is built out, growth continues in the form of redevelopment and changes in use raising questions and concerns about over-development, scale, and our historic legacy. The Town is proud of its lush landscaped setting, its historic architecture, and its array of shopping and other amenities, but concerns are expressed about expanded tourism, visitation and traffic, straining our limited service capacity. The Town recognizes that among our greatest resources are our people and their involvement in civic groups, charities, cultural activities, and faith-based organizations.

*In the future we envision...*

*A community that has guarded against over-development, encouraging redevelopment consistent in scale with existing neighborhoods, reflective of our heritage.*

*A town with a rich menu of cultural choices, enabling Palm Beach to continue to combine the intimacy and convenience of small town life with the cultural sophistication and variety of a city.*

*Palm Beach will remain a friendly community which embraces its diversifying population, nurtures young families and children, and welcomes new residents and visitors. Palm Beachers will continue their heritage of support to worthy causes and their involvement in civic affairs creating new opportunities for all to participate fully in the life of the community.*

## Town Staff Vision

In 2005, Town staff developed and implemented an organizational vision and values statement. A Visioning Committee of 20 employees representing each department and every level of authority developed the draft vision and values statement that was reviewed by all Town employees. The final vision and values statement is shown on the following page:

## OUR VISION

The Town of Palm Beach delivers the highest quality service by continuously improving and always striving to be the standard by which others are measured.

Our Town  
Rich in history...  
Rich in service...  
Always exceptional!

## OUR VALUES

The employees of the Town of Palm Beach commit to and are guided by the following values:

Respect for everyone  
Highest ethical standards  
Cooperation and teamwork  
Commitment to quality  
Spirit of innovation  
Open, timely communication  
Personal responsibility and accountability

This is a commitment by the employees of the Town of Palm Beach. Our success as a team is dependent upon our actions being consistent with the vision & values we profess.

### **The Vision/Strategic Plan/Performance Measurement Process**

The Townwide vision and strategic plan developed by the Strategic Planning Board and the organizational vision developed by Town staff complement each other. The Staff recognizes the Town's rich history and commitment to excellence that has made the Town an exceptional place to live and work.

The strategic plan and organizational vision guide the decision making process as the elected officials and staff develop annual Townwide, department and program goals, and the annual budget. We then use KRM's to track our progress in achieving the goals that have been set.

The process is depicted in a flowchart on the following page and elements of the process are described in greater detail in this section. The department and program performance measurement methodology are described in greater detail in the department sections of this document.

The Vision/Strategic Plan/Goals and Performance Measurement Process



**Townwide Budget Priorities for FY2014**

The Town Council’s annual budget priorities for FY2014 are outlined below. These priorities were developed with input from the Mayor and Town Council, Town Manager, Department Directors, and staff at the March 14, 2013, Town Council meeting.

Once the Mayor and Town Council set the FY2014 priorities, the Departments developed goals and objectives that would accomplish the priorities. In addition, the Departments developed other major initiatives for the year. The Council priorities and Departmental goals will be reviewed on a continual basis throughout the fiscal year.

The following is a breakdown of the Town Council Priorities and a listing of the departmental objectives that address the Council’s agenda. The table below shows the linkage between the Council’s priorities and the Department objectives that will be implemented during the year. A detailed listing of all departmental objectives and performance measurements can be found in the Department sections of this document.

| <b>Town Council Priority #1</b>                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Begin implementation of a long term coastal protection plan (consistent with scope and funding decisions to be made during the remainder of FY13).</b>                                                                         |                                                                                                                                                                                                                                                                                                 |
| Department                                                                                                                                                                                                                        | Department Goals                                                                                                                                                                                                                                                                                |
| Town Manager                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Work with the Town Council and advisors to develop a coastal protection financing plan that is both cost effective and equitable.</li> <li>• Work with Public Works and others to accomplish all approved FY14 coastal protection projects.</li> </ul> |
| Finance                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Develop Financing Plan for the Coastal Protection Program.</li> </ul>                                                                                                                                                                                  |
| Public Works                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Participate in Cost Allocation Modeling to Determine Funding Process.</li> <li>• Continue to Pursue Required Permits in Accordance with BMA.</li> </ul>                                                                                                |
| <b>Town Council Priority #2</b>                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                 |
| <b>Decide the scope and timing of Phase 2 of the Accelerated Capital Improvement Program, and if appropriate, begin implementation by issuing bonds to fund the program and designing projects to be constructed during FY15.</b> |                                                                                                                                                                                                                                                                                                 |
| Department                                                                                                                                                                                                                        | Department Goals                                                                                                                                                                                                                                                                                |
| Town Manager                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Work with the Town Council and advisors to develop a cost effective financing plan for Phase 2 of the ACIP.</li> <li>• Work with Public Works and others to accomplish all “year 1” projects for Phase 2 of the ACIP.</li> </ul>                       |
| Finance                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Develop Financing Plan for the Accelerated Capital Improvement Program.</li> </ul>                                                                                                                                                                     |

|                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Public Works                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Complete and close out Phase 1 projects from ACIP program.</li> <li>• Initiate Design Scopes of Services for Phase 2 Projects.</li> <li>• Participate in assisting with bond issuance with input as required.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Town Council Priority #3</b>                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Monitor the ongoing effects from the closure of the Flagler Memorial Bridge. Promote public safety and the efficient movement of traffic, take action to mitigate impacts to residents and the business community, and maximize communication with FDOT on the course of construction and completion timeline.</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Department                                                                                                                                                                                                                                                                                                            | Department Goals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Town Manager                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Closely monitor progress of both the repair of the existing bridge and the construction of the new bridge.</li> <li>• If necessary, immediately implement traffic/safety contingency plans by direct Town action and by collaboration with FDOT, Palm Beach County, and others.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                             |
| Police                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Expand use of the Townwide Camera and Security System to mitigate construction and traffic issues impacting residents, business community, and visitors.</li> <li>• Develop and utilize Emergency Operations Plans and other pro-active measures to allocate resources to allow sufficient traffic flow during rush hour and for all emergency vehicles.</li> <li>• Attend all FDOT Flagler Bridge meetings and communicate any logistics issues/information to appropriate staff/units for action.</li> </ul>                                                                                                                                                                                         |
| Public Works                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Attend periodic meetings with FDOT/contractor project teams.</li> <li>• Coordinate negative traffic impacts with other Town departments as well as affected residents/businesses, assist in developing mitigation strategies.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Fire-Rescue                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Attend all FDOT meetings and communicate any logistic issues/information to the appropriate staff/units for action.</li> <li>• Work with FDOT on implementation of a traffic preemption system that will preempt traffic lights in advance of the approaching fire and EMS units for intersections affected by the bridge construction project.</li> <li>• Closely coordinate our response and transports to the hospital with the Police Department, utilizing police officers to clear intersections for high priority calls.</li> <li>• Utilize the Trauma Hawk helicopter to transport seriously ill patients to the hospital if delays are created by the bridge construction project.</li> </ul> |

### Department Performance Measures

The Town Departments have adopted goals and performance measures representing the most critical targets for their operations. The other department and program specific results are shown in the department section of the budget document.

# Town of Palm Beach



## Introductory Information

Palm Beach is located on a barrier island east of West Palm Beach, Florida in Palm Beach County. The land area of the Town is approximately 3.77 square miles with 12.1 miles of coastline on the Atlantic Ocean. The Town is also bound on the west by 15.9 miles of Intracoastal frontage (Lake Worth), on the north by the Palm Beach Inlet, and on the south by the Town of South Palm Beach.



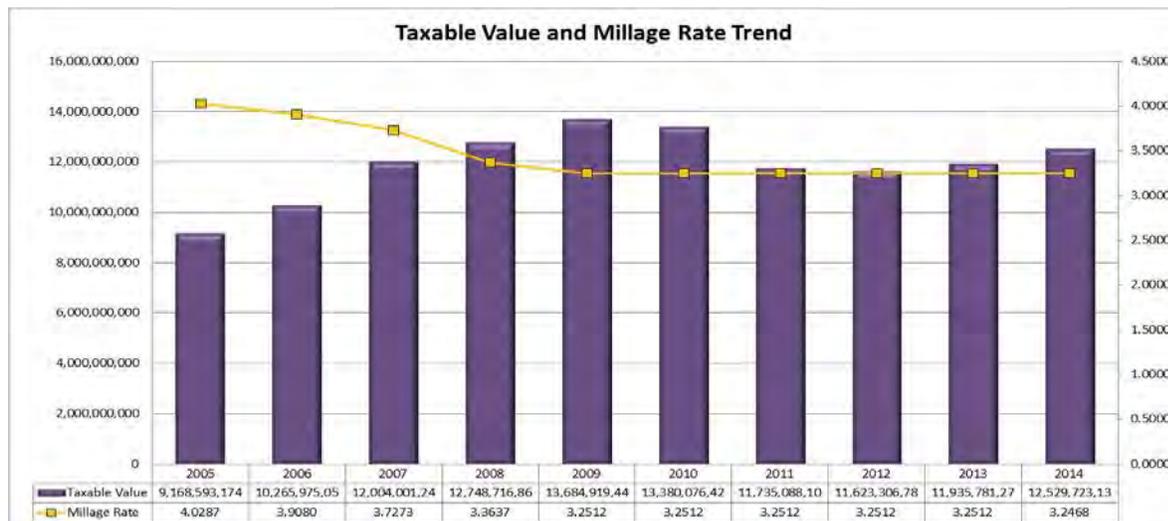


### Taxable Value and Millage Rate

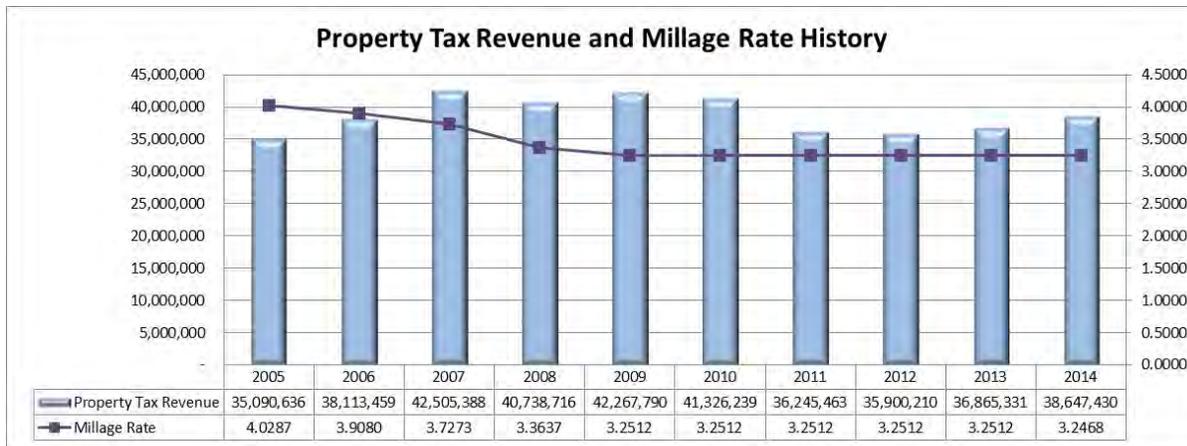
The Town Council approved a millage rate of 3.2468 for FY14, a slight decrease from the FY13 millage rate of 3.2512 that had been in place since FY09. Taxable value increased 5.16% to \$12,529,723,136 for FY14. Ad Valorem revenue of \$38,647,700 is included in the FY14 budget. Town adopted final millage rate is above rollback but below maximum millage rates. The increase in tax revenue from the rollback rate is \$1,765,520. The chart below identifies the millage rate options available to the Town and the Town's adopted final millage rate.

|                                    | Millage Rate | Tax Revenue  |
|------------------------------------|--------------|--------------|
| Rollback Millage Rate              | 3.0985       | \$36,882,180 |
| Majority Vote Maximum Millage Rate | 3.8021       | \$45,257,297 |
| 2/3 Vote Maximum Millage Rate      | 4.1823       | \$49,782,908 |
| Town Adopted Final Millage Rate    | 3.2468       | \$36,647,700 |

The majority maximum millage rate is the prior year rolled-back rate adjusted to the rolled back rate if the prior year majority vote rate had been levied. This newly calculated rolled-back rate is then adjusted by the percentage change in per capita Florida personal income to arrive at the current year majority vote rate. This year the percentage change in Florida personal income was 1.69%. The 2/3 vote maximum rate is 110% of the majority maximum rate.



Taxable value peaked in FY09 at \$13.68 billion. Since FY09, the Town's taxable value has declined by 12.8% through FY13. For FY14, the taxable value increased by 5.16%. Due to the decline and the stable millage rate, property tax revenue has declined by \$3,895,300 since the FY09 peak. The tax revenue trend is shown on the chart on the following page.

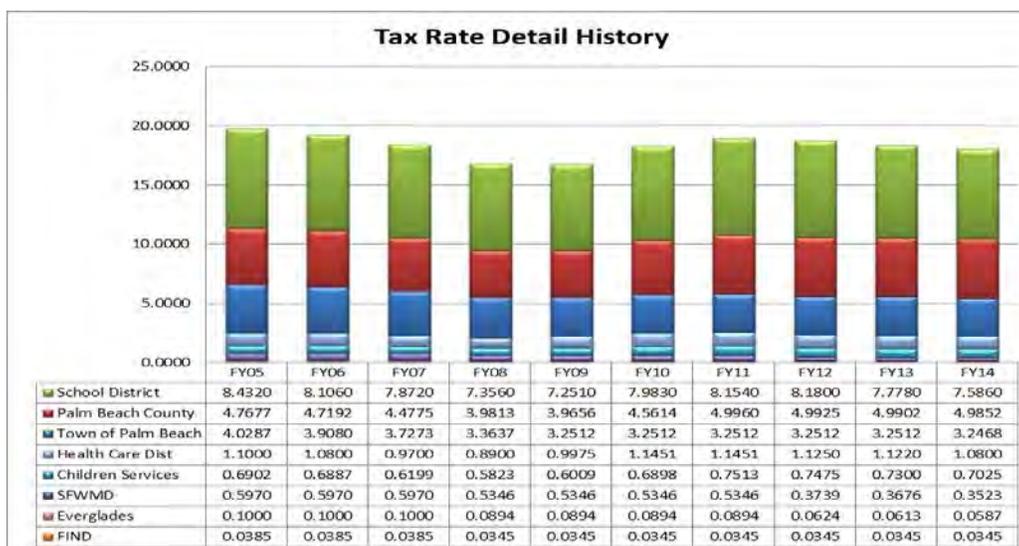


The Town millage rate represents 17.99% of the total tax bill. The table below illustrates the difference between the FY13 vs. FY14 total tax bill by taxing district for a Palm Beach property owner with a taxable value of \$1 million.

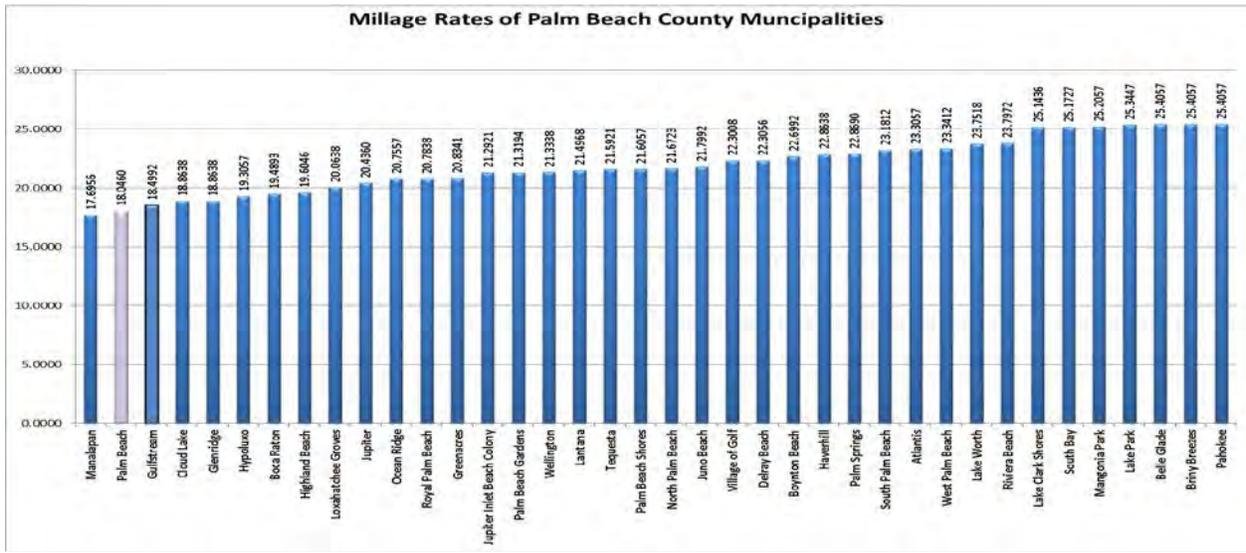
#### Impact on owner of \$1 million property

| Taxing Authority                         | FY13 Millage Rate | FY14 Millage Rate | FY14 Tax \$1 Million Value | Change Per \$1 million Value | % Change | % of Total Tax Bill |
|------------------------------------------|-------------------|-------------------|----------------------------|------------------------------|----------|---------------------|
| <b>Palm Beach</b>                        | 3.2512            | 3.2468            | \$3,247                    | -\$4.40                      | -0.14%   | 17.99%              |
| <b>Palm Beach County</b>                 | 4.9902            | 4.9852            | \$4,985                    | -\$5.00                      | -0.10%   | 27.62%              |
| <b>Palm Beach County School District</b> | 7.7780            | 7.5860            | \$7,586                    | -\$192.00                    | -2.47%   | 42.04%              |
| <b>South Florida Water Mgmt</b>          | 0.3676            | 0.3523            | \$352                      | -\$15.30                     | -4.16%   | 1.95%               |
| <b>Children Services</b>                 | 0.7300            | 0.7025            | \$703                      | -\$27.50                     | -3.77%   | 3.89%               |
| <b>Florida Inland Navigation</b>         | 0.0345            | 0.0345            | \$35                       | \$0.00                       | 0.00%    | 0.19%               |
| <b>Health Care District</b>              | 1.1220            | 1.0800            | \$1,080                    | -\$42.00                     | -3.74%   | 5.98%               |
| <b>Everglades Construction</b>           | 0.0613            | 0.0587            | \$59                       | -\$2.60                      | -4.24%   | 0.33%               |
| <b>Grand Total</b>                       | 18.3348           | 18.0460           | \$18,046                   | -\$288.80                    | -18.62%  | 100.00%             |

The chart below shows the 10 year trend in millage rates for all taxing authorities.

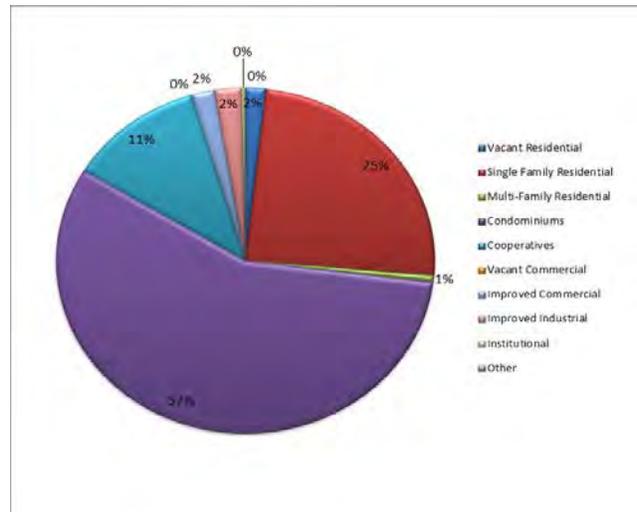


The Town's total millage rate is the second lowest in Palm Beach County as shown below.



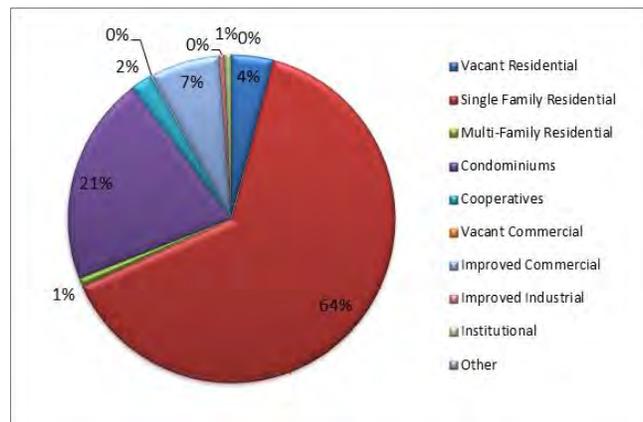
Property Breakdown by Number of Parcels

The Town has a total of 9,482 total parcels. Residential units total 8,947 or 94% of all parcels. Condominiums and Cooperatives represent the greatest percentage of total parcels in the Town at 68% or 6,413 parcels. Single family residential parcels are the second largest group at 2,309 parcels or 24% of the total. Commercial and industrial parcels total 404 and the balance is made up of multi-family, government, institutional and miscellaneous parcels. Properties with a Homestead exemption represent 38% of the total parcels in the Town.



Property Breakdown by Taxable Value

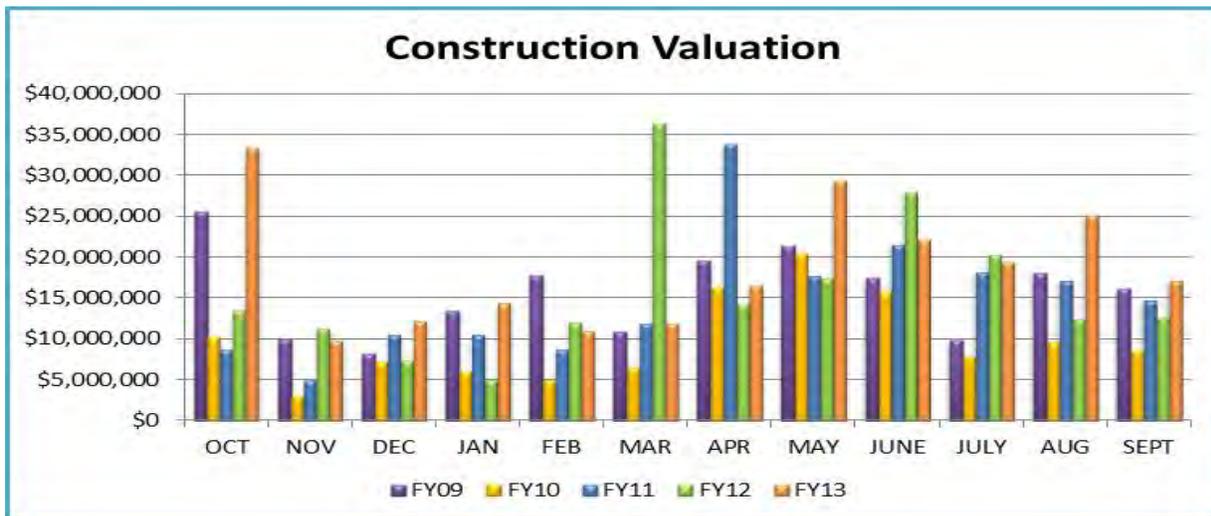
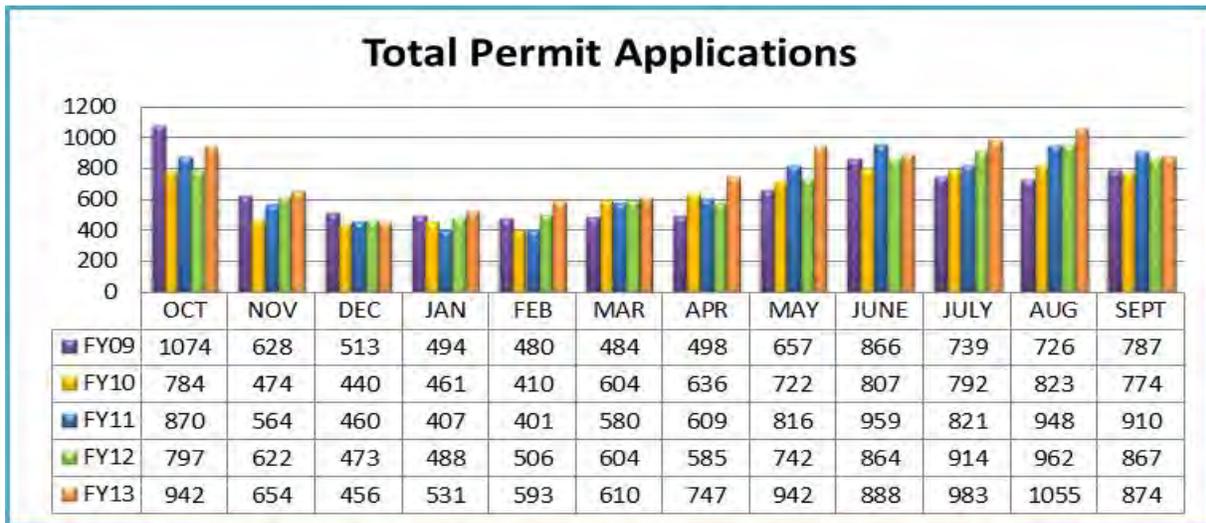
The taxable value of parcels in the Town totals \$12.4 billion. Residential parcels represent 92% of the total value of parcels and single family residential represents 64% of the total value. Commercial and industrial properties represent 7.6% of the total value of parcels. Properties with a homestead exemption represent \$5.58 billion (45%) of the total taxable value.



Historical Single Family Building Permits

Beginning in 2008, building permit revenue declined due to the downturn in the economy. For the past three years, permit revenue and permit activity increased. A total of 8,345 permits were issued in FY11, 8,424 permits were issued in FY12 and 9,275 permits were issued in FY13, compared to 7,727 for FY10. Total permit valuation for FY11 was \$179,215,325, \$191,604,640 for FY12, and \$223,157,589 for FY13 compared to \$117,361,908 for FY10.

The monthly trend for permit activity and permit valuation for the past five years is shown on the charts below.



We expect permit activity to continue at high levels for FY14. The improvement in permit activity and new construction has resulted in an improvement of the Town's taxable value.

## Town History

According to early settler accounts, Palm Beach received its name from a shipwreck named the "Providencia". The ship washed ashore in January of 1878 with a load of coconuts bound from Havana to Barcelona. Early settlers lost no time claiming salvage and planting the coconuts which were not native to South Florida in an effort to launch tropical South Florida on a commercial coconut industry.

In 1893 millionaire industrialist Henry M. Flagler and his second wife honeymooned in St. Augustine. Impressed with the beauty and history of the area, he envisioned an "American Riviera". Flagler left home at age 14 with an eighth-grade education. Later, with John D. Rockefeller and Samuel Adams, he founded Standard Oil, and the rest is history. Having invested large sums in the St. Augustine area, extended his holdings southward. He bought and improved existing railways, anticipating the tremendous South Florida named the Florida East Coast Railway.

Flagler's agents buying acres of island of Palm early found themselves as orders had buy "at any Ground was 1893, and on 1894, the Royal Hotel, the largest in the world, Palm Beach and guests. A month opening, the first from the station Street (later used and warehouse Palm Beach) in Beach on the bridge across



soon were land on the Beach. Many homesteaders very wealthy, been given to price". broken May 1, February 11, Poinciana wood structure opened in welcomed 17 after the train pulled on Loftin as an office by the Town of West Palm newly built Lake Worth to

deliver vacationing residents, some in their own private railway cars, to the new hotel. Henry Flagler built his own house in 1902, Whitehall, as a wedding present for his third wife, Mary Lily Kenan. Whitehall is now the Henry Morrison Flagler Museum and is open to the public.

Flagler continued to develop the Royal Poinciana Hotel property and built a second hotel, the Palm Beach Inn, on the beachfront portion of the Royal Poinciana's property. When the Palm Beach Inn burned in 1903 the first Breakers Hotel was built. Destroyed by a fire in

1925, it was rebuilt as the splendid hotel it is today. The Breakers is listed in the National Register of Historic Places.

On April 17, 1911, a meeting of the registered and qualified voters of Palm Beach, Florida, was held at the Palm Beach Hotel for the purpose of incorporating the Town of Palm Beach. Thirty-four qualified voters voted to incorporate the Town.

In 1918, before the end of World War I, Addison Mizner, an established New York architect who was born in California and studied in Spain, accepted an invitation from Paris Singer to recuperate from a leg injury in Palm Beach. As Mizner's health improved his boredom turned into creativity, and he transformed Singer's bungalow into a Chinese villa. The conversion was a success, but Singer looked forward to a larger project. Having established two hospitals in France, Paris Singer decided to build a convalescent home in Palm Beach for service men returning from the war. The buildings were completed, but before the opening of the club house in January 1919, the "Touchstone Convalescent Club" had been transformed into the exclusive Everglades Club on Worth Avenue where it still is today. Mizner's era had begun and was to continue along the southeast Florida coast through the 1920's.

The Town of Palm Beach soon began long range plans to develop and protect this island paradise, and the beauty which Town residents now enjoy is due to the efforts of several generations of planning activity. In 1929, the Garden Club of Palm Beach joined the Town and formally sponsored the preparation of a Town Plan. The overall goal of the 1929 Plan stated the following:

*"One attractive and well managed public bath and beach, the concentration of general traffic upon a limited number of streets, beautification without especial reference to main arteries of travel, and a system of leisurely and convenient byways free from automobiles, punctuated with gardens: this is a plan which will localize recreation seeking crowds, discourage trespassing, and provide safety and quiet for residents of Palm Beach."*

Also included in the plan was the following statement:

*"There are many communities which can be said to be beautiful. The places in which charm is the additional attribute are very few. The element of charm is the thing which lifts a community out of the ordinary and makes it distinctive. The attribute of charm may be produced by an intelligent development of physical advantages in an unusual way."*

Today's Comprehensive Plan in Palm Beach builds on the early foundation as an effort to preserve the quality and beauty of Palm Beach.

The Town of Palm Beach has 8,137 registered voters in 2012 with approximately 8,358 full time residents. The population swells to approximately 25,000 during "season" which is from November to April. Residents and visitors enjoy the very best in dining, shopping, and luxurious surroundings. Worth Avenue shops attract visitors worldwide.

In 2011, the Town celebrated its Centennial with a season full of activities and events. A Centennial Commission was formed in August 2009 to engage with the community, residents and businesses alike, to identify ways to celebrate the 100th anniversary of the Town's incorporation on April 17, 2011. After more than a year of planning, dozens of events marked the Centennial year, culminating with a weekend of celebration from April 15-17, 2011.

## Financial Policies

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The Town of Palm Beach financial policies, compiled below, set forth the basic framework for the overall financial management of the Town. These policies assist the Town Council's decision-making process and provide guidelines for evaluating both current activities and proposals for future programs. Copies of Town Council adopted policies are located in the appendix section of this document.

### General Policies

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- Annually prepare a budget, submit it to the Town Council for approval and publicly issue a budget document.
- Identify costs and funding sources before recommending approval of capital and operating budgets.
- Provide for sound financial planning, the best possible bond rating, funding of depreciation and adequate working capital in all funds.
- Take measures to protect against catastrophic losses through a combination of insurance, funded self insurance, and cash reserves.
- Follow the Town of Palm Beach Charter when preparing the Town's budget.
- Estimate and review the long-term costs associated with proposed new programs or services.
- Assign all program costs as accurately as practical (including interfund transfers when necessary) utilizing intergovernmental service funds where indicated.
- Annually review all existing programs to determine whether a recommendation to the Town Council to maintain, decrease, or increase service levels is appropriate.
- Review annually all administrative policies governing accounting procedures, billing, purchasing, asset use and control, and risk management.

### Operating Budget Policies

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- Pay for all current year operating expenses with current year revenues and/or available fund balances.
- Provide for adequate funding of all pension plans, as determined by the Town's actuary.
- Make all purchases in an impartial, economical, efficient, and competitive manner, in accordance with all Federal, State and municipal laws and coordinated through the Purchasing Division.
- The budget will be controlled at the program level within each department by the applicable department head. Budget amendment requests and transfers of funds

between programs will originate from the applicable department head and the Finance Director and shall be subject to the approval of the Town Manager.

- ❑ The Town Manager may authorize transfers between departments if the action is deemed necessary to meet the obligations of the Town.
- ❑ Issue a Comprehensive Annual Budget Document after adoption.

### **Capital Budget Policies**

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- ❑ Evaluate the relative merit of each capital project according to the Town Council's goals and priorities.
- ❑ Rely on internally generated funds and/or grants to finance its capital needs. Debt will be issued for a capital project only in the case of an emergency, or when inclusion of a project in the Town's pay-as-you-go Capital program will preclude the construction of smaller necessary capital improvements.
- ❑ Thoroughly evaluate and update the Capital Improvement Program on an annual basis providing detailed information regarding operational impacts.

### **Revenue Management Policies**

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- ❑ Levy taxes to provide the desired level of service.
- ❑ Annually review all revenue schedules, including taxes, rates, licenses, user fees, and other charges, to insure compliance with Town Council's approved policies.
- ❑ Maintain a diversified revenue base to help mitigate the effects of short-term fluctuations in any one revenue source.
- ❑ Conservatively estimate annual revenues utilizing established industry standards along with historical trend information.
- ❑ Annually review user fees for the Recreation Enterprise Fund and set same at a level that fully supports all direct and indirect costs of the fund.
- ❑ Review new sources of revenue to fund operating and capital costs consistent with the Town Councils' goals and priorities.

### **Investment Management Policies**

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- ❑ Prepare a cash flow analysis of all funds on a regular basis. Disbursement, collection and deposit of all funds will be scheduled to insure cash availability.
- ❑ Deposit funds only in financial institutions which are insured by the Federal Deposit Insurance Corporation or are approved for full collateralization by the public deposit protection act or other state statutes.
- ❑ Pool cash from all legally permitted funds for investment purposes.

- ❑ Maximize the investment rate of return. Adhere to lawful investment options. Safety of the principal shall be the dominant requirement, followed by sufficient liquidity to meet operating requirements, and then yield.
- ❑ Insure timely deposit of all collected revenues.

### **Debt Management Policies**

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- ❑ Periodically approve the issuance of Debt Obligations on behalf of the Town to finance the construction or acquisition of infrastructure and other assets for the purpose of meeting its governmental obligations to its residents.
- ❑ Approve the issuance of Debt Obligations to refund outstanding debt when market conditions indicate or for management considerations.
- ❑ Assure that such Debt Obligations are issued and administered in such a manner as to ensure and sustain the long-term financial integrity of the Town, to achieve the highest possible credit rating and to preserve and enhance the quality of life, safety and welfare of its citizens.
- ❑ Assure that such Debt Obligations shall not be issued or debt proceeds used to finance current operations of the Town except as provided herein.
- ❑ Issue Debt Obligations if necessary to minimize the impact of construction or acquisition of infrastructure and other assets on the budget of the Town.
- ❑ Consider long-term financing for the acquisition, maintenance, replacement, or expansion of physical assets (including land) only if they have an economic/useful life of at least five years.
- ❑ Not issue debt for periods exceeding the useful life or average useful lives of the project or projects to be financed.
- ❑ Normally rely on internally generated funds and/or grants to finance its capital needs. Debt will be issued for a capital project only in the case of an emergency, or when inclusion of a project in the Town's pay-as-you-go capital program will preclude the construction of smaller necessary capital improvements.
- ❑ Keep outstanding debt within the limits prescribed by Section 7.01 of the Town Charter.

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

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- ❑ Establish and maintain a high degree of accounting competency. Financial accounting and reporting will be done in accordance with methods prescribed by the Governmental Accounting Standards Board and the Government Finance Officers Association, or their equivalents.

- Present monthly and annual reports to the Town Council summarizing financial activity.
- Maintain financial systems to monitor expenditures, revenues and performance of all municipal programs on an ongoing basis.
- Provide full disclosure in annual financial statements and bond representations.
- Use an independent certified public accounting firm to perform an annual audit.
- Publicly issue a Comprehensive Annual Financial Report.
- Comply with all required reporting requirements related to bond issuance terms.

### **Reserve Policies**

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- Maintain a contingency reserve in the General Fund equal to 1.5% of the proposed General Fund budget to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council.
- Maintain a contingency reserve in the Capital Fund equal to 10% of the proposed Capital Fund budget to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council.
- Maintain an assigned fund balance in the General Fund equal to a minimum of 25% of current year General Fund budgeted expenditures.
- Maintain a contingency reserve for the Equipment Replacement Fund of \$500,000 to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council.
- Maintain a contingency reserve in the Recreation Enterprise Fund equal to 5% of the proposed Recreation Enterprise Fund operating expense budget to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council.
- Maintain a contingency reserve for Recreation capital projects equal to 5% of the budget expenses to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council.
- Maintain a contingency reserve in the Self-Insurance Risk Fund of \$500,000 to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council.
- Maintain a contingency reserve in the Self-Insurance Health Fund of \$500,000 to address unanticipated expenditures and/or to meet unexpected increases in health insurance costs and claims exposure.
- Establish a reserve to designate fund balance in the amount equal to the Town's unpaid obligations, unfinished projects and prepaid expenses that carry over from one fiscal year into the next.

- Maintain minimum Net Asset levels equal to 25% of the proposed budgeted revenues in the Enterprise Fund.
- Maintain a minimum reserve of \$2,500,000 for the Risk Fund designated as a reserve for catastrophic exposures/emergencies.
- Maintain a reserve for funding the replacement costs of General Fund existing equipment, vehicles, and computers when they reach the end of their useful lives. The reserve will be maintained at a rate of 100% of accumulated depreciation (calculated at replacement cost) of the existing equipment.
- Maintain a reserve for funding the replacement costs of Recreation Fund existing equipment, vehicles, and computers when they reach the end of their useful lives. The reserve will be maintained at a rate of 100% of accumulated depreciation (calculated at replacement cost) of the existing equipment.
- Maintain a reserve for funding a dock replacement fund. The reserve will be maintained at a rate of 100% of accumulated depreciation of the current docks.
- Maintain a commitment of fund balance in the General Fund for payment of the liability related to compensated absences. This commitment will be funded at a rate of 100% of the fiscal year end accrued balance.
- Maintain a commitment of fund balance in the General Fund equal to the Town's portion of the future debt service on the 1993 loan for the improvements to the East Central Regional Wastewater Treatment Facility. The reserve will be adjusted annually to reflect the outstanding debt service.

## **Budget Preparation Process**

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The accounting policies and reporting practices of the Town conform to generally accepted accounting principles as applicable to governments. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The following is a summary of significant policies and practices.

### **Financial Reporting Entity**

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For financial reporting purposes, management has defined the reporting entity in accordance with criteria set forth in generally accepted accounting principles. The basic criterion for including a potential component unit within the reporting entity is the governing body's ability to exercise oversight responsibility. The most significant manifestation of this ability is financial interdependency. Other manifestations of the ability to exercise oversight responsibility include, but are not limited to, the selection of governing authority, the designation of management, the ability to significantly influence operations, and accountability for fiscal matters. A second criterion used in evaluating potential component units is the scope of public service. Application of this criterion involves considering whether the activity benefits the government and/or its citizens, or whether the activity is conducted within the geographic boundaries of the government and is generally available to its citizens. A third criterion used to evaluate potential component units for inclusion or exclusion from the reporting entity is the existence of special financing relationships, regardless of whether the government is able to exercise oversight responsibilities. Based upon the application of these criteria, the following is a brief review of each potential component unit addressed in defining the Town's reporting entity.

#### **Included within the reporting entity:**

##### **The Town of Palm Beach Employees' Retirement System**

The Town and the Systems' participants are obligated to fund the costs based upon actuarial valuations. The Employee's Retirement Board recommends and the Town Council is authorized to establish benefit levels and to approve the actuarial assumptions used in the determination of contribution levels.

#### **Excluded from the reporting entity:**

##### **East Central Regional Wastewater Treatment Facility ("Facility")**

The Town participates in an interlocal agreement with Palm Beach County and the Cities of West Palm Beach, Riviera Beach and Lake Worth to provide wastewater treatment. The facility is governed by a Board of Directors comprised of one member from each participating entity. The Board of Directors has the authority to accept and disburse funds, approve an annual budget, transact business, enter into contracts and decide all other matters related to the Facility. The Town reimburses the Facility based upon usage and also provides funds for renewal and replacement costs. The Town does not exercise significant oversight responsibility nor can the Town significantly influence the Facility's operations and, therefore, the Facility has not been included as part of the reporting entity.

## **Basis of Accounting**

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Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

All Governmental Funds are accounted for using the modified accrual basis of accounting. Their revenues are recognized in the period in which they become susceptible to accrual, that is when they become measurable and available to pay liabilities of the current period.

Property taxes, utility and franchise taxes, intergovernmental revenues and charges for services are susceptible to accrual when collected in the current year or within sixty days subsequent to September 30th, provided that amounts received pertained to billings through the fiscal year just ended. Further, property taxes are recognized as revenue in the fiscal year for which they are levied. Investment earnings are recorded as earned since they are measurable and available. Permits, fines, forfeitures and contributions are not susceptible to accrual because, generally, they are not measurable until received in cash. Revenues collected in advance of the year to which they apply are recorded as deferred revenues.

Expenditures under the modified accrual basis of accounting are generally recognized when the related fund liability is incurred and expected to be liquidated with available resources. Exceptions to this general rule include principal and interest on general long-term debt which are recognized when due.

All Proprietary Fund types and the Pension and Nonexpendable Trust Funds are accounted for using the accrual basis of accounting. Revenue is recognized when earned, and expenses are recognized when they are incurred.

The Agency Funds are custodial in nature and do not involve measurement of results of operations. They are accounted for under the modified accrual basis of accounting. Assets and liabilities are recognized on the modified accrual basis.

## **Budget Basis**

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The budgets of general government type funds are prepared on a modified accrual basis. Briefly, this means that obligations of the Town are budgeted as expenses, but revenues are recognized only when they are actually received. Unencumbered appropriations lapse at fiscal year end.

The enterprise funds, on the other hand, are budgeted on a full accrual basis. Not only are expenditures recognized when a commitment is made but revenues are also recognized when they are obligated to the town.

The Comprehensive Annual Financial Report (CAFR) shows the status of the Town's finances on the basis of "generally accepted accounting principles" (GAAP) and fund expenditures/revenues on both a GAAP basis and budget basis for comparison purposes.

### **Budgets and Budgetary Requirements**

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The Town follows these procedures in establishing the budgetary data reflected in the financial statements:

- Under the Laws of the State of Florida and the Town Code, prior to July 31, the Town Manager submits to the Mayor and Town Council a proposed Annual Budget and Financial Plan for the fiscal year, commencing the following October 1st. The Annual Budget and Financial Plan is prepared by fund, function and activity and includes proposed expenditures and the means of financing them.
- Two Public hearings are conducted to obtain taxpayer comments.
- Prior to October 1st, the budget is legally enacted by the Town Council through passage of a resolution.
- Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary control in the General Fund and Capital Projects Funds. On a Non-GAAP budgetary basis, encumbrances are recorded as expenditures of the current year. On a GAAP basis, encumbrances at year-end are reported as reservations of fund balance for subsequent-year expenditures.
- Budgets are adopted each fiscal year for the General, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust Funds. Budgets are adopted on a basis consistent with generally accepted accounting principles except that budgetary comparisons for the General Fund and Capital Projects include encumbrances as expenditures.
- All annual unencumbered appropriations lapse at fiscal year end.
- Changes or amendments to the budgeted amounts at the fund level must be approved by Ordinance by the Town Council; however, changes within a function or activity may be approved at the administrative level.

### **Truth in Millage (Trim)**

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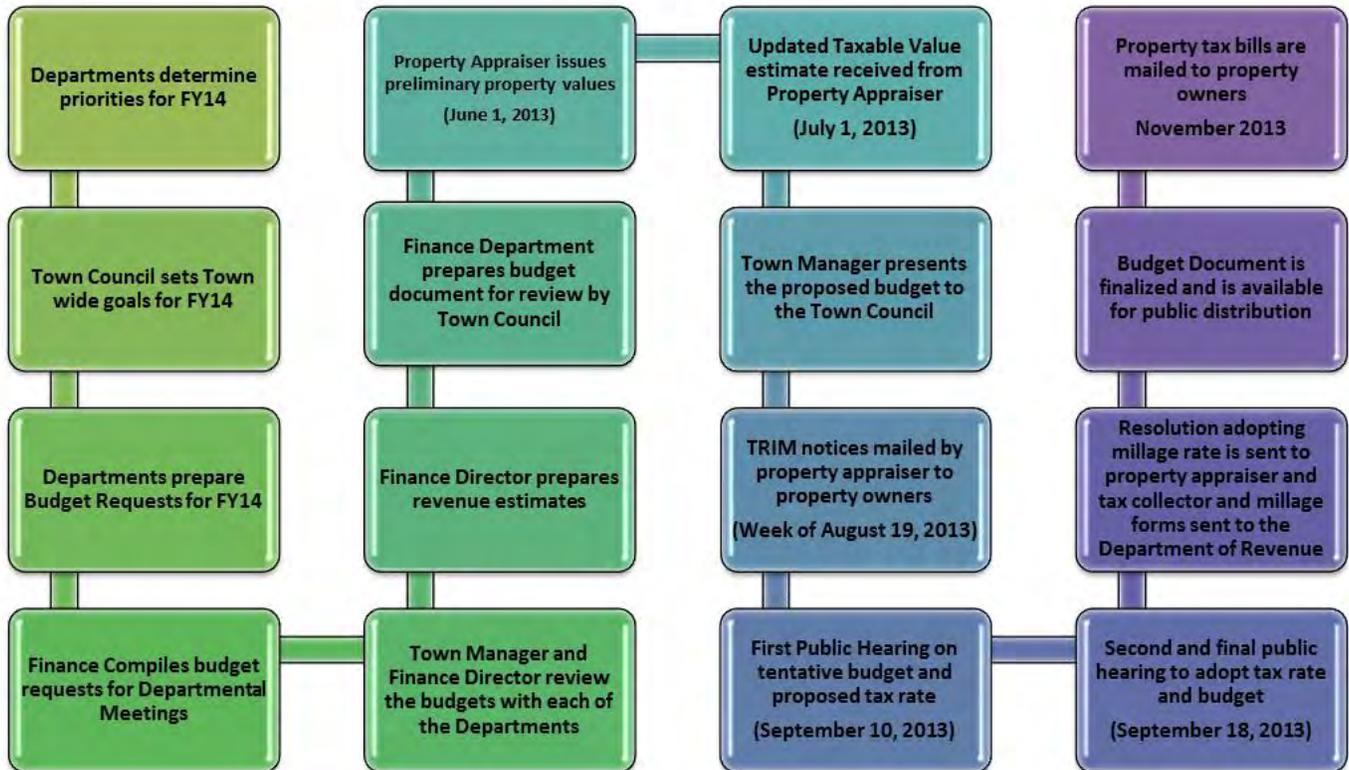
The budget and property tax rate adoption process is governed by the State Statute known as TRIM (truth in millage). In Florida, properties are assessed by the County Property Appraiser and property taxes are collected by the County Tax Collector. Property owners are eligible to receive a homestead exemption of \$50,000 on their principal place of residence. All property is assessed at 85% of market value.

By State Law, the Town is required to hold two public hearings for adoption of a property tax rate and budget. The first public hearing is advertised by the Property Appraiser's mailing to each property owner a TRIM notice. In addition to notification of this first public hearing the TRIM notice contains the following information:

- The new assessed value and the assessed value for the prior year and any exemptions on the property;
- The prior year property taxes;

- The tax bill if the rolled-back rate is levied for the new year (the rolled-back rate is that property tax rate which would derive the same amount of revenue based on the new assessed values as was raised in the prior year at the old assessed values); and
- The property tax bill if the proposed budget is adopted.

The second public hearing is advertised by means of a newspaper advertisement which must be published not more than 5 days but not less than 2 days prior to the second public hearing. Accompanying this advertisement is a summary of the revenues and expenditures contained within the budget tentatively approved at the first public hearing.



# FY2014 Approved Budget Calendar

| Task                                                                            | Date              | Task                                                                                                                                                                              | Date                     |
|---------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Finance to distribute FY14 Budget instructions                                  | 03/01/2013        | Town Manager's Review of Risk Management and Human Resources Budget                                                                                                               | 05/17/2013               |
| Submit initial CIP request forms to Public Works                                | 03/15/2013        | Town Manager's Review of Town Manager and Finance Budgets                                                                                                                         | 05/24/2013               |
| Public Works reviews CIP requests with Departments                              | 03/22/2013        | Property Appraiser Issues Preliminary Property Values                                                                                                                             | 06/01/2013               |
| Public Works Forwards CIP requests to Finance                                   | 04/8/2013         | Final Budget Document Pages Returned to Finance                                                                                                                                   | 06/10/2013               |
| Department's Budget Requests are due to Finance                                 | 04/8/2013         | Notice from Property Appraiser of Preliminary Certification of Taxable Value                                                                                                      | 07/01/2013               |
| <b>Town Council Meeting - Discussion of Long Term Financial Plan</b>            | <b>04/09/2013</b> | <b>Special Town Council Meeting to Consider Proposed FY14 Budget and Initial Resolutions(s) Adopting Special Non-Ad Valorem Assessments</b>                                       | <b>07/11/2013</b>        |
| Town Manager's Review of Information Systems and Fire-Rescue Budgets            | 04/18/2013        | Notice of Proposed Property Taxes is mailed from Palm Beach Property Appraiser                                                                                                    | Week of August 19        |
| Town Manager's Review of Recreation Enterprise Fund Budget                      | 04/19/2013        | <b>Town Council Meeting - First Public Hearing to Approve Tentative Budget and Proposed Tax Rate for FY14 and Final Resolution(s) Adopting Special Non-Ad Valorem Assessments</b> | <b>09/10/2013 5:01PM</b> |
| Town Manager's Review of Police Budget and Planning, Zoning and Building Budget | 04/26/2013        | <b>Town Council Meeting - Second Public Hearing to Adopt FY14 Budget and Tax Rate</b>                                                                                             | <b>09/18/2013 5:01PM</b> |
| Town Manager's Review of Public Works and Capital Budgets                       | 05/2/2013         | Resolution Adopting Final Millage Rate is Forwarded to Property Appraiser and Tax Collector and Certificate of Compliance sent to Department of Revenue                           | 10/01/2013               |

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|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>January 2013</b><br>S M T W TH F S<br>1 2 3 4 5<br>6 7 8 9 10 11 12<br>13 14 15 16 17 18 19<br>20 21 22 23 24 25 26<br>27 28 29 30 31 | <b>February 2013</b><br>S M T W TH F S<br>1 2<br>3 4 5 6 7 8 9<br>10 11 12 13 14 15 16<br>17 18 19 20 21 22 23<br>24 25 26 27 28        | <b>March 2013</b><br>S M T W TH F S<br>1 2<br>3 4 5 6 7 8 9<br>10 11 12 13 14 15 16<br>17 18 19 20 21 22 23<br>24 25 26 27 28 29 30<br>31 | <b>April 2013</b><br>S M T W TH F S<br>1 2 3 4 5 6<br>7 8 9 10 11 12 13<br>14 15 16 17 18 19 20<br>21 22 23 24 25 26 27<br>28 29 30      | <b>May 2013</b><br>S M T W TH F S<br>1 2 3 4<br>5 6 7 8 9 10 11<br>12 13 14 15 16 17 18<br>19 20 21 22 23 24 25<br>26 27 28 29 30 31   | <b>June 2013</b><br>S M T W TH F S<br>1<br>2 3 4 5 6 7 8<br>9 10 11 12 13 14 15<br>16 17 18 19 20 21 22<br>23 24 25 26 27 28 29<br>30     |
| <b>July 2013</b><br>S M T W TH F S<br>1 2 3 4 5 6<br>7 8 9 10 11 12 13<br>14 15 16 17 18 19 20<br>21 22 23 24 25 26 27<br>28 29 30 31    | <b>August 2013</b><br>S M T W TH F S<br>1 2 3<br>4 5 6 7 8 9 10<br>11 12 13 14 15 16 17<br>18 19 20 21 22 23 24<br>25 26 27 28 29 30 31 | <b>September 2013</b><br>S M T W TH F S<br>1 2 3 4 5 6 7<br>8 9 10 11 12 13 14<br>15 16 17 18 19 20 21<br>22 23 24 25 26 27 28<br>29 30   | <b>October 2013</b><br>S M T W TH F S<br>1 2 3 4 5<br>6 7 8 9 10 11 12<br>13 14 15 16 17 18 19<br>20 21 22 23 24 25 26<br>27 28 29 30 31 | <b>November 2013</b><br>S M T W TH F S<br>1 2<br>3 4 5 6 7 8 9<br>10 11 12 13 14 15 16<br>17 18 19 20 21 22 23<br>24 25 26 27 28 29 30 | <b>December 2013</b><br>S M T W TH F S<br>1 2 3 4 5 6 7<br>8 9 10 11 12 13 14<br>15 16 17 18 19 20 21<br>22 23 24 25 26 27 28<br>29 30 31 |

## **Description of Funds and Fund Types**

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For accounting purposes a state or local government is not treated as a single, integral entity. Rather, a government is viewed instead as a collection of smaller, separate entities known as "funds". The Governmental Accounting Standards Board's (GASB) *Codification of Governmental Accounting and Financial Reporting Standards (Codification)*, Section 1300, defines a fund as:

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

All of the funds used by a government must be classified into one of seven "fund types." Four of these fund types are used to account for a state or local government's "governmental-type" activities and are known as "governmental funds". Two of these fund types are used to account for a government's "business-type" activities and are known as "proprietary funds". Finally, the seventh fund type is reserved for a government's "fiduciary activities".

### **Governmental Funds**

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Four fund types are used to account for governmental-type activities. These are the general fund, special revenue funds, debt service funds, and capital projects funds.

#### **General Fund**

The General Fund is used to account for most of the day-to-day operations of the Town, which are financed from property taxes, fees, licenses, permits, fines and forfeitures, intergovernmental and other general revenue. There can only be one general fund. Activities financed by the General Fund include the following:

##### **General Government**

Includes expenditures for Compensated Absences and other Town-wide items.

##### **Legislative**

Includes expenditures for the Mayor and Town Council.

##### **Town Manager**

The budget of the Town Manager includes expenditures for administrative expenses relating to the Town Manager's Office, Advice and Litigation expenses for the Town Attorney and outside counsel and Information Systems.

##### **Human Resources**

The Human Resources Department is responsible for the recruitment, screening, and selection of employees to serve the Town. The Department is also responsible for employee benefits administration and compensation analysis. The Town's Occupational Health Clinic is operated under this Department. The Human Resources Director is also the Plan Administrator for the Town's General Employee Retirement System.

**Finance**

The Finance Department is responsible for the administration, development and monitoring of the operating and capital budgets, preparation of the comprehensive financial reports, investments, debt management, cash management, and the maintenance of accurate financial reporting systems to meet all of the Town needs. The Department also is responsible for the operation and management of the purchasing, payroll and accounts payable functions.

In FY05, the Town Clerk's Office became a division of the Finance Department. The Town Clerk's Office is responsible for the records of the Town as well as conducting elections held within the Town. The Department also processes permits for charitable solicitations, special events, commercial motion picture-making, going-out-of-business sales, and door-to-door solicitations.

**Planning, Zoning and Building**

The Planning, Zoning and Building Department is responsible for zoning changes and the issuance of permits for building, mechanical, plumbing, electrical, gas, energy, and coastal construction. The Department also assists residents, businesses, and the construction industry in code compliance. The Department strives to preserve the aesthetic, historical, and economic values of Palm Beach.

**Fire-Rescue**

The Fire-Rescue Department provides fire suppression, fire prevention education, rescue and emergency medical care and ocean rescue functions to the citizens and visitors to the Town. The Department conducts education programs on injury, heart attack and stroke prevention.

**Police**

The Police Department is responsible for the prevention of crime, preservation of peace, enforcement of laws and ordinances. This is accomplished through the patrol services, organized crime, vice and narcotics (OCVAN), crime scene/evidence, parking control enforcement and communications.

**Public Works**

The Public Works Department is responsible for the repair, maintenance, and cleaning of streets within the Town, the maintenance of storm sewers and sanitary sewers, the collection and disposal of residential and commercial garbage and yard trash, beach cleaning, the maintenance of the Town parks and buildings, coastal management, and providing the general engineering services for the Town.

**Other**

Under this classification are expenditures relating to the Four Arts Library, disaster response expenditures and contingent appropriations.

**Transfers to other Funds**

This classification includes transfers to the capital, risk insurance, OPEB Trust, and debt service funds.

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**Special Revenue Funds**

Special Revenue Funds are used to account for revenues derived from specific taxes or other earmarked revenue sources which, by law, are designated to finance particular

functions or activities of government and which therefore cannot be diverted to other uses. The Town has the following special revenue funds for which an annual budget is not adopted:

- (101) State Forfeiture Fund - Accounts for State confiscated property through the Police Department per Florida State Statutes Section 932.
- (102) Federal Forfeiture Fund - Accounts for federally confiscated property through the Police Department. An annual report is submitted to the United States Department of Justice by November 30th of each year.
- (103) Donations Fund - The Town of Palm Beach receives substantial donations each year from its residents. Most donations are earmarked for specific departments and/or purposes.
- (110) Grant Fund – Accounts for grants received by the Town.
- (120) Underground Utility Assessment Fund – Accounts for assessment projects relating to undergrounding utilities in various assessment areas in the Town.

### **Debt Service Funds**

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The Debt Service Funds are used to account for the payment of interest and principal on general and special obligation debts other than those payable from special assessments and debt issued for and serviced by a governmental enterprise. The sources of revenues in these funds are transfer of non ad valorem revenue from the General Fund and transfers of assessment revenue from the Worth Avenue Assessment Area Improvement Fund.

- (205) Revenue Bond Series 2010A – This fund accounts for the accelerated storm water and sanitary sewer construction programs.
- (206) Revenue Bond Series 2010B – This fund accounts for the Worth Avenue Special Assessment District Construction Project.

### **Capital Projects Funds**

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The Capital Projects Funds account for all resources used for the acquisition and/or construction of capital infrastructure by the Town except those financed by Enterprise and Internal Service Funds. The sources of revenue in these funds are revenue bonds, transfers from other funds and grants.

- (307) Capital Improvement Fund - This fund accounts for various construction projects undertaken by the Town. Any unexpended amounts at fiscal year end, are rolled over to the new fiscal year. A five year Capital plan is presented during the budget process, of which only the first year is adopted by the Town Council. This fund is financed on a pay-as-you go basis from the General Fund.
- (309) Comprehensive Coastal Management Plan (CCMP) Construction Fund - This fund was created during Fiscal Year 2000 to account for the Beach Restoration Project construction costs financed with proceeds from the 2000 Revenue Bond.
- (310) Town Facilities Project Fund - This fund was created during Fiscal Year 2003 to account for the construction costs of the new Central Fire-Rescue station and the renovation of Town Hall.

- (311) Worth Avenue Assessment Area Improvement Fund - This fund was created during Fiscal Year 2010 to account for pre-construction and ongoing maintenance costs for Worth Avenue Improvements.
- (312) Accelerated Capital Program Fund – This fund was established as a result of the 2010A Bond Issue to fund Sanitary Sewer and Storm Water projects for the Town.
- (313) Worth Avenue Special Assessment District Fund – This fund was established as a result of the 2010B Bond Issue to fund the Worth Avenue Renovation Project.

### **Proprietary Funds**

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Two fund types are used to account for a government's business-type activities (activities that receive a significant portion of their funding through user fees). These are the enterprise funds and the internal service funds.

### **Enterprise Funds**

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Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises; where the intent of the government's board is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the government's board has decided that periodic determination of net income is appropriate for accountability purposes.

- (403) Recreation Enterprise Fund - This fund was created in FY2004 and comprises of all recreation activities in the Town. These include: Golf, Tennis, Recreation activities and Marina services. The fund also includes capital projects and the equipment replacement program for the enterprise fund.

### **Internal Service Funds**

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Internal Service Funds are used to account for the financing of goods or services provided by one department or agency of a government to other department or agencies on a cost reimbursement basis. Accounting for Internal Service Funds as a proprietary fund type is designed to accumulate the total cost (including depreciation) of providing a particular service. Costs for services are reimbursed by the departments or agencies to which the services are provided.

- (501) Risk Management Self Insurance Fund - This fund was established to account for the Town's Property, Liability and Worker's Compensation Insurance costs. Monthly funding transfers are made from the General Fund to the Risk Fund.
- (502) Health Insurance Self Insurance Fund - This fund was established to account for the Town's health insurance costs which include medical, dental, life, long-term disability accidental death/dismemberment and supplemental life insurance. Monthly funding transfers are made from the General Fund to the Health Fund.
- (320) Equipment Replacement Fund - This reserve was established to fund the replacement cost of existing equipment, vehicles and computers when they reach the end of their useful lives. The reserve will significantly reduce the budgetary fluctuation due to purchases of equipment and establish the fixed asset inventory and depreciation schedule required by GASB 34.

### **Fiduciary Funds**

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These funds are used when a government holds or manages financial resources in an agent or fiduciary capacity. This single type is subdivided into four "sub-fund types" to account for various types of fiduciary obligations. These are the pension trust fund, nonexpendable trust fund, expendable trust fund, and agency funds.

### **Pension Trust Funds**

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Pension trust funds are used when governments manage pension plans. The sources of revenues in these funds are transfers from other funds, interest earnings and employee contributions.

- (600) Employees Retirement Fund - This fund accounts for the Town's defined benefit retirement program for General, Lifeguard, Police Officers and Firefighter employees.
- (610) Other Post Employment Benefits (OPEB) Trust Fund - This fund was established by Ordinance 9-06 to fund the portion of health care benefits paid by the Town for retirees.

### **Non-Expendable and Expendable Trust Funds**

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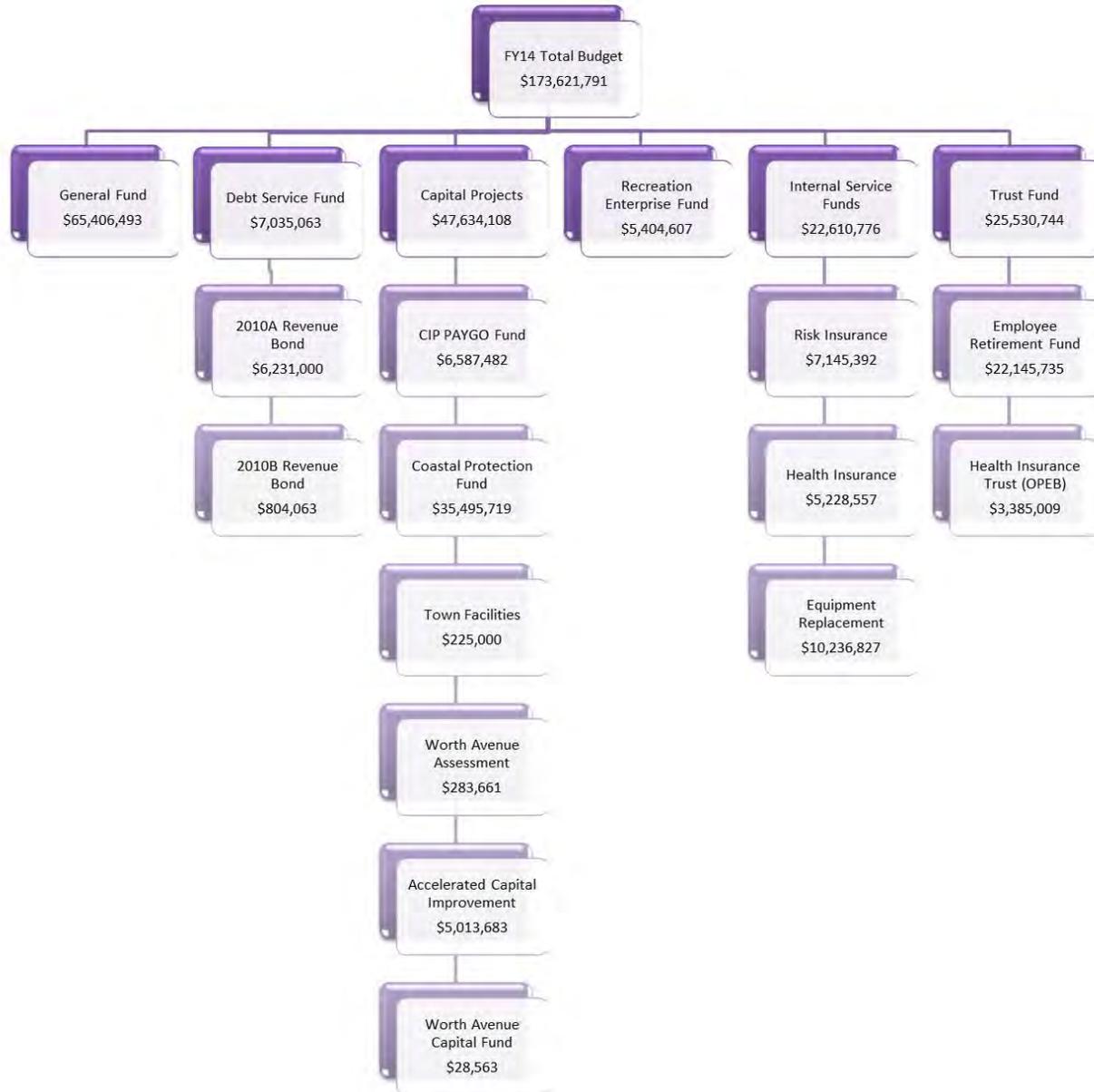
These consist of resources received from non-Town sources and held by the Town as trustee to be expended or invested in accordance with the conditions of the trust. In a non-expendable trust, the government typically is only permitted to spend the investment earnings and not the assets. The Town does not have non-expendable and expendable trust funds at the present time.

### **Agency Funds**

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Trust funds typically involve some degree of financial management. Agency funds are used when the government plays a more limited role by just collecting funds on behalf of a third party. The Town does not have an Agency Fund at the present time.

# Fund Budget Overview



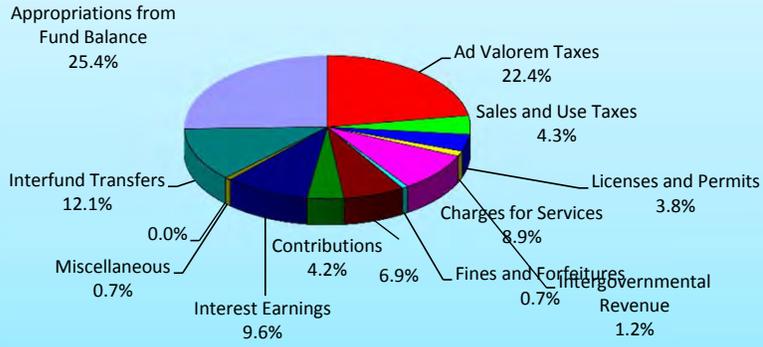
## FY 14 Budget Summary by Fund Type, Revenues and Expenditures

|                                                         | General             | Debt<br>Service    | Capital<br>Projects | Enterprise         | Internal<br>Service | Trust &<br>Agency   | Totals               |
|---------------------------------------------------------|---------------------|--------------------|---------------------|--------------------|---------------------|---------------------|----------------------|
| <b>Revenues</b>                                         |                     |                    |                     |                    |                     |                     |                      |
| Ad Valorem Taxes                                        | \$38,647,700        | \$0                | \$0                 | \$0                | \$0                 | \$0                 | \$38,647,700         |
| Non Ad Valorem Taxes                                    | 7,367,500           | 0                  | 0                   | 0                  | 0                   | 0                   | 7,367,500            |
| Licenses and Permits                                    | 6,588,200           | 0                  | 0                   | 0                  | 0                   | 0                   | 6,588,200            |
| Intergovernmental                                       | 1,052,000           | 0                  | 1,000,000           | 0                  | 0                   | 0                   | 2,052,000            |
| Charges for Services                                    | 3,552,275           | 0                  | 0                   | 4,981,300          | 6,751,500           | 0                   | 15,285,075           |
| Fines and Forfeitures                                   | 1,181,000           | 0                  | 0                   | 0                  | 0                   | 0                   | 1,181,000            |
| Bond/Loan Proceeds                                      | 0                   | 0                  | 11,960,000          | 0                  | 0                   | 0                   | 11,960,000           |
| Contributions                                           | 0                   | 0                  | 0                   | 0                  | 0                   | 7,171,638           | 7,171,638            |
| Interest Earnings                                       | 425,373             | 1,000              | 76,400              | 3,100              | 68,500              | 15,919,169          | 16,493,542           |
| Miscellaneous                                           | 247,845             | 0                  | 10,000              | 0                  | 30,000              | 930,690             | 1,218,535            |
| Special Assessments                                     | 0                   | 775,000            | 273,261             | 0                  | 0                   | 0                   | 1,048,261            |
| Interfund Transfers                                     | 885,000             | 6,254,863          | 10,283,913          | 0                  | 1,876,000           | 1,506,000           | 20,805,776           |
| <b>Subtotal</b>                                         | <b>59,946,893</b>   | <b>7,030,863</b>   | <b>23,603,574</b>   | <b>4,984,400</b>   | <b>8,726,000</b>    | <b>25,527,497</b>   | <b>129,819,227</b>   |
| Appropriations from                                     |                     |                    |                     |                    |                     |                     |                      |
| Fund Balance                                            | 5,459,600           | 4,200              | 24,030,534          | 420,207            | 13,884,776          | 3,247               | 43,802,564           |
| <b>Total Revenues</b>                                   | <b>\$65,406,493</b> | <b>\$7,035,063</b> | <b>\$47,634,108</b> | <b>\$5,404,607</b> | <b>\$22,610,776</b> | <b>\$25,530,744</b> | <b>\$173,621,791</b> |
| <b>Expenditures</b>                                     |                     |                    |                     |                    |                     |                     |                      |
| Salaries and Wages                                      | \$24,298,881        | \$0                | \$0                 | \$1,297,374        | \$140,824           | \$97,397            | \$25,834,476         |
| Employee Benefits                                       | 13,082,570          | 0                  | 0                   | 542,313            | 5,099,727           | 2,512,747           | 21,237,357           |
| Contractual                                             | 8,472,843           | 0                  | 211,125             | 1,379,400          | 1,626,943           | 18,279,100          | 29,969,411           |
| Commodities                                             | 1,701,960           | 0                  | 0                   | 246,900            | 4,855               | 300                 | 1,954,015            |
| Capital Outlay                                          | 132,645             | 0                  | 33,532,165          | 80,200             | 3,010,895           | 0                   | 36,755,905           |
| Depreciation                                            | 1,877,935           | 0                  | 0                   | 597,900            | 1,600               | 0                   | 2,477,435            |
| Debt Service                                            | 0                   | 6,993,700          | 0                   | 0                  | 0                   | 0                   | 6,993,700            |
| Interfund Transfers                                     | 14,682,000          | 0                  | 253,563             | 1,011,300          | 8,725,932           | 0                   | 24,672,795           |
| Other                                                   | 1,157,659           | 11,500             | 205,000             | 249,220            | 4,000,000           | 0                   | 5,623,379            |
| <b>Subtotal</b>                                         | <b>65,406,493</b>   | <b>7,005,200</b>   | <b>34,201,853</b>   | <b>5,404,607</b>   | <b>22,610,776</b>   | <b>20,889,544</b>   | <b>155,518,473</b>   |
| Transfer to Fund                                        |                     |                    |                     |                    |                     |                     |                      |
| Balance/Retained Earnings                               | 0                   | 29,863             | 13,432,255          | 0                  | 0                   | 4,641,200           | 18,103,318           |
| <b>Total Expenditures</b>                               | <b>\$65,406,493</b> | <b>\$7,035,063</b> | <b>\$47,634,108</b> | <b>\$5,404,607</b> | <b>\$22,610,776</b> | <b>\$25,530,744</b> | <b>\$173,621,791</b> |
| <b>Financial Ratios</b>                                 |                     |                    |                     |                    |                     |                     |                      |
|                                                         | General             | Debt<br>Service    | Capital<br>Projects | Enterprise         | Internal<br>Service | Trust &<br>Agency   | Total                |
| Ad Valorem Taxes as percentage of total fund budget     | 59.09%              | 0.00%              | 0.00%               | 0.00%              | 0.00%               | 0.00%               | 22.26%               |
| Ad Valorem Taxes per capita (8,358 population)          | \$4,624             | \$0                | \$0                 | \$0                | \$0                 | \$0                 | \$4,624              |
| Total expenditures per capita (8,358 population)        | \$7,826             | \$842              | \$5,699             | \$647              | \$2,705             | \$3,055             | \$20,773             |
| Personnel as a percentage of the total budget           | 37.15%              | 0.00%              | 0.00%               | 24.00%             | 0.62%               | 0.38%               | 14.88%               |
| Capital expenditures as percentage of total fund budget | 0.20%               | 0.00%              | 70.40%              | 1.48%              | 13.32%              | 0.00%               | 21.17%               |
| Capital expenditures per capita (8,358 population)      | \$16                | \$0                | \$4,012             | \$10               | \$360               | \$0                 | \$4,398              |

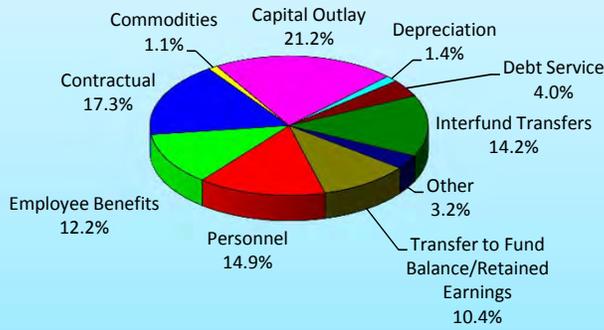
## FY 14 Budget Summary by Fund Type, Revenues and Expenditures

| General | Debt Service | Capital Projects | Enterprise | Internal Service | Trust & Agency | Totals |
|---------|--------------|------------------|------------|------------------|----------------|--------|
|---------|--------------|------------------|------------|------------------|----------------|--------|

### FY14 Budget by Revenue Type All Funds



### FY14 Budget by Expenditure Classification All Funds



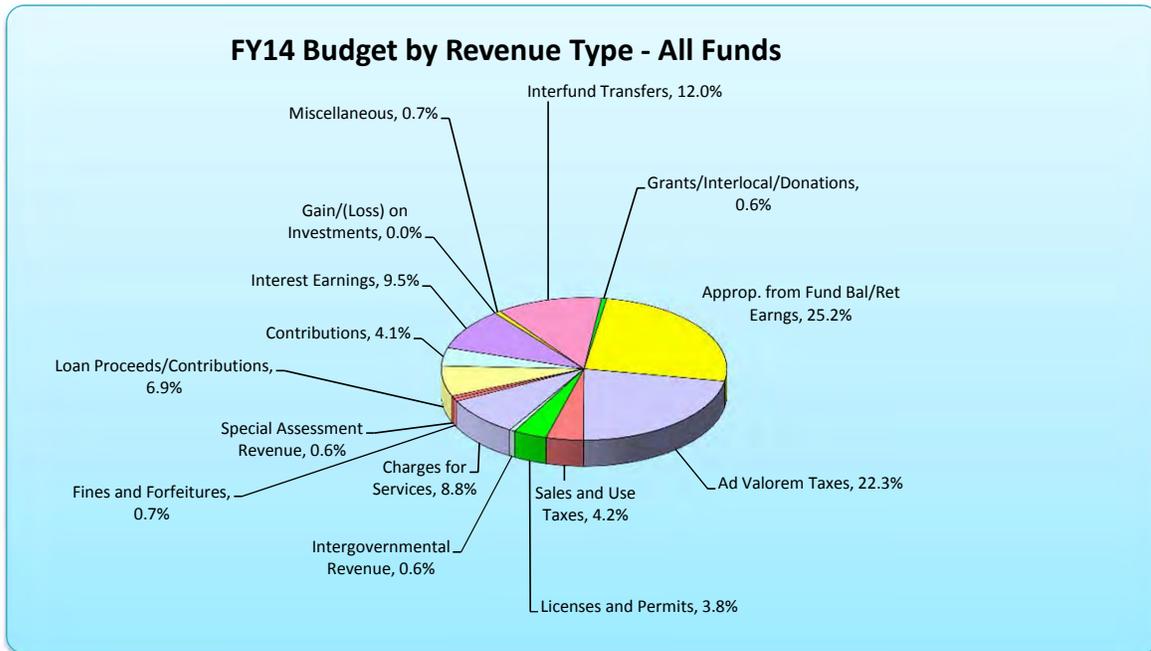
**Summary of Major Revenues by Fund Type  
FY14 Budget**

| Description                           | FY2011<br>Actual    | FY2012<br>Actual    | FY2013<br>Budget    | FY2013<br>Projected | FY2014<br>Budget    | FY14 Budget               |                      |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|----------------------|
|                                       |                     |                     |                     |                     |                     | FY13 Budget<br>% Variance | FY2014<br>% of Total |
| <b>General Fund</b>                   |                     |                     |                     |                     |                     |                           |                      |
| Ad Valorem Taxes                      | \$36,635,343        | \$36,662,916        | \$36,865,400        | \$37,473,108        | \$38,647,700        | 4.83%                     | 59.09%               |
| Sales and Use Taxes                   | 8,093,648           | 7,984,412           | 7,477,500           | 7,950,388           | 7,367,500           | -1.47%                    | 11.26%               |
| Licenses and Permits                  | 5,749,007           | 5,880,328           | 6,202,300           | 6,959,779           | 6,588,200           | 6.22%                     | 10.07%               |
| Intergovernmental Revenue             | 1,319,119           | 1,051,432           | 1,020,450           | 939,240             | 1,052,000           | 3.09%                     | 1.61%                |
| Charges for Services                  | 3,461,768           | 4,081,260           | 3,652,116           | 3,623,763           | 3,552,275           | -2.73%                    | 5.43%                |
| Fines and Forfeitures                 | 1,297,226           | 1,106,435           | 1,299,000           | 1,325,034           | 1,181,000           | -9.08%                    | 1.81%                |
| Interest Earnings                     | 495,649             | 495,311             | 900,500             | 33,220              | 425,373             | -52.76%                   | 0.65%                |
| Miscellaneous                         | 765,686             | 683,521             | 251,981             | 934,420             | 247,845             | -1.64%                    | 0.38%                |
| Interfund Transfers                   | 2,039,000           | 800,000             | 885,000             | 885,000             | 885,000             | 0.00%                     | 1.35%                |
| <b>Subtotal</b>                       | <b>59,856,446</b>   | <b>58,745,615</b>   | <b>58,554,247</b>   | <b>60,123,952</b>   | <b>59,946,893</b>   | <b>2.38%</b>              | <b>91.65%</b>        |
| Appropriations from Fund Balance      | 1,601,861           | 0                   | 1,157,033           | 0                   | 5,459,600           | 371.86%                   | 8.35%                |
| <b>Total General Fund</b>             | <b>\$61,458,307</b> | <b>\$58,745,615</b> | <b>\$59,711,280</b> | <b>\$60,123,952</b> | <b>\$65,406,493</b> | <b>9.54%</b>              | <b>100.00%</b>       |
| <b>Debt Service Funds</b>             |                     |                     |                     |                     |                     |                           |                      |
| Interest Earnings                     | 73                  | 289                 | 1,500               | 243                 | 1,000               | -33.33%                   | 0.01%                |
| Special Assessments                   | 0                   | 0                   | 0                   | 0                   | 775,000             | 100.00%                   | 11.02%               |
| Miscellaneous                         | 0                   | 5,190               | 0                   | 5,538               | 0                   | 0.00%                     | 0.00%                |
| Interfund Transfers                   | 4,480,427           | 5,973,538           | 4,469,709           | 4,407,800           | 6,254,863           | 39.94%                    | 88.91%               |
| <b>Subtotal</b>                       | <b>4,480,500</b>    | <b>5,979,017</b>    | <b>4,471,209</b>    | <b>4,413,581</b>    | <b>7,030,863</b>    | <b>57.25%</b>             | <b>99.94%</b>        |
| Appropriations from Fund Balance      | 128,616             | 0                   | 300                 | 0                   | 4,200               | 1300.00%                  | 0.06%                |
| <b>Total Debt Service Funds</b>       | <b>\$4,609,116</b>  | <b>\$5,979,017</b>  | <b>\$4,471,509</b>  | <b>\$4,413,581</b>  | <b>\$7,035,063</b>  | <b>57.33%</b>             | <b>100.00%</b>       |
| <b>Capital Projects Funds</b>         |                     |                     |                     |                     |                     |                           |                      |
| Interest Earnings                     | 241,934             | 208,908             | 112,200             | 21,788              | 76,400              | -31.91%                   | 0.16%                |
| Grants/Interlocal/Donations           | 3,531,595           | 1,536,455           | 810,000             | 71,399              | 1,000,000           | 23.46%                    | 2.10%                |
| Special Assessment Revenue            | 989,815             | 1,068,135           | 1,130,405           | 1,002,510           | 273,261             | -75.83%                   | 0.57%                |
| Loan Proceeds/Contributions           | 0                   | 0                   | 0                   | 10,000              | 11,960,000          | 100.00%                   | 25.11%               |
| Miscellaneous                         | 16,213              | 54,495              | 0                   | 116,802             | 10,000              | -100.00%                  | 0.02%                |
| Interfund Transfers                   | 4,664,641           | 5,001,400           | 3,939,514           | 5,965,103           | 10,283,913          | 161.05%                   | 21.59%               |
| <b>Subtotal</b>                       | <b>9,444,198</b>    | <b>7,869,393</b>    | <b>5,992,119</b>    | <b>7,187,602</b>    | <b>23,603,574</b>   | <b>293.91%</b>            | <b>49.55%</b>        |
| Appropriations from Fund Balance      | 0                   | 12,622,144          | 34,057,605          | 5,861,177           | 24,030,534          | -29.44%                   | 50.45%               |
| <b>Total Capital Projects Funds</b>   | <b>\$9,444,198</b>  | <b>\$20,491,537</b> | <b>\$40,049,724</b> | <b>\$13,048,779</b> | <b>\$47,634,108</b> | <b>18.94%</b>             | <b>100.00%</b>       |
| <b>Enterprise Funds</b>               |                     |                     |                     |                     |                     |                           |                      |
| Charges for Services                  | \$4,305,704         | \$4,352,717         | \$6,152,300         | \$4,564,380         | \$4,981,300         | -19.03%                   | 92.17%               |
| Interest Earnings                     | 27,312              | 28,718              | 17,500              | 1,957               | 3,100               | -82.29%                   | 0.06%                |
| Grants/Interlocal/Donations           | 0                   | 0                   | 1,000,000           | 1,835,801           | 0                   | -100.00%                  | 0.00%                |
| Interfund Transfers                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0.00%                     | 0.00%                |
| Miscellaneous                         | 2,764               | 34,077              | 1,500               | 9,349               | 0                   | -100.00%                  | 0.00%                |
| <b>Subtotal</b>                       | <b>4,335,780</b>    | <b>4,415,512</b>    | <b>7,171,300</b>    | <b>6,411,487</b>    | <b>4,984,400</b>    | <b>-30.50%</b>            | <b>92.23%</b>        |
| Appropriations from Retained Erng:    | 50,495              | 109,879             | 114,358             | 0                   | 420,207             | 267.45%                   | 7.77%                |
| <b>Total Enterprise Funds</b>         | <b>\$4,386,275</b>  | <b>\$4,525,391</b>  | <b>\$7,285,658</b>  | <b>\$6,411,487</b>  | <b>\$5,404,607</b>  | <b>-25.82%</b>            | <b>100.00%</b>       |
| <b>Internal Service Funds</b>         |                     |                     |                     |                     |                     |                           |                      |
| Interest Earnings                     | \$242,297           | \$238,343           | \$215,000           | -\$22,598           | \$68,500            | -68.14%                   | 0.30%                |
| Miscellaneous                         | \$0                 | \$377,132           | \$0                 | \$1,004,747         | \$30,000            | 100.00%                   | 0.13%                |
| Interfund Transfers                   | \$0                 | \$167,957           | \$0                 | \$0                 | \$1,876,000         | 100.00%                   | 8.30%                |
| Charges for Services                  | 10,304,812          | 8,302,203           | 8,806,349           | 8,933,421           | 6,751,500           | -23.33%                   | 29.86%               |
| <b>Subtotal</b>                       | <b>10,547,109</b>   | <b>9,085,635</b>    | <b>9,021,349</b>    | <b>9,915,570</b>    | <b>8,726,000</b>    | <b>-3.27%</b>             | <b>38.59%</b>        |
| Appropriations from Retained Erng:    | 0                   | 0                   | 7,967,480           | 0                   | 13,884,776          | 74.27%                    | 61.41%               |
| <b>Total Internal Service Funds</b>   | <b>\$10,547,109</b> | <b>\$9,085,635</b>  | <b>\$16,988,829</b> | <b>\$9,915,570</b>  | <b>\$22,610,776</b> | <b>33.09%</b>             | <b>100.00%</b>       |
| <b>Trust &amp; Agency Funds</b>       |                     |                     |                     |                     |                     |                           |                      |
| Intergovernmental Revenue             | \$786,402           | \$830,571           | \$0                 | \$0                 | \$0                 | 0.00%                     | 0.00%                |
| Interest Earnings                     | 904,013             | 1,540,983           | 16,010,975          | 1,552,980           | 15,919,169          | -0.57%                    | 62.35%               |
| Gain/Loss on Investments              | 55,891              | 27,608,083          | 0                   | 13,045,155          | 0                   | 0.00%                     | 0.00%                |
| Charges for Services                  | 1,533,000           | 2,852,137           | 1,769,000           | 3,160,128           | 0                   | -100.00%                  | 0.00%                |
| Miscellaneous                         | 14,448              | 75,500              | 0                   | 590,198             | 930,690             | 100.00%                   | 3.65%                |
| Contributions                         | 10,342,085          | 4,726,521           | 6,316,214           | 4,720,917           | 7,171,638           | 13.54%                    | 28.09%               |
| Interfund Transfers                   | 0                   | 0                   | 0                   | 0                   | 1,506,000           | 100.00%                   | 5.90%                |
| <b>Subtotal</b>                       | <b>13,635,839</b>   | <b>37,633,795</b>   | <b>24,096,189</b>   | <b>23,069,378</b>   | <b>25,527,497</b>   | <b>5.94%</b>              | <b>99.99%</b>        |
| Appropriations from Fund Balance      | 3,331,156           | 0                   | 0                   | 0                   | 3,297               | 100.00%                   | 0.01%                |
| <b>Total Trust &amp; Agency Funds</b> | <b>\$16,966,995</b> | <b>\$37,633,795</b> | <b>\$24,096,189</b> | <b>\$23,069,378</b> | <b>\$25,530,794</b> | <b>5.95%</b>              | <b>100.00%</b>       |

**Summary of Major Revenues by Fund Type  
FY14 Budget**

| Description                        | FY2011<br>Actual     | FY2012<br>Actual     | FY2013<br>Budget     | FY2013<br>Projected  | FY2014<br>Budget     | FY14 Budget                     |                         |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------------------|-------------------------|
|                                    |                      |                      |                      |                      |                      | to<br>FY13 Budget<br>% Variance | FY2014<br>%<br>of Total |
| <b>All Funds</b>                   |                      |                      |                      |                      |                      |                                 |                         |
| Ad Valorem Taxes                   | \$36,635,343         | \$36,662,916         | \$36,865,400         | \$37,473,108         | \$38,647,700         | 4.83%                           | 22.26%                  |
| Sales and Use Taxes                | 8,093,648            | 7,984,412            | 7,477,500            | 7,950,388            | 7,367,500            | -1.47%                          | 4.24%                   |
| Licenses and Permits               | 5,749,007            | 5,880,328            | 6,202,300            | 6,959,779            | 6,588,200            | 6.22%                           | 3.79%                   |
| Intergovernmental Revenue          | 2,105,521            | 1,882,003            | 1,020,450            | 939,240              | 1,052,000            | 3.09%                           | 0.61%                   |
| Charges for Services               | 19,605,284           | 19,588,317           | 20,379,765           | 20,281,692           | 15,285,075           | -25.00%                         | 8.80%                   |
| Fines and Forfeitures              | 1,297,226            | 1,106,435            | 1,299,000            | 1,325,034            | 1,181,000            | -9.08%                          | 0.68%                   |
| Special Assessment Revenue         | 989,815              | 1,068,135            | 1,130,405            | 1,002,510            | 1,048,261            | -7.27%                          | 0.60%                   |
| Loan Proceeds/Contributions        | 0                    | 0                    | 0                    | 10,000               | 11,960,000           | 0.00%                           | 6.89%                   |
| Contributions                      | 10,342,085           | 4,726,521            | 6,316,214            | 4,720,917            | 7,171,638            | 13.54%                          | 4.13%                   |
| Interest Earnings                  | 1,911,278            | 2,512,552            | 17,257,675           | 1,587,590            | 16,493,542           | -4.43%                          | 9.50%                   |
| Gain/(Loss) on Investments         | 55,891               | 27,608,083           | 0                    | 13,045,155           | 0                    | 0.00%                           | 0.00%                   |
| Miscellaneous                      | 799,111              | 1,229,915            | 253,481              | 2,661,054            | 1,218,535            | 380.72%                         | 0.70%                   |
| Interfund Transfers                | 11,184,068           | 11,942,895           | 9,294,223            | 11,257,903           | 20,805,776           | 123.86%                         | 11.98%                  |
| Grants/Interlocal/Donations        | 3,531,595            | 1,536,455            | 1,810,000            | 1,907,200            | 1,000,000            | -44.75%                         | 0.58%                   |
| Approp. from Fund Bal/Ret Earnings | 5,112,128            | 12,732,023           | 43,296,776           | 5,861,177            | 43,802,614           | 1.17%                           | 25.23%                  |
| <b>Total All Funds</b>             | <b>\$107,412,000</b> | <b>\$136,460,990</b> | <b>\$152,603,189</b> | <b>\$116,982,747</b> | <b>\$173,621,841</b> | <b>13.77%</b>                   | <b>100.00%</b>          |

This table summarizes by fund type, the major revenue categories indicating category percentages of total fund revenues and percent of change from the prior year.



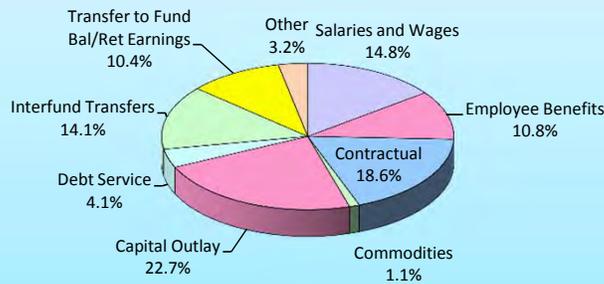
**Summary of Expenditure Classifications by Fund Type  
FY14 Budget**

| Description                           | FY2011<br>Actual    | FY2012<br>Actual    | FY2013<br>Budget    | FY2013<br>Projected | FY14 Budget to FY2014 |                           |                    |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------------|--------------------|
|                                       |                     |                     |                     |                     | FY2014<br>Budget      | FY13 Budget<br>% Variance | FY2014<br>of Total |
| <b>General Fund</b>                   |                     |                     |                     |                     |                       |                           |                    |
| Salaries and Wages                    | \$24,396,539        | \$23,627,368        | \$24,464,929        | \$22,947,477        | \$24,298,881          | -0.68%                    | 37.15%             |
| Employee Benefits                     | \$16,906,261        | \$11,512,417        | \$13,086,050        | \$12,878,534        | \$13,082,570          | -0.03%                    | 20.00%             |
| Contractual                           | 6,839,969           | 8,807,800           | 8,258,348           | 8,987,461           | 8,472,843             | 2.60%                     | 12.95%             |
| Commodities                           | 1,493,951           | 1,560,677           | 1,528,071           | 1,511,708           | 1,701,960             | 11.38%                    | 2.60%              |
| Capital Outlay                        | 2,547,679           | 1,881,319           | 2,084,014           | 2,040,617           | 2,010,580             | -3.52%                    | 3.07%              |
| Interfund Transfers                   | 7,090,000           | 8,570,619           | 7,265,099           | 9,265,099           | 14,682,000            | 102.09%                   | 22.45%             |
| Other                                 | 2,183,908           | 284,901             | 3,024,769           | 288,989             | 1,157,659             | -61.73%                   | 1.77%              |
| Subtotal                              | 61,458,307          | 56,245,101          | 59,711,280          | 57,919,885          | 65,406,493            | 9.54%                     | 100.00%            |
| Transfer to Fund Balance              | 0                   | 2,500,514           | 0                   | 2,204,067           | 0                     | 0.00%                     | 0.00%              |
| <b>Total General Fund</b>             | <b>\$61,458,307</b> | <b>\$58,745,615</b> | <b>\$59,711,280</b> | <b>\$60,123,952</b> | <b>\$65,406,493</b>   | <b>9.54%</b>              | <b>100.00%</b>     |
| <b>Debt Service Funds</b>             |                     |                     |                     |                     |                       |                           |                    |
| Debt Service                          | \$4,485,001         | \$5,940,135         | \$4,397,600         | \$4,397,494         | \$6,993,700           | 59.03%                    | 99.41%             |
| Other                                 | 8,851               | 4,550               | 11,500              | 3,800               | 11,500                | 0.00%                     | 0.16%              |
| Interfund Transfers                   | 115,264             | 0                   | 0                   | 0                   | 0                     | 0.00%                     | 0.00%              |
| Subtotal                              | 4,609,116           | 5,944,685           | 4,409,100           | 4,401,294           | 7,005,200             | 58.88%                    | 99.58%             |
| Transfer to Fund Balance              | 0                   | 34,332              | 62,409              | 12,287              | 29,863                | -52.15%                   | 0.42%              |
| <b>Total Debt Service Funds</b>       | <b>\$4,609,116</b>  | <b>\$5,979,017</b>  | <b>\$4,471,509</b>  | <b>\$4,413,581</b>  | <b>\$7,035,063</b>    | <b>57.33%</b>             | <b>100.00%</b>     |
| <b>Capital Projects Funds</b>         |                     |                     |                     |                     |                       |                           |                    |
| Capital Outlay                        | \$7,413,267         | \$18,100,837        | \$38,863,446        | \$12,068,975        | \$33,743,290          | -13.17%                   | 70.84%             |
| Interfund Transfers                   | 1,939,804           | 2,390,700           | 1,041,709           | 979,804             | 253,563               | -75.66%                   | 0.53%              |
| Other                                 | 0                   | 0                   | 0                   | 0                   | 205,000               | 0.00%                     | 0.43%              |
| Subtotal                              | 9,353,071           | 20,491,537          | 39,905,155          | 13,048,779          | 34,201,853            | -14.29%                   | 71.80%             |
| Transfer to Fund Balance              | 91,127              |                     | 144,569             |                     | 13,432,255            | 9191.24%                  | 28.20%             |
| <b>Total Capital Projects Funds</b>   | <b>\$9,444,198</b>  | <b>\$20,491,537</b> | <b>\$40,049,724</b> | <b>\$13,048,779</b> | <b>\$47,634,108</b>   | <b>18.94%</b>             | <b>100.00%</b>     |
| <b>Enterprise Funds</b>               |                     |                     |                     |                     |                       |                           |                    |
| Salaries and Wages                    | \$1,226,627         | \$1,245,692         | \$1,296,582         | \$1,201,855         | \$1,297,374           | 0.06%                     | 24.01%             |
| Employee Benefits                     | \$625,654           | \$424,518           | \$478,478           | \$470,595           | \$542,313             | 13.34%                    | 10.03%             |
| Contractual                           | 1,024,504           | 1,192,040           | 1,148,650           | 1,297,406           | 1,379,400             | 20.09%                    | 25.52%             |
| Commodities                           | 204,215             | 215,396             | 231,700             | 217,106             | 246,900               | 6.56%                     | 4.57%              |
| Capital Outlay                        | 540,737             | 523,507             | 2,881,648           | 2,066,267           | 678,100               | -76.47%                   | 12.55%             |
| Debt Service                          | 125,338             | 126,000             | 128,000             | 128,000             | 126,000               | 100.00%                   | 2.33%              |
| Interfund Transfers                   | 639,000             | 798,238             | 885,000             | 885,000             | 885,000               | 0.00%                     | 16.38%             |
| Other                                 | 200                 | 0                   | 235,600             | 0                   | 249,220               | 5.78%                     | 4.61%              |
| Subtotal                              | 4,386,275           | 4,525,391           | 7,285,658           | 6,266,229           | 5,404,307             | -25.82%                   | 100.00%            |
| Transfer to Retained Earnings         | 0                   | 0                   | 0                   | 145,258             | 0                     | 0.00%                     | 0.00%              |
| <b>Total Enterprise Funds</b>         | <b>\$4,386,275</b>  | <b>\$4,525,391</b>  | <b>\$7,285,658</b>  | <b>\$6,411,487</b>  | <b>\$5,404,307</b>    | <b>-25.82%</b>            | <b>100.00%</b>     |
| <b>Internal Service Funds</b>         |                     |                     |                     |                     |                       |                           |                    |
| Salaries and Wages                    | \$118,128           | \$128,995           | \$136,653           | \$135,643           | \$140,824             | 3.05%                     | 0.62%              |
| Employee Benefits                     | 5,612,399           | 4,858,572           | 5,129,808           | 4,120,570           | 5,099,727             | -0.59%                    | 22.55%             |
| Contractual                           | 1,655,304           | -487,448            | 1,691,791           | 2,500,116           | 1,626,943             | -3.83%                    | 7.20%              |
| Commodities                           | 2,358               | 55,998              | 4,855               | 48,550              | 4,855                 | 0.00%                     | 0.02%              |
| Capital Outlay                        | 1,470,085           | 1,566,887           | 1,158,703           | 1,473,442           | 3,012,495             | 159.99%                   | 13.32%             |
| Interfund Transfers                   | 0                   | 0                   | 4,867,019           | 1,100,000           | 8,725,932             | 100.00%                   | 38.59%             |
| Other                                 | 64,229              | 504,276             | 4,000,000           | 17,880              | 4,000,000             | 0.00%                     | 17.69%             |
| Subtotal                              | 8,922,503           | 6,627,280           | 16,988,829          | 9,396,201           | 22,610,776            | 33.09%                    | 100.00%            |
| Transfer to Retained Earnings         | 1,624,606           | 2,458,355           | 0                   | 519,369             | 0                     | 0.00%                     | 0.00%              |
| <b>Total Internal Service Funds</b>   | <b>\$10,547,109</b> | <b>\$9,085,635</b>  | <b>\$16,988,829</b> | <b>\$9,915,570</b>  | <b>\$22,610,776</b>   | <b>33.09%</b>             | <b>100.00%</b>     |
| <b>Trust &amp; Agency Funds</b>       |                     |                     |                     |                     |                       |                           |                    |
| Contractual                           | \$16,966,995        | \$18,142,840        | \$19,138,090        | \$19,613,211        | \$20,889,544          | 9.15%                     | 81.82%             |
| Transfer to Fund Balance              | 0                   | 19,490,955          | 4,958,099           | 3,456,167           | 4,641,200             | -6.39%                    | 18.18%             |
| <b>Total Trust &amp; Agency Funds</b> | <b>\$16,966,995</b> | <b>\$37,633,795</b> | <b>\$24,096,189</b> | <b>\$23,069,378</b> | <b>\$25,530,744</b>   | <b>5.95%</b>              | <b>100.00%</b>     |

**Summary of Expenditure Classifications by Fund Type  
FY14 Budget**

| Description                     | FY2011<br>Actual     | FY2012<br>Actual     | FY2013<br>Budget     | FY2013<br>Projected  | FY2014<br>Budget     | FY14 Budget<br>to<br>FY2014<br>of |                |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------------------|----------------|
|                                 |                      |                      |                      |                      |                      | FY13 Budget<br>%                  | Variance<br>%  |
| <b>Total: All Funds</b>         |                      |                      |                      |                      |                      |                                   |                |
| Salaries and Wages              | \$25,741,294         | \$25,002,055         | \$25,898,164         | \$24,284,975         | \$25,737,079         | -0.62%                            | 14.82%         |
| Employee Benefits               | \$23,144,314         | \$16,795,507         | \$18,694,336         | \$17,469,699         | \$18,724,610         | 0.16%                             | 10.78%         |
| Contractual                     | 26,486,772           | 27,655,232           | 30,236,879           | 32,398,194           | 32,368,730           | 7.05%                             | 18.64%         |
| Commodities                     | 1,700,524            | 1,832,071            | 1,764,626            | 1,777,364            | 1,953,715            | 10.72%                            | 1.13%          |
| Capital Outlay                  | 11,971,768           | 22,072,550           | 44,987,811           | 17,649,301           | 39,444,465           | -12.32%                           | 22.72%         |
| Debt Service                    | 4,610,339            | 6,066,135            | 4,525,600            | 4,525,494            | 7,119,700            | 57.32%                            | 4.10%          |
| Interfund Transfers             | 9,784,068            | 11,759,557           | 14,058,827           | 12,229,903           | 24,546,495           | 74.60%                            | 14.14%         |
| Transfer to Fund Bal/Ret Earnin | 1,715,733            | 24,484,156           | 5,165,077            | 6,337,148            | 18,103,318           | 250.49%                           | 10.43%         |
| Other                           | 2,257,188            | 793,727              | 7,271,869            | 310,669              | 5,623,379            | -22.67%                           | 3.24%          |
| <b>Subtotal All Funds</b>       | <b>\$107,412,000</b> | <b>\$136,460,990</b> | <b>\$152,603,189</b> | <b>\$116,982,747</b> | <b>\$173,621,491</b> | <b>13.77%</b>                     | <b>100.00%</b> |

**FY14 Budget by Expenditure Classification  
All Funds**





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# Town of Palm Beach



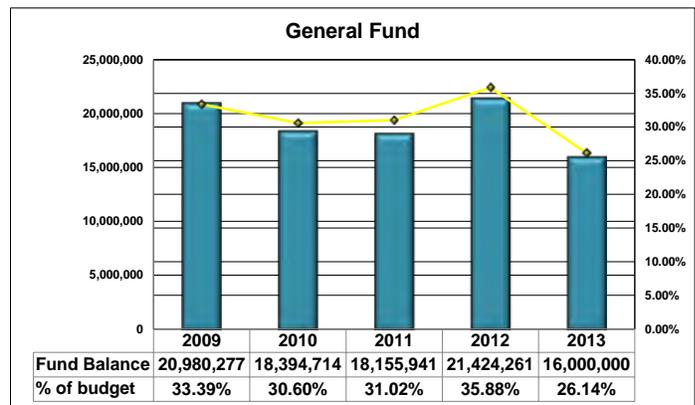
## Reserve Analysis

**Town of Palm Beach Reserves**

The Town Council has adopted eighteen financial policies, fifteen of which address reserves. The reserve policies serve to safeguard the Town’s financial resources and ensure fiscal stability. The size of a municipality’s fund balance can affect its ability to withstand financial emergencies. Reserves can also be used to accumulate funds for capital purchases or capital projects without having to borrow.

**Unassigned Fund Balance - General Fund**

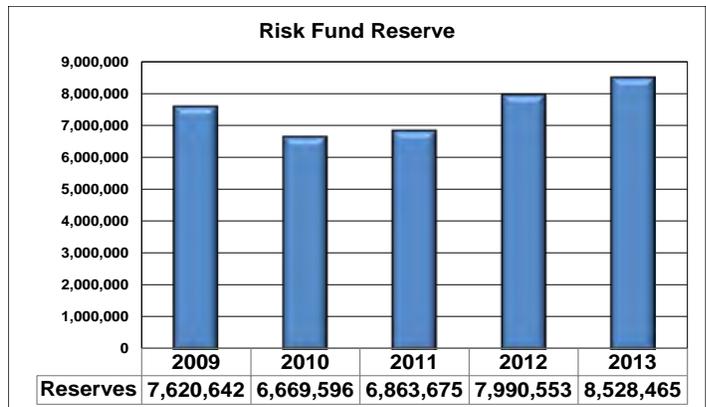
Pursuant to adopted policy, the unassigned fund balance for the General Fund is to be maintained at a minimum level of 25% of current year General Fund budgeted expenditures. This minimum level is to be maintained to protect the Town against economic downturns, temporary revenue shortfalls, unpredicted one-time expenditures, and for tax rate stabilization purposes. Twenty-five percent of the FY14 General Fund operating budget (General Fund budget less coastal transfer) is \$15,301,623. The FY12 ending fund balance was \$21,424,261.



The General Fund Undesignated Fund Balance has consistently exceeded the required minimum level of 25%. The chart details the General Fund Undesignated Fund Balance and the percent of budgeted expenditures the balance represents. For the FY14 budget, a transfer of \$860,000 from fund balance was used to fund the contingency reserve as directed by policy. During FY13, the Town Council approved a budget amendment transferring \$2,000,000 from the undesignated fund balance to the coastal protection fund for future coastal projects and the FY14 budget contains an additional transfer of \$4,000,000 to the coastal protection fund. The estimated FY13 ending fund balance is \$16,000,000 which is 26.14% of the FY14 operating expenditure budget.

**Reserves - Risk Fund**

The total reserve balance for the Risk Fund was \$7,990,553 as of September 30, 2012. Out of this reserve balance, the Town funds the Reserve for Catastrophic Exposures/Emergencies - Risk Fund in the amount of \$2,500,000 and the Contingency Reserve for \$500,000. The estimated balance at the end of FY13 is \$8,528,465. Included in the FY14 budget is a Town Council authorized the transfer of \$2,000,000 of the excess Risk Fund reserves to the Coastal Protection Fund. The trend for the Risk Fund Reserve is shown in the table.



**Reserve for Catastrophic Exposures/Emergencies - Risk Fund**

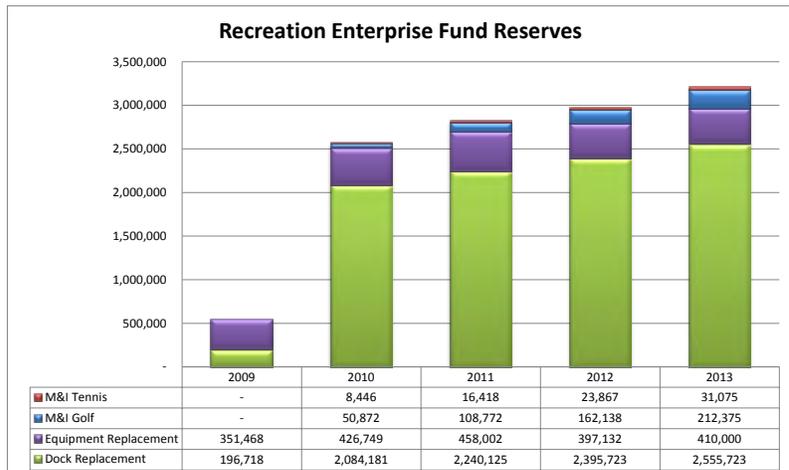
The Reserve for Catastrophic Exposures/Emergencies for the Risk Fund is funded at a minimum of \$2,500,000. This reserve was established to set aside emergency funds to protect the Town against the potential financial impacts large judgments in excess of insurance coverage and the financial impacts of response to and recovery from a man-made or natural emergency situation. In addition, the reserve can be used in response to increases in premium rates and/or loss fund increases. This reserve is funded with a budget appropriation from the Net Asset reserves of the Risk Fund.

**Enterprise Fund Reserves**

The Recreation Enterprise Fund reserve is to be maintained at a minimum level of 25% of budgeted revenues totaling \$1,246,100 for FY14. The purpose of the reserve is to provide an adequate level of net assets for unanticipated financial impacts as well as to provide for one-time expenditures to improve the facilities.

The Town’s enterprise fund includes the operations of the Town Docks, the Par 3 Golf Course, tennis activities and youth and adult recreation programs.

At the end of FY12, the net asset balance for the Recreation Enterprise Fund (REF) was \$3,697,167. Separate reserves have been set aside from this amount for the dock replacement, Par 3 Improvements, tennis improvements and equipment replacement.



At the end of FY13, an estimated \$2,555,723 had been set aside in the Dock Replacement Reserve. The Dock Replacement reserve was created to fund the replacement cost of the construction of the Town’s docks whenever it is determined they must be replaced. The replacement reserve is to be maintained at 100% of accumulated depreciation plus accumulated interest earned on the reserve.

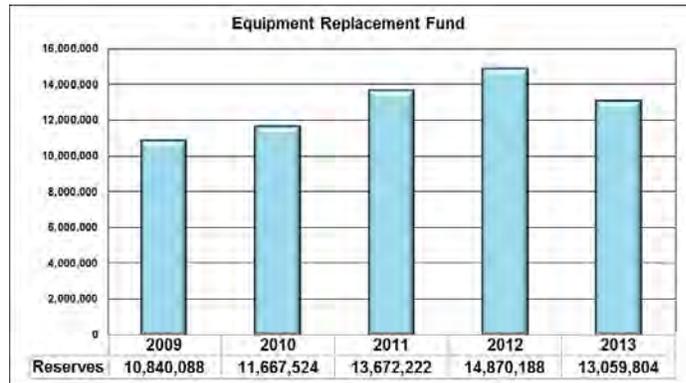
The Par 3 Golf Course charges an additional \$2 per round to fund a maintenance and improvement reserve. At the end of FY13, the estimated balance is \$212,375.

In FY10, a maintenance and improvement fee was implemented for the Tennis program. This reserve at the end of FY13 is estimated at \$31,075 and has been set aside for improvements to the tennis centers.

The Recreation Enterprise Fund’s equipment replacement reserve allows for the purchase of capital equipment and is funded with accumulated replacement cost depreciation from Recreation Net Assets. The estimated balance in the REF Equipment Replacement Fund for FY13 is \$410,000.

**Equipment Replacement Fund**

The Townwide Equipment Replacement Fund is intended to fund the replacement cost of existing equipment, vehicles and computers when they reach the end of their useful life. This reserve significantly reduces the budgetary fluctuations due to purchases of large pieces of equipment and ensures compliance with the fixed asset inventory and depreciation schedule required by GASB34.



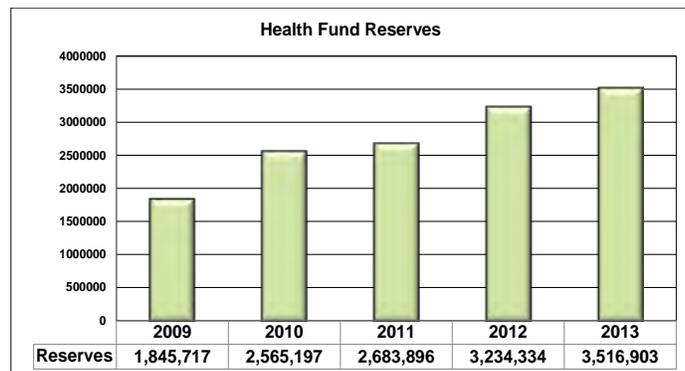
The estimated balance in the Equipment Replacement Fund for year-end FY13 is \$13,059,804. For FY14, income including the depreciation transfer will total \$1,959,535 and expenditures for capital equipment are budgeted at \$3,010,895. An analysis of the reserves identified an excess balance of \$2,858,913 caused by interest earned by the fund and equipment that will not be replaced. The Town Council authorized a transfer of this excess reserve to the coastal protection fund for FY14.

**Designation of General Fund Balance for Payment of Liability Related to Compensated Absences Leave Balances**

A Reserve for Compensated Absences reduces the budgetary fluctuations due to the payout of accrued leave time to employees when they leave Town service. This reserve is funded at a rate of 100% of the fiscal year end accrued leave balances. Funds are appropriated annually from this reserve based upon estimates of pay-outs of eligible accrued vacation, sick and compensatory time and the related payroll tax liability. The balance in the reserve as of September 30, 2013, was \$3,390,226. The FY14 appropriation for the pay-out of eligible accrued vacation, sick and compensatory time from this reserve is \$599,600.

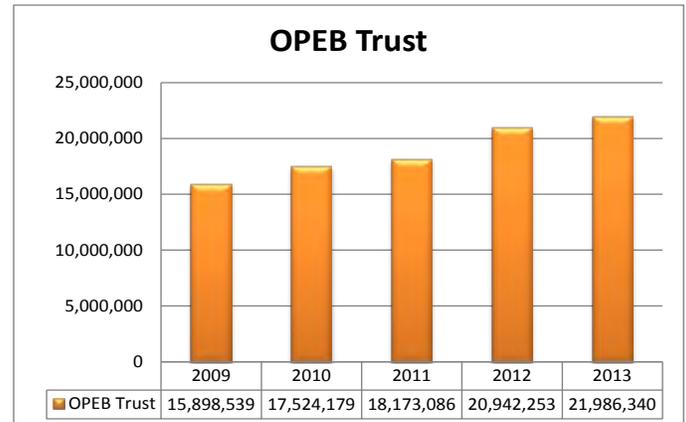
**Health Insurance Reserve**

The balance of the reserve in the Health Fund at the end FY13 is estimated to be \$3,516,903. These reserves guard against any deficiencies in the Town’s self insurance health fund for active employees’ insurance expenditures. The trend in the reserve balance is shown in the chart.



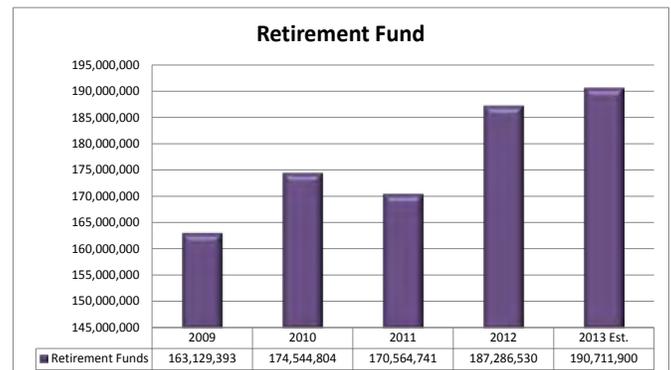
### OPEB (Other Post Employment Benefits) Trust

The Town's OPEB Trust Fund was established to comply with GASB Statements 43 and 54, which required the establishment of a liability for actuarially determined costs of retiree health benefits. This fund is overseen by the Town's Investment Advisory Committee. The estimated net asset balance in this trust is \$21,986,340 as of September 30, 2013. The actuarially determined transfer from the General Fund for the OPEB liability for FY14 is \$1,506,000. The Town continues to be well ahead of other government agencies in funding this liability.



### Retirement Fund

The Town provides pension benefits for General Employees, Lifeguards, Police Officers, and Firefighters. The funds were separately managed by 3 pension boards until the consolidation on April 1, 2012 into the Employee's Retirement Fund. The Retirement Board oversees all of the Town's pension assets and retirement programs. The net assets of the consolidated fund at the end of FY12 were \$187,286,530. The estimated balance at the end of FY13 is \$190,711,900.



### Contingency Reserves

Contingency reserves were established for the General Fund, Capital Fund, Equipment Replacement Fund, Recreation Enterprise Fund, Risk Insurance Fund and Health Insurance Fund to provide for unanticipated unbudgeted expenditures of a nonrecurring nature. The amount of the General Fund Contingency has been funded at 1.5% of the FY14 operating budget. The Capital Fund Contingency is appropriated at 10% of the capital budget, while the Equipment Replacement Fund, Risk, and Health Contingency Reserves are appropriated at \$500,000 each. The Recreation Enterprise Fund Contingency is funded at 5% of the operating expenses. All of the contingency reserves are annually appropriated in the budget process from the net asset reserves of each of the funds. In most years a small amount from the contingency is allocated for expenditures through an affirmative vote of the Town Council.

The table on the following page identifies the contingency balances appropriated in the FY13 and the FY14 budgets:

**Contingency Reserves  
FY2013 and FY2014**

| <b>Fund</b>                | <b>FY2013<br/>Budget</b> | <b>FY2014<br/>Budget</b> |
|----------------------------|--------------------------|--------------------------|
| General Fund               | \$843,000                | \$860,000                |
| Capital Fund               | \$201,000                | \$205,000                |
| Equipment Replacement Fund | \$500,000                | \$500,000                |
| Risk Fund                  | \$500,000                | \$500,000                |
| Health Fund                | \$500,000                | \$500,000                |
| Recreation Enterprise Fund | \$235,600                | \$249,220                |

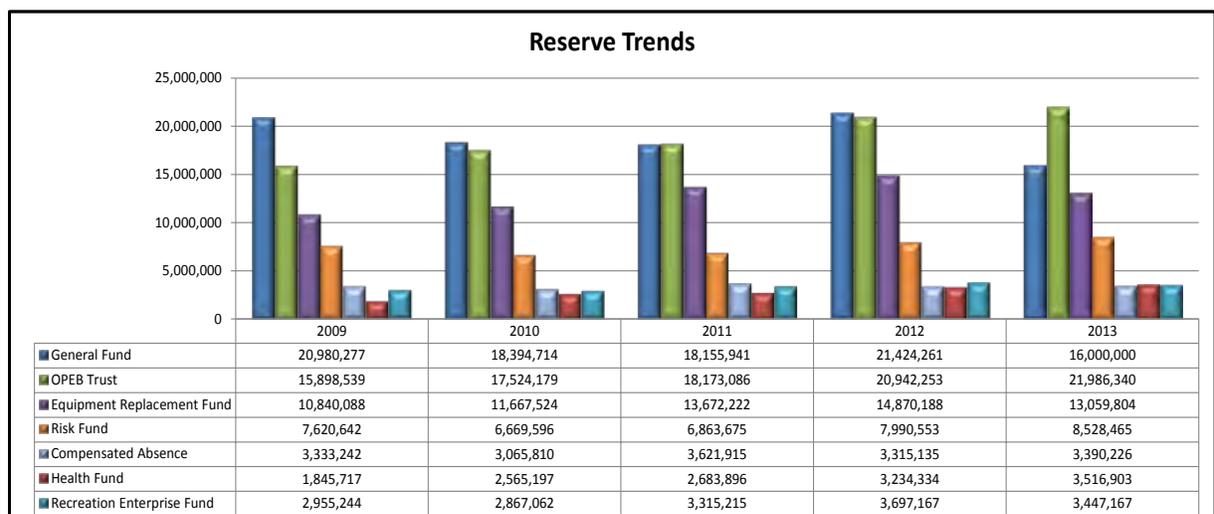
**Undesignated Fund Balance/Retained Earnings Summary**

All reserves are at or over the policy established minimum. The financial strength of the Town can be measured by the health of its reserves. The rating agencies look closely at the fund balance levels and the financial policies in place when rating a municipality. In 2010, the rating agencies reviewed the Town's credit ratings in preparation for the issuance of the 2010 Bonds. They cited the Town's healthy reserves, solid fiscal policies, and conservative management practices as some of the reasons for our exceptional bond ratings. Moody's Investors Service gave the Town an Aa1 for the 2010 Revenue Bonds and confirmed the Town's Aaa issuer credit rating. Standard and Poor's issued a AA+ credit rating on the 2010 Revenue bonds confirmed the Town's issuer credit rating of AAA. These Revenue Bond ratings and issuer credit ratings are the highest ratings these two services issue and represent the highest quality investment grade debt. During 2013, Standard and Poor's reaffirmed the Town's AA+ Revenue Bond rating and the AAA issuer credit rating.

The table and the chart on the following page summarize the trend of the unassigned fund balance, net asset balances, compensated absence, and replacement reserve balances for FY09 through estimated FY13.

**Reserve Balances  
Fiscal Years 2009 – 2013**

| Fund                          | 2009               | 2010               | 2011               | 2012               | 2013               |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund                  | 20,980,277         | 18,394,714         | 18,155,941         | 21,424,261         | 16,000,000         |
| Compensated<br>Absence (GF)   | 3,333,242          | 3,065,810          | 3,621,915          | 3,315,135          | 3,390,226          |
| Equipment<br>Replacement Fund | 10,840,088         | 11,667,524         | 13,672,222         | 14,870,188         | 13,059,804         |
| Recreation<br>Enterprise Fund | 1,050,115          | 294,764            | 413,966            | 707,381            | 162,994            |
| Recreation ERF                | 351,468            | 426,749            | 458,002            | 397,132            | 410,000            |
| Dock Replacement              | 196,718            | 2,084,181          | 2,240,125          | 2,395,723          | 2,555,723          |
| Par 3 M&I Reserve             | 0                  | 50,872             | 108,722            | 162,138            | 212,375            |
| Tennis M&I<br>reserve         | 0                  | 8,446              | 16,418             | 23,867             | 31,075             |
| Health Fund                   | 1,845,717          | 2,565,197          | 2,683,896          | 3,234,334          | 3,516,903          |
| Risk Fund                     | 7,620,642          | 6,669,596          | 6,863,675          | 7,990,553          | 8,528,465          |
| Health - OPEB<br>Trust        | 15,898,539         | 17,524,179         | 18,173,086         | 20,942,253         | 21,986,340         |
| Pension Fund                  | <u>163,129,393</u> | <u>174,544,804</u> | <u>170,564,741</u> | <u>187,286,530</u> | <u>190,711,900</u> |
| <b>Total</b>                  | <b>225,246,199</b> | <b>237,296,836</b> | <b>236,972,759</b> | <b>262,749,495</b> | <b>260,565,805</b> |



# Town of Palm Beach



## Capital Expenditures

## Capital Expenditures

Per Town of Palm Beach policy, capital expenditures for tangible property are defined as having a useful life of more than one year and meeting the following threshold values:

- 1) Infrastructure - \$50,000
- 2) Machinery, Equipment (other than computers), Vehicles and Office Furniture - \$2,500
- 3) Computers - \$1,500

A summary of FY14 budgeted capital expenditures can be found on the following page.

### Infrastructure

Infrastructure construction valued at \$50,000 and greater is budgeted for in the Capital Improvement Fund. Construction Projects for Beach Restoration are budgeted for in the Comprehensive Coastal Management Fund. Minor construction valued at less than \$50,000 is budgeted for in the General Fund (\$96,300).

### Tangible/Intangible Property

Purchases for new tangible/intangible property are budgeted in the General Fund (\$35,545) and purchases for replacement tangible/intangible property are budgeted in the Equipment Replacement Fund (ERF)(\$3,010,895). The ERF was created on October 1, 2001 and was initially funded with Undesignated General Fund Balance to cover the accumulated depreciation through September 30, 2001 based on the initial purchase price of the property. On September 30, 2006, additional Undesignated General Fund Balance was transferred to the ERF to bring the funding to accumulated depreciation on the replacement value of the property. On an annual basis, depreciation is budgeted within the general fund departmental program budgets and transferred to the ERF. FY2014 budgeted depreciation is \$1,879,535.

### Recreation Enterprise Fund

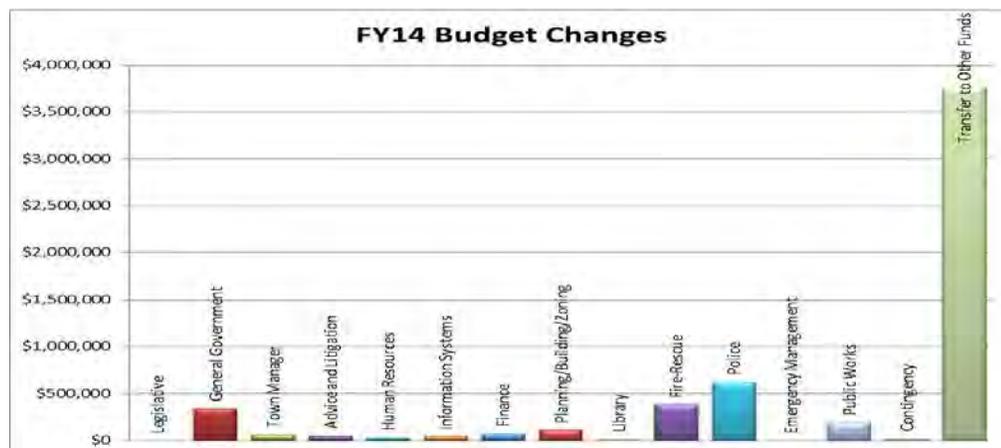
The Recreation Enterprise Fund budgets for Recreation infrastructure (Town Docks Repairs (100,000), depreciation (\$597,900) and tangible property (\$80,200).

## FY2014 Town-wide Capital Expenditures

| Department/<br>Description               | General Fund       | Equipment<br>Replacement Fund | Capital Funds       | Recreation Fund  | Total               |
|------------------------------------------|--------------------|-------------------------------|---------------------|------------------|---------------------|
| <b>Information Systems</b>               | <b>\$245,920</b>   | <b>\$505,200</b>              | <b>\$0</b>          | <b>\$0</b>       | <b>\$751,120</b>    |
| Annual Depreciation                      | 235,920            | 0                             | 0                   | 0                | 235,920             |
| Major Computer Equip (>\$1,500)          | 10,000             | 505,200                       | 0                   | 0                | 515,200             |
| <b>Human Resources</b>                   | <b>677</b>         | <b>0</b>                      | <b>0</b>            | <b>0</b>         | <b>677</b>          |
| Annual Depreciation                      | 677                | 0                             | 0                   | 0                | 677                 |
| <b>Finance</b>                           | <b>969</b>         | <b>29,950</b>                 | <b>0</b>            | <b>0</b>         | <b>30,919</b>       |
| Annual Depreciation                      | 969                | 0                             | 0                   | 0                | 969                 |
| Folder/Sealer Machine                    | 0                  | 3,500                         | 0                   | 0                | 3,500               |
| Cargo Van                                | 0                  | 21,200                        | 0                   | 0                | 21,200              |
| Electric Pallet Walker                   | 0                  | 5,250                         | 0                   | 0                | 5,250               |
| <b>Planning/Zoning/Building</b>          | <b>25,518</b>      | <b>58,000</b>                 | <b>0</b>            | <b>0</b>         | <b>83,518</b>       |
| Annual Depreciation                      | 25,518             | 0                             | 0                   | 0                | 25,518              |
| Digital Microfiche/Scanner/Comp          | 0                  | 15,000                        | 0                   | 0                | 15,000              |
| (2) Vehicles                             | 0                  | 43,000                        | 0                   | 0                | 43,000              |
| <b>Fire-Rescue</b>                       | <b>587,269</b>     | <b>1,092,166</b>              | <b>0</b>            | <b>0</b>         | <b>1,679,435</b>    |
| Annual Depreciation                      | 573,269            | 0                             | 0                   | 0                | 573,269             |
| Quint Fire Apparatus                     | 0                  | 880,000                       | 0                   | 0                | 880,000             |
| Medical Difibrillators                   | 0                  | 212,166                       | 0                   | 0                | 212,166             |
| Grant Reimbursable Equipment             | 14,000             | 0                             | 0                   | 0                | 14,000              |
| <b>Police</b>                            | <b>476,576</b>     | <b>222,984</b>                | <b>0</b>            | <b>0</b>         | <b>699,560</b>      |
| Annual Depreciation                      | 476,576            | 0                             | 0                   | 0                | 476,576             |
| (3) Pursuit Vehicles                     | 0                  | 116,684                       | 0                   | 0                | 116,684             |
| (2) Small Utility Vehicles               | 0                  | 38,300                        | 0                   | 0                | 38,300              |
| Shredder                                 | 0                  | 5,000                         | 0                   | 0                | 5,000               |
| Vehicle Scan Tool                        | 0                  | 6,000                         | 0                   | 0                | 6,000               |
| Ford Escape                              | 0                  | 19,000                        | 0                   | 0                | 19,000              |
| Auto Vu License Plate Recognition System | 0                  | 38,000                        | 0                   | 0                | 38,000              |
| <b>Public Works</b>                      | <b>673,501</b>     | <b>1,102,595</b>              | <b>33,743,290</b>   | <b>0</b>         | <b>35,519,386</b>   |
| Annual Depreciation                      | 565,656            | 0                             | 0                   | 0                | 565,656             |
| Track Skidster with Attachments          | 0                  | 74,035                        | 0                   | 0                | 74,035              |
| Ford F650 Bucket Truck                   | 0                  | 125,000                       | 0                   | 0                | 125,000             |
| Oscilloscope                             | 0                  | 4,500                         | 0                   | 0                | 4,500               |
| Road Tractor                             | 0                  | 130,075                       | 0                   | 0                | 130,075             |
| 20 Yd Rear Loader                        | 0                  | 195,300                       | 0                   | 0                | 195,300             |
| Int'l 4300 Crane                         | 0                  | 170,000                       | 0                   | 0                | 170,000             |
| Kubota Mower                             | 0                  | 13,000                        | 0                   | 0                | 13,000              |
| Ford E250 Van                            | 0                  | 21,000                        | 0                   | 0                | 21,000              |
| Ford Fusion Automobile                   | 0                  | 24,000                        | 0                   | 0                | 24,000              |
| Ice Machine                              | 0                  | 6,600                         | 0                   | 0                | 6,600               |
| F150 4x4 Truck                           | 0                  | 26,500                        | 0                   | 0                | 26,500              |
| Int'l 7400 Sewer Jet/Vacuum Truck        | 0                  | 312,585                       | 0                   | 0                | 312,585             |
| Shop Air Compressor                      | 4,500              | 0                             | 0                   | 0                | 4,500               |
| Video Detection System                   | 7,045              | 0                             | 0                   | 0                | 7,045               |
| Storm Sewer Rehabilitation               | 50,000             | 0                             | 0                   | 0                | 50,000              |
| Sanitary Sewer Rehabilitation            | 46,300             | 0                             | 0                   | 0                | 46,300              |
| Pay-as-you-go Projects                   | 0                  | 0                             | 6,382,482           | 0                | 6,382,482           |
| Coastal Projects                         | 0                  | 0                             | 22,136,000          | 0                | 22,136,000          |
| Worth Avenue Assessment District         | 0                  | 0                             | 211,125             | 0                | 211,125             |
| 2010A Accelerated Projects               | 0                  | 0                             | 5,013,683           | 0                | 5,013,683           |
| <b>Recreation Department</b>             | <b>950</b>         | <b>0</b>                      | <b>0</b>            | <b>778,100</b>   | <b>779,050</b>      |
| Annual Depreciation                      | 950                | 0                             | 0                   | 597,900          | 598,850             |
| Golf Course Equipment                    | 0                  | 0                             | 0                   | 80,200           | 80,200              |
| Town Docks Repairs                       | 0                  | 0                             | 0                   | 100,000          | 100,000             |
| <b>Total Capital Expenditures</b>        | <b>\$2,011,380</b> | <b>\$3,010,895</b>            | <b>\$33,743,290</b> | <b>\$778,100</b> | <b>\$39,543,665</b> |

General Fund Revenues and Expenditures  
Budget Comparison  
Fiscal Years 2013-2014

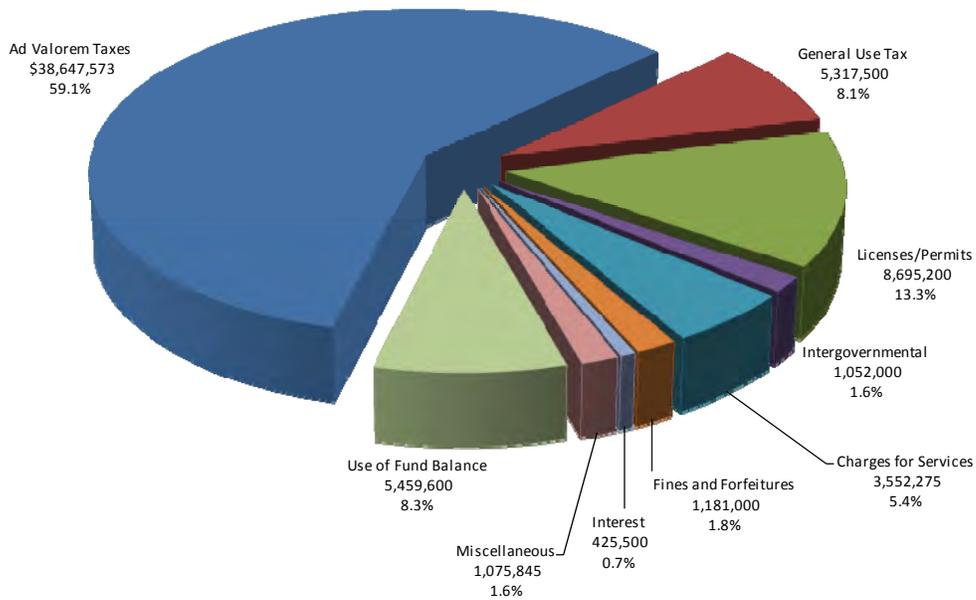
|                                           | Budget<br>FY2013    | Proposed<br>Budget<br>FY2014 | FY13 vs. FY14<br>\$ Difference | FY13 vs. FY14<br>% Change |
|-------------------------------------------|---------------------|------------------------------|--------------------------------|---------------------------|
| <b>Revenues</b>                           |                     |                              |                                |                           |
| Ad Valorem Taxes                          | \$36,865,400        | \$38,647,700                 | \$1,782,300                    | 4.8%                      |
| Non Ad Valorem Taxes                      | 7,477,500           | 7,367,500                    | -\$110,000                     | -1.5%                     |
| Licenses & Permits                        | 6,264,300           | 6,588,200                    | \$323,900                      | 5.2%                      |
| Intergovernmental                         | 1,020,450           | 1,052,000                    | \$31,550                       | 3.1%                      |
| Charges for Services                      | 3,652,116           | 3,552,275                    | -\$99,841                      | -2.7%                     |
| Fines and Forfeitures                     | 1,299,000           | 1,181,000                    | -\$118,000                     | -9.1%                     |
| Investment Earnings                       | 900,500             | 425,373                      | -\$475,127                     | -52.8%                    |
| Miscellaneous Revenues                    | 189,981             | 247,845                      | \$57,864                       | 30.5%                     |
| Interfund Transfers                       | 885,000             | 885,000                      | \$0                            | 0.0%                      |
| Transfer from CIP                         | 0                   | 0                            | \$0                            | 100.0%                    |
| Transfer From Fund Balance                | 1,157,033           | 5,459,600                    | \$4,302,567                    | 371.9%                    |
| <b>Total Revenues</b>                     | <b>\$59,711,280</b> | <b>\$65,406,493</b>          | <b>\$5,695,213</b>             | <b>9.5%</b>               |
| <b>Expenditures</b>                       |                     |                              |                                |                           |
| <b>Department</b>                         |                     |                              |                                |                           |
| Legislative                               | \$95,600            | \$95,600                     | \$0                            | 0.0%                      |
| General Government                        | 445,153             | 788,300                      | \$343,147                      | 77.1%                     |
| Town Manager                              | 741,371             | 802,669                      | \$61,298                       | 8.3%                      |
| Advice and Litigation                     | 468,915             | 518,915                      | \$50,000                       | 10.7%                     |
| Human Resources                           | 679,988             | 710,293                      | \$30,305                       | 4.5%                      |
| Information Systems                       | 1,822,385           | 1,867,798                    | \$45,413                       | 2.5%                      |
| Finance                                   | 1,882,423           | 1,956,080                    | \$73,657                       | 3.9%                      |
| Planning/Building/Zoning                  | 3,600,142           | 3,716,581                    | \$116,439                      | 3.2%                      |
| Library                                   | 288,989             | 297,659                      | \$8,670                        | 3.0%                      |
| Fire-Rescue                               | 10,652,190          | 11,031,311                   | \$379,121                      | 3.6%                      |
| Police                                    | 12,885,527          | 13,507,634                   | \$622,107                      | 4.8%                      |
| Emergency Management                      | 47,950              | 47,950                       | \$0                            | 0.0%                      |
| Public Works                              | 14,330,768          | 14,523,703                   | \$192,935                      | 1.3%                      |
| Contingency                               | 843,000             | 860,000                      | \$17,000                       | 2.0%                      |
| Transfer to Other Funds                   | 10,926,879          | 14,682,000                   | \$3,755,121                    | 34.4%                     |
| <b>Total Expenditures</b>                 | <b>\$59,711,280</b> | <b>\$65,406,493</b>          | <b>\$5,695,213</b>             | <b>9.5%</b>               |
| <b>Revenues Over/(Under) Expenditures</b> | <b>\$0</b>          | <b>\$0</b>                   |                                |                           |





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Revenues by Type



|                       |               |
|-----------------------|---------------|
| Ad Valorem Taxes      | \$ 38,647,573 |
| General Use Tax       | 5,317,500     |
| Licenses/Permits      | 8,695,200     |
| Intergovernmental     | 1,052,000     |
| Charges for Services  | 3,552,275     |
| Fines and Forfeitures | 1,181,000     |
| Interest              | 425,500       |
| Miscellaneous         | 1,075,845     |
| Use of Fund Balance   | 5,459,600     |
|                       | \$ 65,406,493 |

| Title                                   | 2011 Actual | 2012 Actual | 2013 Budget | 2013 Projected | 2014 Budget | % Variance | % of Total Budget |
|-----------------------------------------|-------------|-------------|-------------|----------------|-------------|------------|-------------------|
| <b>Ad Valorem Taxes</b>                 |             |             |             |                |             |            |                   |
| Current Ad Valorem Taxes                | 36,634,834  | 36,636,311  | 36,865,400  | 37,473,108     | 38,647,573  | 4.83%      | 59.09%            |
| Back Taxes                              | 509         | 26,605      | -           | -              | -           | 0.00%      | 0.00%             |
|                                         | 36,635,343  | 36,662,916  | 36,865,400  | 37,473,108     | 38,647,573  | 4.83%      | 59.09%            |
| <b>Sales, Use and Fuel Taxes</b>        |             |             |             |                |             |            |                   |
| 1-6 Cents Local Opt Fuel Tax            | 205,708     | 204,905     | 210,000     | 200,000        | 210,000     | 0.00%      | 0.32%             |
| 1-5 Cents Local Opt Fuel Tax            | 96,192      | 96,335      | 100,000     | 95,000         | 100,000     | 0.00%      | 0.15%             |
|                                         | 301,900     | 301,240     | 310,000     | 295,000        | 310,000     | 0.00%      | 0.47%             |
| <b>Utility Services Taxes</b>           |             |             |             |                |             |            |                   |
| Electricity Utility                     | 2,172,820   | 2,221,874   | 2,200,000   | 2,300,000      | 2,200,000   | 0.00%      | 3.36%             |
| Simplified Telecom Tax                  | 1,178,518   | 1,142,166   | 1,200,000   | 1,150,000      | 1,200,000   | 0.00%      | 1.83%             |
| Water Utility                           | 1,287,923   | 1,368,085   | 1,300,000   | 1,430,000      | 1,350,000   | 3.85%      | 2.06%             |
| Gas Utility                             | 248,209     | 232,124     | 250,000     | 250,000        | 250,000     | 0.00%      | 0.38%             |
| Propane Utility                         | 5,186       | 9,384       | 7,500       | 4,000          | 7,500       | 0.00%      | 0.01%             |
|                                         | 4,892,656   | 4,973,633   | 4,957,500   | 5,134,000      | 5,007,500   | 1.01%      | 7.66%             |
| <b>Business Tax Receipts</b>            |             |             |             |                |             |            |                   |
| Business Tax Receipts                   | 669,901     | 654,084     | 600,000     | 625,000        | 640,500     | 6.75%      | 0.98%             |
| Business Tax Receipt Penalties          | 24,472      | 15,011      | 25,000      | 32,000         | 25,000      | 0.00%      | 0.04%             |
|                                         | 694,373     | 669,095     | 625,000     | 657,000        | 665,500     | 6.48%      | 1.02%             |
| <b>Building Permits</b>                 |             |             |             |                |             |            |                   |
| Building                                | 3,650,107   | 3,773,399   | 3,800,000   | 4,300,000      | 4,000,000   | 5.26%      | 6.12%             |
| Radon Gas                               | 8           | -           | 100         | -              | -           | -100.00%   | 0.00%             |
| Electrical                              | 403,138     | 353,235     | 275,000     | 450,000        | 300,000     | 9.09%      | 0.46%             |
| Plumbing                                | 234,801     | 200,456     | 175,000     | 260,000        | 175,000     | 0.00%      | 0.27%             |
| Permit Processing                       | 11,329      | 29,517      | 15,000      | 35,000         | 20,000      | 33.33%     | 0.03%             |
| Permit Penalty                          | 34,608      | 4,118       | 10,000      | 65,000         | 25,000      | 150.00%    | 0.04%             |
| Except/Var. App.                        | 206,689     | 170,300     | 150,000     | 152,000        | 150,000     | 0.00%      | 0.23%             |
| Consultants Fees                        | 24,960      | 19,353      | 20,000      | 7,500          | 20,000      | 0.00%      | 0.03%             |
| Special Plan Review Fee                 | 329,005     | 347,650     | 275,000     | 420,000        | 275,000     | 0.00%      | 0.42%             |
| Reinspection Fees                       | 3,975       | 1,950       | 5,000       | 3,500          | 3,500       | -30.00%    | 0.01%             |
| Special Detail - PZB                    | 860         | 3,495       | 5,000       | 500            | -           | -100.00%   | 0.00%             |
| Abandonments                            | -           | -           | 1,000       | 2,000          | -           | -100.00%   | 0.00%             |
| Architectural Fees                      | 112,478     | 129,743     | 110,000     | 130,000        | 110,000     | 0.00%      | 0.17%             |
| Landmarks Submittal                     | 20,600      | 19,150      | 15,000      | 27,000         | 20,000      | 33.33%     | 0.03%             |
| Tax Abatement Program                   | -           | -           | 1,200       | -              | 1,200       | 0.00%      | 0.00%             |
| Mechanical Permits                      | 366,844     | 267,869     | 250,000     | 370,000        | 300,000     | 20.00%     | 0.46%             |
| Contractor Registration Fee             | 11,895      | 11,954      | 10,000      | 10,000         | 10,000      | 0.00%      | 0.02%             |
| Landscape Permit                        | -           | 5,046       | 50,000      | 10,000         | 5,000       | -90.00%    | 0.01%             |
| Miscellaneous Permit Fees               | 3,438       | -           | -           | 500            | -           | 0.00%      | 0.00%             |
| Building Permit Search Fee              | 16,525      | 20,150      | 15,000      | 30,000         | 20,000      | 33.33%     | 0.03%             |
| Dune Vegetation Fee                     | 1,550       | -           | 1,000       | -              | 1,000       | 0.00%      | 0.00%             |
| Permit Revision Fee                     | 102,700     | 157,525     | 150,000     | 210,000        | 175,000     | 16.67%     | 0.27%             |
|                                         | 5,535,510   | 5,514,910   | 5,333,300   | 6,483,000      | 5,610,700   | 5.20%      | 8.58%             |
| <b>Franchise Fees</b>                   |             |             |             |                |             |            |                   |
| Electricity Franchise                   | 2,060,500   | 1,900,717   | 2,050,000   | 1,850,000      | 1,900,000   | -7.32%     | 2.90%             |
| Gas Franchise                           | 144,219     | 139,727     | 160,000     | 163,145        | 150,000     | -6.25%     | 0.23%             |
|                                         | 2,204,719   | 2,040,444   | 2,210,000   | 2,013,145      | 2,050,000   | -7.24%     | 3.13%             |
| <b>Other Licenses, Fees and Permits</b> |             |             |             |                |             |            |                   |
| Right Of Way Permits                    | 129,272     | 264,297     | 200,000     | 320,000        | 250,000     | 25.00%     | 0.38%             |
| Gainesville Plan                        | 5,280       | 12,210      | 10,000      | 16,000         | 15,000      | 50.00%     | 0.02%             |
| Arlington Plan                          | 11,235      | 22,215      | 20,000      | 37,000         | 35,000      | 75.00%     | 0.05%             |
| Taxi Permits                            | -           | 5,400       | 3,500       | 1,500          | 1,500       | -57.14%    | 0.00%             |
| Flood Plain Management Permit Fee       | 6,375       | 9,450       | 10,000      | 12,000         | 10,000      | 0.00%      | 0.02%             |
| Newsrack Enclosure Admin Fee            | 500         | 630         | 500         | 500            | 500         | 0.00%      | 0.00%             |
| Charitable Solicitations Fee            | 53,590      | 45,380      | 55,000      | 50,000         | 50,000      | -9.09%     | 0.08%             |
| Charitable Solicit. Adv. Fee            | 460         | -           | -           | 345            | -           | 0.00%      | 0.00%             |
| Char Solit Late Filing Fee              | 6,785       | 5,835       | 7,000       | 7,000          | 7,000       | 0.00%      | 0.01%             |
|                                         | 213,497     | 365,417     | 306,000     | 444,345        | 369,000     | 20.59%     | 0.56%             |
| <b>Federal Grants</b>                   |             |             |             |                |             |            |                   |
| Bullet Proof Vests Grant                | 13,239      | 8,073       | 3,850       | 3,861          | 7,000       | 81.82%     | 0.01%             |
| Fdle Justice Assistance Grant           | 1,426       | -           | -           | -              | -           | 0.00%      | 0.00%             |
| Fema Grant - Fire-Rescue                | 206,150     | -           | -           | -              | -           | 0.00%      | 0.00%             |
|                                         | 220,815     | 8,073       | 3,850       | 3,861          | 7,000       | 81.82%     | 0.01%             |

| Title                                    | 2011 Actual | 2012 Actual | 2013 Budget | 2013 Projected | 2014 Budget | % Variance | % of Total Budget |
|------------------------------------------|-------------|-------------|-------------|----------------|-------------|------------|-------------------|
| <b>State Shared Revenues</b>             |             |             |             |                |             |            |                   |
| State Revenue Sharing                    | 272,936     | 231,764     | 250,000     | 250,000        | 250,000     | 0.00%      | 0.38%             |
| Alcoholic Beverage Lic                   | 20,564      | 25,247      | 20,600      | 20,000         | 25,000      | 21.36%     | 0.04%             |
| Local Govt. Sales Tax                    | 611,700     | 546,021     | 580,000     | 565,000        | 580,000     | 0.00%      | 0.89%             |
| Fire Supplemental Compensation           | 34,026      | 32,741      | 33,000      | 25,000         | 33,000      | 0.00%      | 0.05%             |
| 911 Equip Reimbursement                  | 116,842     | 115,965     | 100,000     | 100,000        | 100,000     | 0.00%      | 0.15%             |
| Seized Tag                               | 2,033       | 2,650       | 3,000       | 3,000          | 3,000       | 0.00%      | 0.00%             |
| Fuel Tax Refund                          | 10,667      | 12,392      | 10,000      | 7,000          | 10,000      | 0.00%      | 0.02%             |
|                                          | 1,068,768   | 966,780     | 996,600     | 970,000        | 1,001,000   | 0.44%      | 1.53%             |
| <b>Grants From Other Local Units</b>     |             |             |             |                |             |            |                   |
| Ems Grant - Palm Beach County            | -           | 55,799      | -           | -              | 14,000      | 100.00%    | 0.02%             |
|                                          | -           | 55,799      | -           | -              | 14,000      | 100.00%    | 0.02%             |
| <b>Shared Revenues-Other Local Units</b> |             |             |             |                |             |            |                   |
| County Occ. Licenses                     | 19,966      | 20,781      | 20,000      | 15,000         | 15,000      | -25.00%    | 0.02%             |
| \$12.50 Citation Monies                  | 9,570       | -           | -           | 25,522         | 15,000      | 100.00%    | 0.02%             |
|                                          | 29,536      | 20,781      | 20,000      | 40,522         | 30,000      | 50.00%     | 0.05%             |
| <b>Public Safety</b>                     |             |             |             |                |             |            |                   |
| Special Assignment Ot - Other            | 630,086     | 1,078,853   | 700,000     | 625,000        | 650,000     | -7.14%     | 0.99%             |
| Police Id Cards                          | 21,692      | 17,564      | 20,000      | 20,000         | 20,000      | 0.00%      | 0.03%             |
| Burglar Alarm False Alarm Fees           | 68,051      | 77,490      | 75,000      | 76,000         | 75,000      | 0.00%      | 0.11%             |
| Burglar Alarm Registration Fee           | 46,588      | 46,873      | 55,000      | 50,000         | 50,000      | -9.09%     | 0.08%             |
| Burglar Alarm - Penalties                | 5,710       | 3,671       | -           | 5,000          | 5,000       | 100.00%    | 0.01%             |
| Burglar Alarm - Direct Connect           | 5,892       | 6,729       | 6,000       | 6,000          | 6,000       | 0.00%      | 0.01%             |
| Valet Parking Permit                     | 10,200      | 10,850      | 6,000       | 7,000          | 10,000      | 66.67%     | 0.02%             |
| Tent Permits                             | 7,725       | 7,982       | 7,000       | 25,000         | 10,000      | 42.86%     | 0.02%             |
| Special Detail-Fire                      | 53,681      | 31,773      | 47,000      | 25,000         | 45,000      | -4.26%     | 0.07%             |
| Fire Prev Bonfires                       | 3,600       | 4,800       | 4,000       | 4,000          | 4,000       | 0.00%      | 0.01%             |
| Fire Prev Fire Hydrant                   | 825         | -           | 500         | 500            | 500         | 0.00%      | 0.00%             |
| Fire Prev Hot Work                       | 31,481      | 54,228      | 25,000      | 55,000         | 35,000      | 40.00%     | 0.05%             |
| Fire Prev Public Assembly                | 1,311       | 1,711       | 2,700       | 2,000          | 2,000       | -25.93%    | 0.00%             |
| False Fire Alarms                        | 4,750       | 15,555      | 7,500       | 15,000         | 10,000      | 33.33%     | 0.02%             |
| Fire Prev Fireworks                      | 9,080       | 20,000      | 12,000      | 12,000         | 12,000      | 0.00%      | 0.02%             |
| Bldg. Insp. Fund Fees                    | 7,789       | 7,209       | 4,000       | 8,000          | 7,000       | 75.00%     | 0.01%             |
| Radon Gas                                | 6,958       | 7,205       | 4,000       | 8,000          | 7,000       | 75.00%     | 0.01%             |
| Fire Prev Technical Fire Insp            | 36,588      | 42,389      | 40,000      | 40,000         | 40,000      | 0.00%      | 0.06%             |
| Fire Prev Annual Ins Fee                 | 116,806     | 88,976      | 117,000     | 117,000        | 120,000     | 2.56%      | 0.18%             |
| Ems Transport Fees                       | 350,847     | 477,169     | 450,000     | 375,000        | 400,000     | -11.11%    | 0.61%             |
|                                          | 1,419,660   | 2,001,027   | 1,582,700   | 1,475,500      | 1,508,500   | -4.69%     | 2.31%             |
| <b>Physical Environment</b>              |             |             |             |                |             |            |                   |
| Special Solid Waste                      | 8,462       | 8,735       | 10,000      | 10,000         | 10,000      | 0.00%      | 0.02%             |
| Solid Waste                              | 893,395     | 981,859     | 912,037     | 965,000        | 920,000     | 0.87%      | 1.41%             |
| Comp. Garbage Collection Fee             | 228,815     | 223,714     | 246,529     | 260,000        | 253,925     | 3.00%      | 0.39%             |
| SWA Recycling Revenue                    | 82,049      | 41,368      | 45,000      | 35,000         | 30,000      | -33.33%    | 0.05%             |
| Easement Acquisition                     | 3,000       | -           | -           | -              | -           | 0.00%      | 0.00%             |
| Historic Speciman Tree Fee               | 3,315       | 4,641       | 4,000       | 5,000          | 5,000       | 25.00%     | 0.01%             |
|                                          | 1,219,036   | 1,260,317   | 1,217,566   | 1,275,000      | 1,218,925   | 0.11%      | 1.86%             |
| <b>Transportation</b>                    |             |             |             |                |             |            |                   |
| Prkg Meter Royal Palm Way Lot            | 10,788      | 12,412      | 11,000      | 12,000         | 12,000      | 9.09%      | 0.02%             |
| Prkg Meter Ocean Front                   | 475,210     | 445,625     | 475,000     | 491,000        | 475,000     | 0.00%      | 0.73%             |
| Prkg Meter Lake Front                    | 58,376      | 14,004      | 20,000      | 13,500         | 15,000      | -25.00%    | 0.02%             |
| Prkg Meter Phipps Ocean Front            | 90,604      | 50,353      | 50,000      | 54,900         | 45,000      | -10.00%    | 0.07%             |
| Prkg Meter Peruvian                      | 90,016      | 89,729      | 90,000      | 88,000         | 90,000      | 0.00%      | 0.14%             |
| Prkg Meter Bradley Place                 | 10,344      | 4,776       | 10,000      | 5,600          | 6,000       | -40.00%    | 0.01%             |
| Parking Meter Royal Palm Way             | 33,281      | 25,813      | 25,000      | 33,000         | 31,000      | 24.00%     | 0.05%             |
| Other Parking Placard Programs           | 11,825      | 138,205     | 130,000     | 111,000        | 115,000     | -11.54%    | 0.18%             |
|                                          | 780,444     | 780,917     | 811,000     | 809,000        | 789,000     | -2.71%     | 1.21%             |
| <b>Other Charges for Services</b>        |             |             |             |                |             |            |                   |
| Bldg/Elec/Plumbing Code Sales            | -           | -           | 100         | -              | -           | -100.00%   | 0.00%             |
| Map/Sales Code                           | -           | -           | 100         | -              | -           | -100.00%   | 0.00%             |
| Certification Copy                       | 633         | 703         | 500         | 700            | 700         | 40.00%     | 0.00%             |
| Misc Copies                              | 6,673       | 3,714       | 5,000       | 7,000          | 5,000       | 0.00%      | 0.01%             |
| Meeting Tapes Sales                      | 140         | 22          | 150         | 150            | 150         | 0.00%      | 0.00%             |
| Lien Search Fee                          | 23,909      | 27,510      | 25,000      | 35,000         | 25,000      | 0.00%      | 0.04%             |
| Microfiche/Scanned Documents             | 10,335      | 6,976       | 10,000      | 1,500          | 5,000       | -50.00%    | 0.01%             |
| Data Processing Services                 | 938         | 75          | -           | 150            | -           | 0.00%      | 0.00%             |
|                                          | 42,628      | 39,000      | 40,850      | 44,500         | 35,850      | -12.24%    | 0.05%             |

| Title                                 | 2011 Actual | 2012 Actual | 2013 Budget | 2013 Projected | 2014 Budget | % Variance | % of Total Budget |
|---------------------------------------|-------------|-------------|-------------|----------------|-------------|------------|-------------------|
| <b>Judgments and Fines</b>            |             |             |             |                |             |            |                   |
| Fines - Other Parking                 | 326,118     | 512,011     | 625,000     | 610,000        | 650,000     | 4.00%      | 0.99%             |
| Fines - Parking Meters                | 93,987      | 75,030      | 120,000     | 66,000         | 75,000      | -37.50%    | 0.11%             |
| Row Parking Violation Fines           | 16,475      | 11,980      | 16,000      | 10,000         | 10,000      | -37.50%    | 0.02%             |
| Moving Violations                     | 47,970      | 42,626      | 45,000      | 10,000         | 20,000      | -55.56%    | 0.03%             |
| Court Order Wade                      | -           | 634         | -           | -              | -           | 0.00%      | 0.00%             |
| Revenue/2nd \$ Funding                | 6,592       | 5,672       | 6,000       | 2,500          | 6,000       | 0.00%      | 0.01%             |
| Boot Fees                             | 29,750      | 29,370      | 30,000      | 20,000         | 25,000      | -16.67%    | 0.04%             |
| Penalty - Other Parking               | 133,561     | 148,863     | 190,000     | 165,000        | 160,000     | -15.79%    | 0.24%             |
| Penalty - Parking Meters              | 49,977      | 31,800      | 55,000      | 21,000         | 25,000      | -54.55%    | 0.04%             |
|                                       | 704,430     | 857,986     | 1,087,000   | 904,500        | 971,000     | -10.67%    | 1.48%             |
| <b>Violations of Local Ordinances</b> |             |             |             |                |             |            |                   |
| Code Compliance Fines                 | 580,521     | 233,450     | 200,000     | 450,000        | 200,000     | 0.00%      | 0.31%             |
| Code Compliance Admin Fee             | 12,275      | 15,000      | 12,000      | 12,000         | 10,000      | -16.67%    | 0.02%             |
|                                       | 592,796     | 248,450     | 212,000     | 462,000        | 210,000     | -0.94%     | 0.32%             |
| <b>Interest and Other Earnings</b>    |             |             |             |                |             |            |                   |
| Interest - Checking                   | 15,537      | -           | -           | -              | -           | 0.00%      | 0.00%             |
| Fmivt Interest                        | 360,474     | 266,266     | 750,000     | -              | 300,000     | -60.00%    | 0.46%             |
| PFM/TD Bank Interest Income           | 33,055      | 137,408     | 100,000     | 25,000         | 75,000      | -25.00%    | 0.11%             |
| PFM/TD Bank Interest Income ECR       | 140         | 615         | 500         | 750            | 500         | 0.00%      | 0.00%             |
| Investment Earnings/Ad Valorem        | 86,443      | 91,023      | 50,000      | 56,000         | 50,000      | 0.00%      | 0.08%             |
|                                       | 495,649     | 495,312     | 900,500     | 81,750         | 425,500     | -52.75%    | 0.65%             |
| <b>Rents and Royalties</b>            |             |             |             |                |             |            |                   |
| Room Rental Dep - South Fire          | 200         | 136         | -           | 189            | -           | 0.00%      | 0.00%             |
| Vending Machine Commissions           | 199         | -           | 500         | 500            | 500         | 0.00%      | 0.00%             |
| Rooftop Lease                         | 87,803      | 104,844     | 95,481      | 95,000         | 98,345      | 3.00%      | 0.15%             |
|                                       | 88,202      | 104,980     | 95,981      | 95,689         | 98,845      | 2.98%      | 0.15%             |
| <b>Disposition of Fixed Assets</b>    |             |             |             |                |             |            |                   |
| Surplus Furn & Equipment              | 5,875       | 1,392       | -           | 83,574         | -           | 0.00%      | 0.00%             |
| Sale of Land                          | -           | -           | -           | 416,602        | -           | 0.00%      | 0.00%             |
|                                       | 5,875       | 1,392       | -           | 500,176        | -           | 0.00%      | 0.00%             |
| <b>Other Miscellaneous Revenues</b>   |             |             |             |                |             |            |                   |
| Insurance Proceeds                    | -           | 494,502     | -           | -              | -           | 0.00%      | 0.00%             |
| Kreusler Park Admin                   | 55,017      | (3,749)     | -           | -              | -           | 0.00%      | 0.00%             |
| State Highway Lighting Maint          | 71,243      | 71,242      | 70,000      | 72,162         | 70,000      | 0.00%      | 0.11%             |
| Rebate For Town Towing                | 1,989       | 1,910       | 2,000       | 2,000          | 2,000       | 0.00%      | 0.00%             |
| Control Pay Advance Revenue Share     | 1,790       | 838         | 2,000       | -              | -           | -100.00%   | 0.00%             |
| Credit Card Customer Surcharge        | -           | -           | -           | 2,000          | -           | 0.00%      | 0.00%             |
| Miscellaneous Revenue                 | 541,570     | 12,408      | 20,000      | 280,000        | 20,000      | 0.00%      | 0.03%             |
|                                       | 671,609     | 577,151     | 94,000      | 356,162        | 92,000      | -2.13%     | 0.14%             |
| <b>Interfund Transfer</b>             |             |             |             |                |             |            |                   |
| Use Of Fund Balance                   | -           | -           | 4,956,588   | 1,157,033      | 5,459,600   | 10.15%     | 8.35%             |
| Transfer From CIP                     | 1,400,000   | -           | -           | -              | -           | 0.00%      | 0.00%             |
| Interfd Transfer-Marina               | 614,000     | 800,000     | 885,000     | 885,000        | 885,000     | 0.00%      | 1.35%             |
| Interfd Transfer - Golf               | 25,000      | -           | -           | -              | -           | 0.00%      | 0.00%             |
|                                       | 2,039,000   | 800,000     | 5,841,588   | 2,042,033      | 6,344,600   | 8.61%      | 9.70%             |
|                                       | 59,856,446  | 58,745,620  | 63,510,835  | 61,560,291     | 65,406,493  | 2.98%      | 100.00%           |

## MAJOR REVENUE SOURCES

### PROPERTY TAX

#### General Description

Under State law, the assessment of all properties and the collection of all county, municipal and school board property taxes are consolidated in the offices of the property appraiser of each county and tax collector of each county. Municipalities are not permitted to levy property taxes at a rate of more than 10 mills for operating millage. There is no limitation as to rate or amount of ad valorem taxes levied for the purpose of paying debt service on general obligation bonds, pursuant to Florida Statutes, but the Town, according to Section 7.01 of the Town Charter, cannot have a total indebtedness which exceeds an amount equal to five percent (5%) of the total assessed value of the taxable property within the Town's corporate limits. The laws of the State regulating tax assessment are designed to assure a consistent property valuation method statewide. The State Constitution does, however, permit different assessment standards for agricultural land, land used exclusively for noncommercial recreational purposes, tangible personal property held for sale as stock-in-trade and livestock.

#### Property Assessment Procedure

Municipal ad valorem taxes are levied based upon the assessed valuation of taxable real and tangible personal property located within the boundaries of the municipality. Property valuations are determined each year as of January 1 by the Property Appraiser. A tax roll is prepared by July 1 and each taxpayer whose property is subject to taxation is given notice of the assessment of such property. The property owner has the right to file an appeal with the Value Adjustment Board, which considers petitions relating to assessments and exemptions. The Value Adjustment Board certifies the assessment roll upon completion of the hearing of all appeals.

#### Exemptions

Every person who has the legal title or beneficial title in equity to real property in the State of Florida and who resides thereon and in good faith makes the same his or her permanent residence or the permanent residence of others legally or naturally dependent upon such person is entitled to an exemption from ad valorem taxation by counties of \$25,000 for a property with an assessed value of up to \$50,000. Beginning at \$50,000 and continuing through an assessed value of \$75,000 the additional benefit will increase with the increase in property value. A property with an assessed value of \$75,000 or more will receive the full \$50,000 exemption. Other exemptions from the ad valorem tax include property owned by certain permanently and totally disabled persons; active military personnel; disabled veterans; renewable energy source improvements; inventory; historic properties; property used by hospitals, nursing homes, homes for special services and property used by homes for the aged; educational property; property owned and used by labor organizations; community centers; governmental property; property owned by not-for-profit sewer and water companies; and the first \$500.00 of property of every widow and widower.

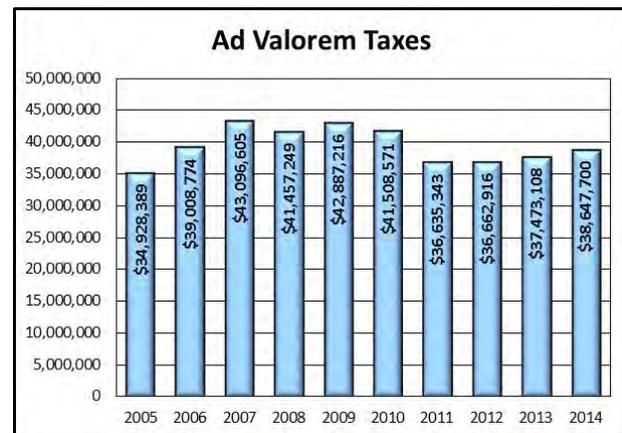
## Levy of Ad Valorem Taxes

The Town is required to establish a budget for each fiscal year. The Town is required to compute a proposed millage rate necessary to fund the tentative budget other than the portion of the budget to be funded from sources other than ad valorem taxes. After a procedure involving notice, hearings and public comment, the tentative budget and millage rate become final when approved by the Town Council. This procedure creates the tax roll which is then turned over to the Tax Collector on or about the first Monday in October.

## Tax Collection Procedure

Upon receipt of the certified tax roll, the Tax Collector is required to mail to each taxpayer appearing on the assessment roll a tax notice stating, among other things, the amount of current taxes, including any ad valorem taxes due from the taxpayer. In general, each taxpayer is required to pay all taxes shown in the tax notice without preference in payment of any particular increment of the tax bill.

The Statutes relating to the enforcement of county ad valorem taxes (and thus municipal property taxes) provide that such taxes become due and payable on November 1 of the year in which assessed or as soon thereafter as the certified tax roll is received by the Tax Collector. If paid during November or the following three (3) months, the taxpayer is granted a discount which is equal to four percent (4%) in November and which decreases pro rata monthly to one percent (1%) in February. All taxes become delinquent on April 1 following the year in which they are assessed or immediately after sixty (60) days have expired from the mailing of the original tax notice, whichever is later, and the tax collector is required to collect taxes prior to the date of delinquency and to institute statutory procedures upon delinquency to collect assessed taxes. Delay in the mailing of tax notices to taxpayers results in a delay throughout the process.



## Property Tax Reform

The State of Florida adopted property tax reform measures during FY07. This tax reform legislation required counties and municipalities to roll back their millage rates for FY06-07 funding levels and then reduce that amount by a percentage of 0, 3, 5, 7, or 9 based upon a formula that analyzes their taxing performance over the past five years. The Town's assigned percentage was 5% due to reductions in the millage rate that had been adopted since FY02.

For the FY14 budget, millage rate increases are limited to the rolled back rate (the rate that produces the same taxes as the prior year, exclusive of taxes from new construction) plus growth in personal income. Local governments are allowed to override the cap by extraordinary vote, either a 2/3 vote of the Council for up to a 10% increase over the rolled back rate, or a unanimous vote of the Council for an

increase in excess of 10%. For FY14 the Town adopted a millage rate of 3.2468 which is slightly less than the FY13 rate of 3.2512. Since taxable value increased by 5.16%, the reduced millage rate resulted in an increase in taxes of \$1,782,300 over FY13.

The chart below identifies the FY14 TRIM options available to the Town.

| <b>FY14 Millage Rate Options</b>       | <b>Millage</b> | <b>Tax Revenue</b>  |
|----------------------------------------|----------------|---------------------|
| Rollback Millage Rate                  | 3.0985         | \$36,882,180        |
| Majority Maximum Millage Rate          | 3.8021         | \$45,257,297        |
| 2/3 Vote Maximum Millage Rate          | 4.1823         | \$49,782,908        |
| FY13 Millage Rate                      | 3.2512         | \$38,699,804        |
| <b>Town Adopted Final Millage Rate</b> | <b>3.2468</b>  | <b>\$38,647,430</b> |

## Shared Revenue

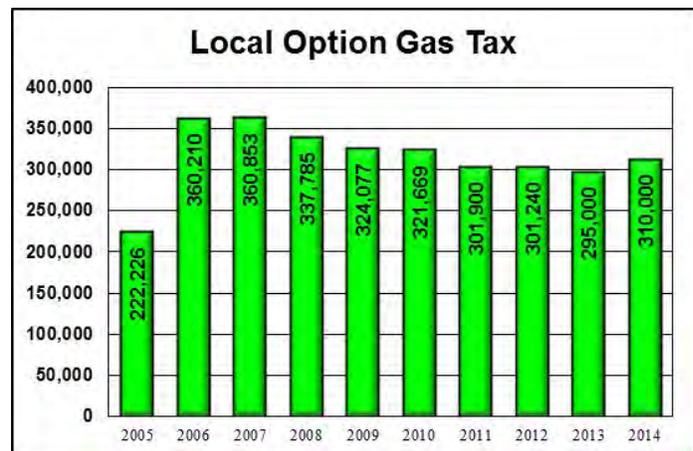
### Local Option Gas Tax

Local governments are authorized to impose a tax of 1 cent to 6 cents on every gallon of motor fuel and special fuel sold at the retail level. Local Option Gas Taxes are enacted by an inter-local agreement concerning the distribution of the tax proceeds is established between the local governments in the county.

The Town participates in two separate and distinct inter-local agreements relative to Local Option Gas Tax as follows:

- a. In 1986, an inter-local agreement was signed which provided a distribution formula for the six cent gas tax in effect of 1/3 of all sums collected to municipalities and 2/3 of all sums collected to the county.

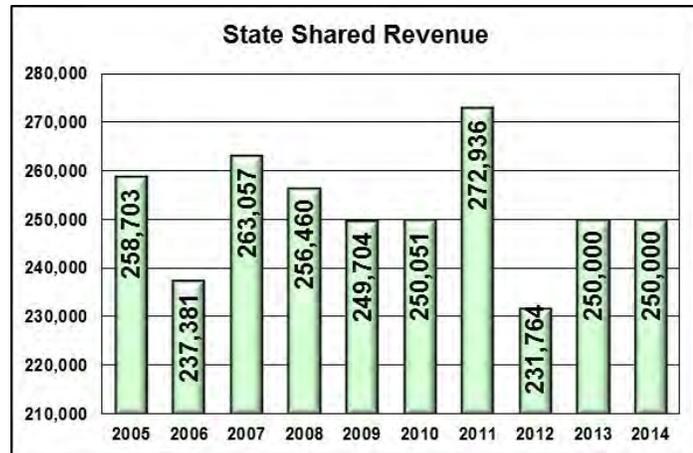
- b. A second inter-local agreement was signed in August 1993 providing a distribution formula for an additional five cent gas tax which the state legislation authorized the county commission to levy and the county commission approved on July 20, 1993. The approved distribution formula is 21% of all sums collected by the County from the State are distributed to municipalities and 79% of all sums collected are distributed to the County. The agreement is written to terminate at such time as the gas tax proceeds are no longer collected and distributed, with the distribution formula scheduled for review annually.



The Local Option Gas Tax budget for FY14 is based upon estimates provided by the State of Florida.

**State Shared Revenue**

Sharing of certain state revenues with cities and counties began in Florida at least as early as 1931. Financial rescue of the counties from their overwhelming road debts from the 1920's came principally through sharing of the state's motor fuel tax. Little sharing with cities occurred until the state cigarette tax collections were made available to them in 1949. The Florida Revenue Sharing Act of 1972 was a major attempt by the legislature to ensure an equitable distribution at a minimum level of revenue across counties and municipalities.



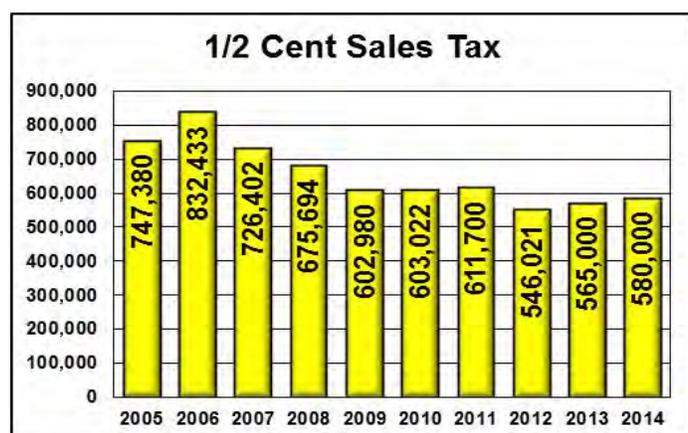
The current structure of the revenue sharing program has three revenue sources for municipalities: Cigarette tax, one-cent municipal gas tax and the state alternative fuel decal users fee. There are several criteria a local government must meet in order to qualify to receive funds. For governments eligible in 1972: Levy ad valorem taxes (excluding debt service and other special millage) that will produce the equivalent of three mills per dollar of assessed valuation on the 1973 property tax base, or collect an equivalent amount of revenue from an occupational license tax, or a utility tax (or both) in combination with the ad valorem tax. Other requirements include annual post audits of financial accounts, certification of compliance with TRIM.

Funds for the above referenced revenue sources are collected in a trust and net of administrative cost, are distributed monthly to qualified recipients based on an apportionment formula comprised of three factors: weighted population, sales tax, and relative ability to raise revenue. The State provides estimates each year for budgeting purposes.

Revenues have remained flat for the past few years. The budget for FY14 is based upon estimates provided by the State of Florida.

**Half Cent Sales Tax**

In 1982, the State authorized the Local Government Half Cent Sales Tax Program. The program includes three distributions of state sales tax revenue collected. The ordinary distribution to eligible county and municipal governments is possible due to the transfer of 8.814 percent of net sales tax proceeds to the Local Government Half-cent Sales Tax Clearing Trust Fund. The emergency and supplemental distributions are possible due to the transfer of .095% of net



sales tax proceeds to the Trust Fund. The emergency and supplemental distributions are available to select counties that meet certain fiscal-related eligibility requirements.

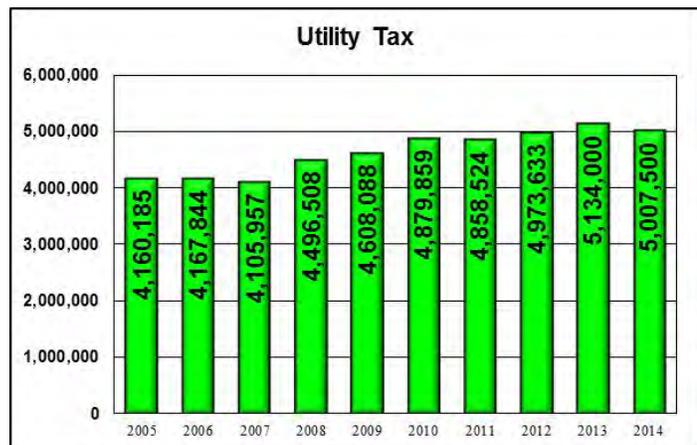
Like the sales tax itself, the proceeds from the sales tax distributed to local governments are subject to cyclical variations based on the level of economic activity within the particular month. In 1987, the State expanded the base upon which the sales tax is levied by including several services formerly exempted. Effective February 1, 1988, the sales tax on goods was increased to 6%. The current rate in affect for Palm Beach County is 6%. The State provides estimates for budgeting purposes.

| SHARED REVENUE COLLECTIONS          |                      |                      |                     |                  |
|-------------------------------------|----------------------|----------------------|---------------------|------------------|
| Fiscal Year                         | Local Option Gas Tax | State Shared Revenue | Half Cent Sales Tax | Total            |
| <b>2014</b><br><b>(Budgeted)</b>    | 310,000              | 250,000              | 580,000             | <b>1,140,000</b> |
| <b>2013</b><br><b>(Anticipated)</b> | 295,000              | 250,000              | 565,000             | <b>1,110,000</b> |
| <b>2012</b>                         | 301,240              | 231,764              | 546,021             | <b>1,079,025</b> |
| <b>2011</b>                         | 301,900              | 272,936              | 611,700             | <b>1,186,536</b> |
| <b>2010</b>                         | 321,669              | 250,051              | 603,022             | <b>1,174,742</b> |
| <b>2009</b>                         | 324,077              | 249,704              | 602,980             | <b>1,176,761</b> |
| <b>2008</b>                         | 337,785              | 256,460              | 675,694             | <b>1,269,939</b> |
| <b>2007</b>                         | 360,853              | 263,057              | 726,402             | <b>1,350,312</b> |
| <b>2006</b>                         | 360,210              | 237,381              | 832,433             | <b>1,430,024</b> |
| <b>2005</b>                         | 222,226              | 258,703              | 747,380             | <b>1,228,309</b> |

## UTILITY TAX

Pursuant to F.S.166.231, the Town levies a utility tax, or public service tax on the purchase of electricity, metered or bottled gas and water service. The Town levies this tax at the state allowed maximum of 10% for all services.

In FY01, the Florida Legislature adopted the Communications Tax Simplification law that went into effect on October 1, 2001. This legislation combined the Telecommunications utility tax as well as the Telecommunications franchise fee and cable franchise fee into one tax rate on a broad base of services. The Town adopted Resolutions 42-01 and 43-01 which set the tax rates for this tax. The rate is 5.1% plus .12% (additional rate for not charging separate permit fees) totaling 5.22%.



Collections from these taxes vary depending on utility usage. The water and electricity utility tax depends to a great extent on weather conditions. Fluctuations may be experienced from these revenue sources which are beyond the ability of the Town to predict or control. The budget for utility tax is based on historical trends. Recent revenue trends have been positive. Electricity, gas and water utility taxes have exceeded budget expectations.

| <b>Utility Tax</b>            |                    |                                    |              |            |                |                  |
|-------------------------------|--------------------|------------------------------------|--------------|------------|----------------|------------------|
| <b>Fiscal Year</b>            | <b>Electricity</b> | <b>Communications Services Tax</b> | <b>Water</b> | <b>Gas</b> | <b>Propane</b> | <b>Total</b>     |
| <b>2014<br/>(Budgeted)</b>    | 2,200,000          | 1,200,000                          | 1,350,000    | 250,000    | 7,500          | <b>5,007,500</b> |
| <b>2013<br/>(Anticipated)</b> | 2,300,000          | 1,150,000                          | 1,430,000    | 250,000    | 4,000          | <b>5,134,000</b> |
| <b>2012</b>                   | 2,221,874          | 1,142,166                          | 1,368,085    | 232,124    | 9,384          | <b>4,973,633</b> |
| <b>2011</b>                   | 2,172,820          | 1,178,518                          | 1,287,923    | 248,209    | 5,186          | <b>4,892,656</b> |
| <b>2010</b>                   | 2,187,115          | 1,172,387                          | 1,248,114    | 265,560    | 6,683          | <b>4,879,859</b> |
| <b>2009</b>                   | 2,049,223          | 1,206,636                          | 1,098,824    | 243,777    | 9,628          | <b>4,608,088</b> |
| <b>2008</b>                   | 2,060,247          | 1,475,646                          | 730,479      | 222,781    | 7,355          | <b>4,496,508</b> |
| <b>2007</b>                   | 2,039,667          | 1,090,969                          | 733,994      | 245,057    | (3,731)        | <b>4,105,956</b> |
| <b>2006</b>                   | 2,035,294          | 1,111,351                          | 756,825      | 249,735    | 14,639         | <b>4,167,844</b> |
| <b>2005</b>                   | 1,976,980          | 1,120,892                          | 811,967      | 245,599    | 4,747          | <b>4,160,185</b> |

## FRANCHISE FEES

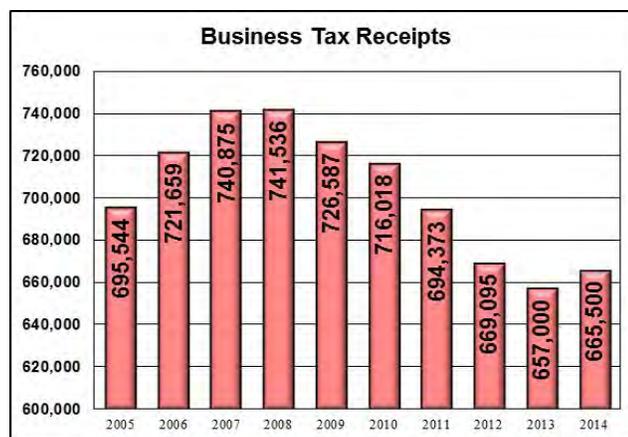
Public utilities operating within the Town of Palm Beach must pay to the Town a franchise fee in return for the right to do business within the Town and for the right to use public rights-of-way. The table on the following page shows the two franchise agreements currently in effect. The budget for franchise fees is based upon historical trends.

As mentioned under the Utility Tax section, the Communications Tax Simplification Law eliminated the franchise fees for telephone and cable companies and replaces it with a single rate on a broad base of telecommunication and cable services. The trend in franchise fee revenue is shown in the table on the following page.

| Franchise Fees        |                         |                          |           |
|-----------------------|-------------------------|--------------------------|-----------|
| Fiscal Year           | Electricity             | Gas                      | Total     |
| Provider              | Florida Power and Light | Florida Public Utilities |           |
| Effective Date        | 4/1/11                  | 4/13/93                  |           |
| Term                  | 30 years                | 30 years                 |           |
| Rate                  | 5.9%                    | 6%                       |           |
| 2014<br>(Budget)      | 1,900,000               | 150,000                  | 2,050,000 |
| 2013<br>(Anticipated) | 1,850,000               | 163,145                  | 2,013,145 |
| 2012                  | 1,900,717               | 139,727                  | 2,040,444 |
| 2011                  | 1,884,726               | 144,218                  | 2,028,945 |
| 2010                  | 2,009,808               | 159,993                  | 2,169,801 |
| 2009                  | 2,225,166               | 229,066                  | 2,454,232 |
| 2008                  | 2,217,498               | 230,046                  | 2,447,544 |
| 2007                  | 2,244,536               | 233,951                  | 2,478,487 |
| 2006                  | 2,146,494               | 287,317                  | 2,433,811 |
| 2005                  | 1,758,406               | 231,574                  | 1,989,980 |

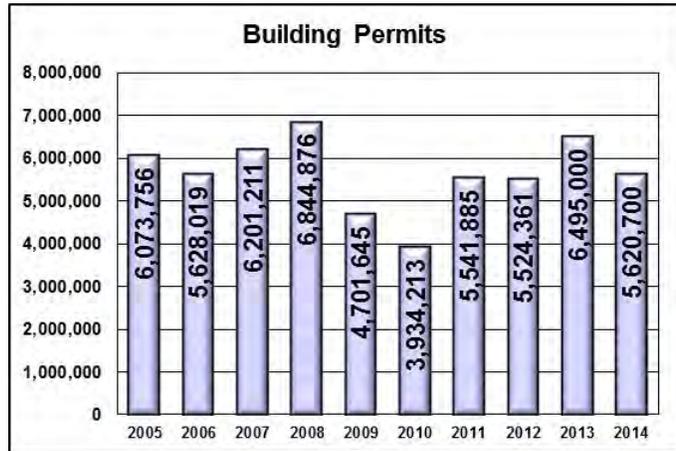
### Business Tax Receipts

Any person engaging in or managing any business, occupation or profession, within the limits of the Town of Palm Beach must have a license and pay a Business Tax. All licenses must be secured at the time the business begins operation and are renewed thereafter each October 1. The fee for each license is based on the business in which the entity is engaged. This revenue source has trended flat. A fee increase was approved for FY14. During 2012, a change in state law was adopted that exempts real estate brokers from the tax. The FY13 revenues reflect a decrease due to this change. The FY14 revenues reflect an increase due to the above mentioned fee increase.



## Building Permits

Permits must be issued to any individual or business that performs construction work within the corporate limits of the Town of Palm Beach. Permits are issued for building, electrical, plumbing, and mechanical construction. The revenue from building permits fluctuates based upon current economic conditions and major construction projects. In FY08, building permit fees were lowered based upon a cost allocation study that was completed during FY07. From FY02 through FY08, building permit revenue had been exceeding expectations. Due to the downturn in the economy, FY09 and FY10 revenues were significantly lower than historical standards. From FY11 through FY13, revenue from these sources exceeded expectations. This revenue source is budgeted conservatively for FY14 and reflects an improvement in construction activity on the island.

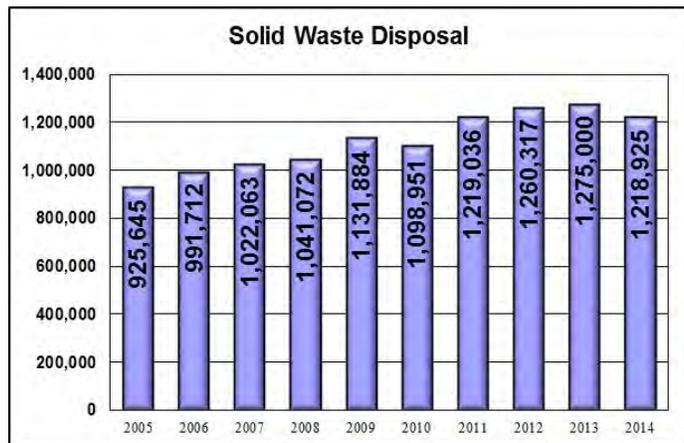


From FY11 through FY13, revenue from these sources exceeded expectations. This revenue source is budgeted conservatively for FY14 and reflects an improvement in construction activity on the island.

## Solid Waste Disposal

Commercial establishments, including apartments, are charged for collection and disposal costs based upon the type of facility being serviced. Town Council, from time to time, will adjust the rate structure to cover anticipated costs. The Solid Waste Authority of Palm Beach County assesses commercial facilities for a portion of their disposal costs while the Town is responsible for the remaining cost.

The Town is the sole provider of garbage service to its residents and all commercial properties. Most commercial properties are serviced five times per week, except restaurants which are serviced seven times per week.

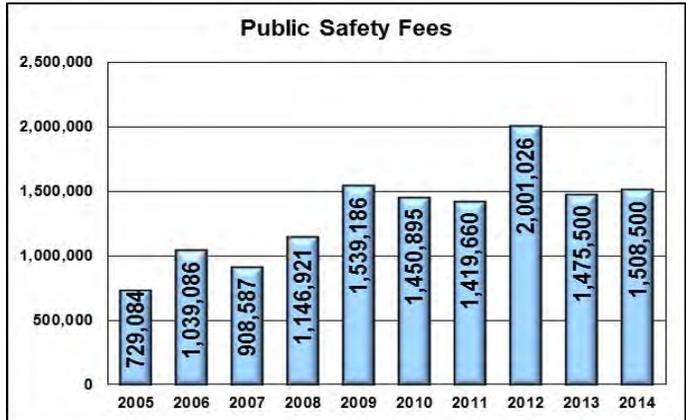


The solid waste disposal charges are billed as a non-ad valorem assessment on the customer's property tax bill.

### Public Safety Fees

Public Safety Fees include special detail charges for police and fire-rescue services, alarm registration fees and false alarm fees, fire prevention fees and EMS transport fees.

The increase in fees in recent years is due to the implementation of new fees. The Town began charging for fire prevention fees in FY06. In FY08 false alarm charges were increased. In FY09 special detail charges were increased. For FY12, an increase was approved for EMS transport fees. For FY13, a decrease was approved to special detail fees. Special detail pay is no longer part of the final average compensation calculation for employee pensions, so the cost for the Town to provide the service has been reduced. A reduction in the fee from \$90 per hour to \$70 per hour was approved.



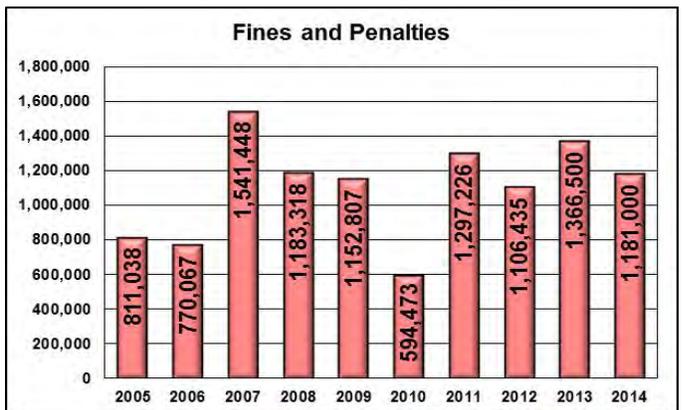
### Parking Kiosk Fees

The Town has parking kiosks in various commercial locations in Town. The revenue also includes parking placards that are issued for parking meters on the ocean and on the lake front. The largest source of revenue from meters is from the ocean front meters at Mid-town beach. This revenue amounts to approximately 60% of the total parking meter revenue. The increase in FY08 is due to the increase in parking meter charges from \$1 per hour to \$2 per hour. Revenues in FY09 declined due to the reduction of revenue during the installation of new parking kiosks. The increase for FY11 is due to the increase in parking meter charges from \$2 to \$5 per hour at the meters located at Mid-Town Beach and Phipps Ocean Park.



### Fines and Penalties

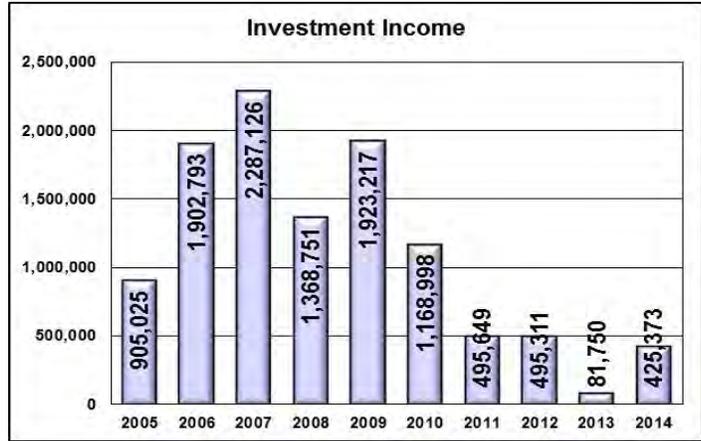
Parking fines and penalties and code enforcement penalties make up a significant portion of this revenue source. Revenues from these sources have increased in recent years due to improved collection efforts. In addition to parking and code compliance fines, right of way parking violation fines, and moving violations are included in this category of revenues. The large increase in FY07 is due to increased intensity of code enforcement efforts resulting in increases in



finer due to violations of water restrictions and other code violations. In FY08, fees for parking tickets were increased to a minimum of \$35. The decline in FY10 is due to lower code enforcement fine collection. The increase in FY13 is due to an increase in parking ticket fines of between \$50 and \$60.

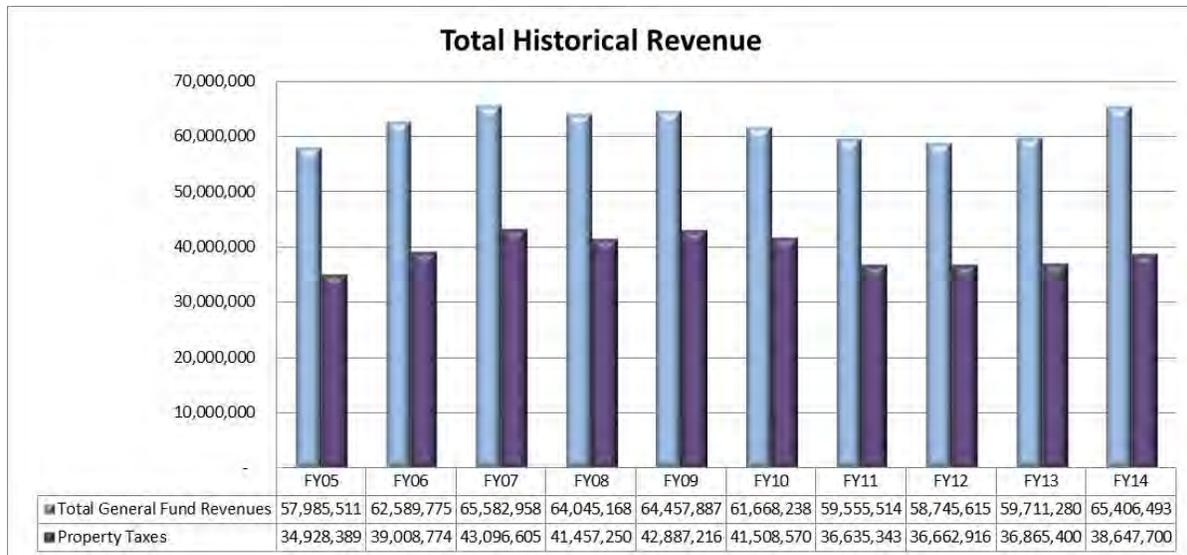
**Investment Income**

The Town’s Investment Advisory Committee oversees the investment of the Town’s surplus funds. For FY06 and FY07, higher rates of return resulted in increases in investment income. In 2009 the Investment Advisory Committee recommended hiring PFM asset management to manage a portion of the surplus funds. The current historically low rates have caused the decline in revenues. The FY14 budget was based upon current trends.

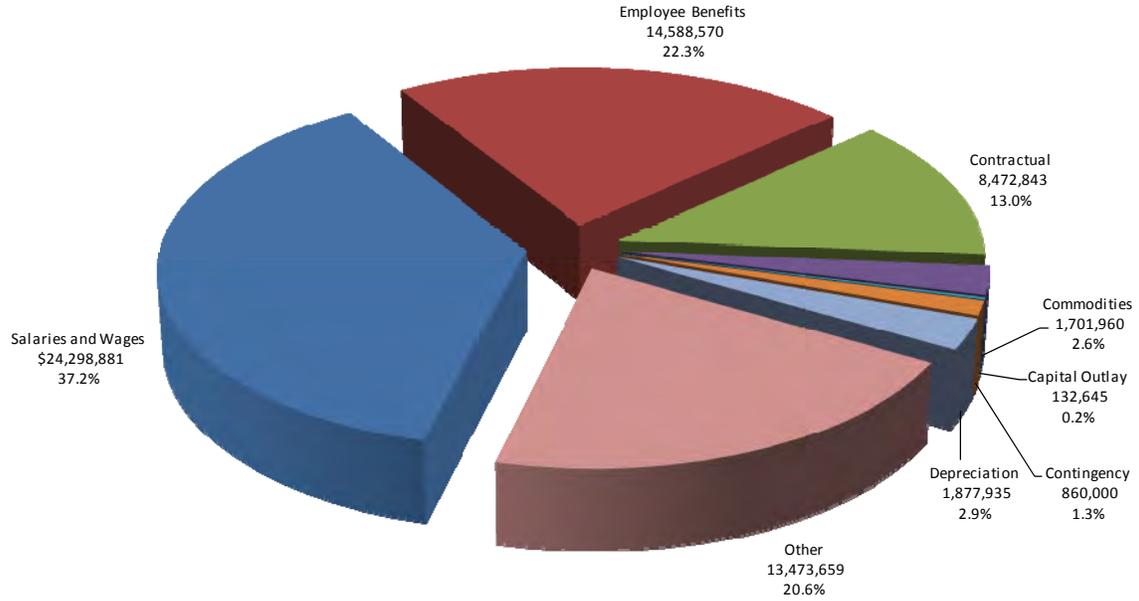


**General Fund Revenue Trend Summary**

Total General Fund revenues have increased at an average annual rate of 1.2% since FY04. This trend is due to increases in ad valorem revenues, building permit revenues, fine revenue, one time revenues from the sale of Town owned property and FEMA reimbursements in FY04, FY05 and FY06. Declines from FY09 through FY12, were mainly due to reductions in property taxes due to decreases in the Town’s taxable value and reductions in building permit income. The 10 year trend is shown in the chart below. For FY14, revenues increase due to an increase in property taxes and a Fund Balance transfer to the Coastal Protection Fund.

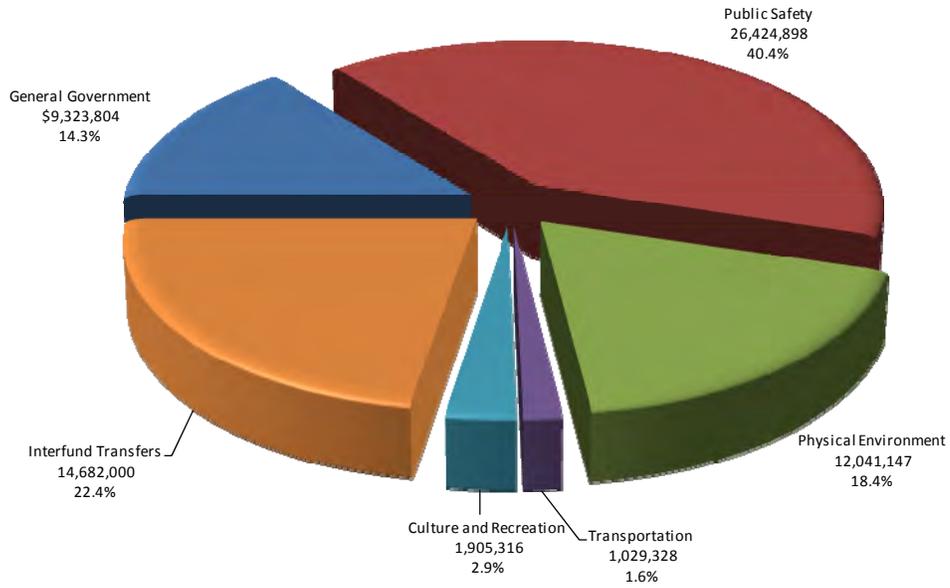


**Expenditures by Type**



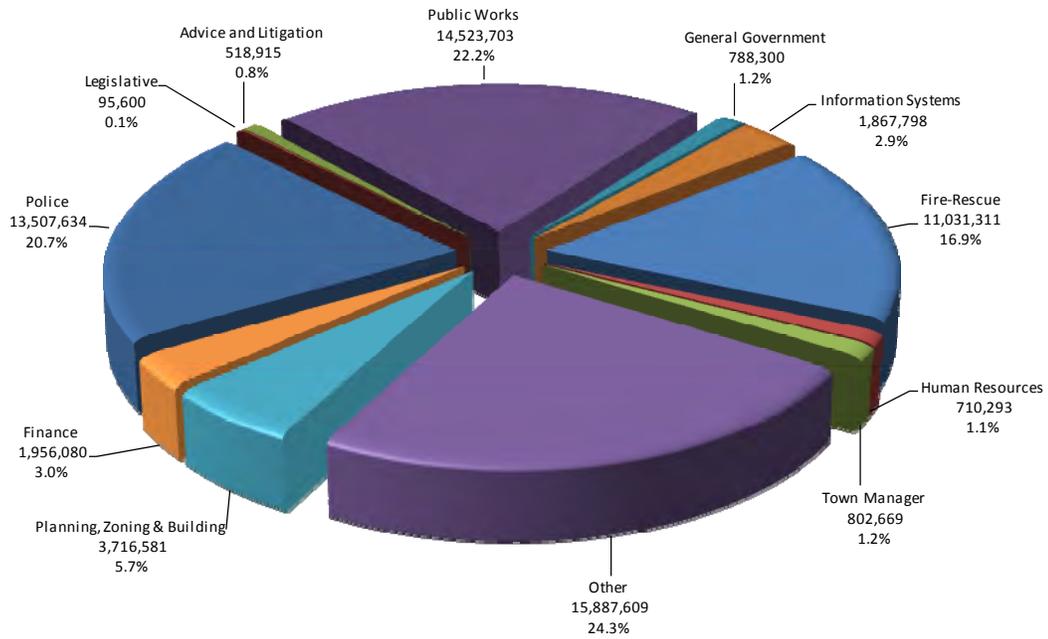
|                    |               |
|--------------------|---------------|
| Salaries and Wages | \$ 24,298,881 |
| Employee Benefits  | 14,588,570    |
| Contractual        | 8,472,843     |
| Commodities        | 1,701,960     |
| Capital Outlay     | 132,645       |
| Contingency        | 860,000       |
| Depreciation       | 1,877,935     |
| Other              | 13,473,659    |
|                    | \$ 65,406,493 |

**Expenditures by Function**



|                        |                      |
|------------------------|----------------------|
| General Government     | \$ 9,323,804         |
| Public Safety          | 26,424,898           |
| Physical Environment   | 12,041,147           |
| Transportation         | 1,029,328            |
| Culture and Recreation | 1,905,316            |
| Interfund Transfers    | 14,682,000           |
|                        | <u>\$ 65,406,493</u> |

**Expenditures by Department**



|                             |    |                   |
|-----------------------------|----|-------------------|
| Legislative                 | \$ | 95,600            |
| General Government          |    | 788,300           |
| Town Manager                |    | 802,669           |
| Advice and Litigation       |    | 518,915           |
| Information Systems         |    | 1,867,798         |
| Human Resources             |    | 710,293           |
| Finance                     |    | 1,956,080         |
| Planning, Zoning & Building |    | 3,716,581         |
| Fire-Rescue                 |    | 11,031,311        |
| Police                      |    | 13,507,634        |
| Public Works                |    | 14,523,703        |
| Other                       |    | 15,887,609        |
|                             | \$ | <u>65,406,493</u> |

| Program                            |     | FY2012<br>Actual  | FY2013<br>Budget  | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget  | %<br>Change  | % of Total<br>GF Budget |
|------------------------------------|-----|-------------------|-------------------|---------------------|---------------------|-------------------|--------------|-------------------------|
| LEGISLATIVE                        | 111 | 60,059            | 95,600            | 95,600              | 60,138              | 95,600            | 0.00%        | 0.15%                   |
| GENERAL GOVERNMENT                 | 113 | 869,295           | 445,153           | 561,140             | 559,405             | 788,300           | 77.09%       | 1.21%                   |
| TOWN MANAGER'S OFFICE              | 121 | 700,242           | 741,371           | 741,371             | 739,271             | 802,669           | 8.27%        | 1.23%                   |
| ADVICE & LITIGATION                | 122 | 654,867           | 468,915           | 468,915             | 606,234             | 518,915           | 10.66%       | 0.79%                   |
| INFORMATION SYSTEMS                | 125 | 1,696,918         | 1,822,385         | 1,831,906           | 1,831,906           | 1,867,798         | 2.49%        | 2.86%                   |
| HUMAN RESOURCES                    | 123 | 572,456           | 679,988           | 712,988             | 679,988             | 710,293           | 4.46%        | 1.09%                   |
| FINANCE                            |     |                   |                   |                     |                     |                   |              |                         |
| Records Management                 | 131 | 291,187           | 307,897           | 318,438             | 307,269             | 321,475           | 4.41%        | 0.49%                   |
| Financial Management               | 141 | 984,197           | 1,026,427         | 1,028,162           | 1,014,199           | 1,046,498         | 1.96%        | 1.60%                   |
| Purchasing                         | 144 | 508,075           | 548,099           | 548,099             | 548,024             | 588,107           | 7.30%        | 0.90%                   |
|                                    |     | 1,783,459         | 1,882,423         | 1,894,699           | 1,869,492           | 1,956,080         | 3.91%        | 2.99%                   |
| PLANNING/ZONING/BUILDING           |     |                   |                   |                     |                     |                   |              |                         |
| Planning & Zoning                  | 211 | 523,550           | 578,842           | 602,382             | 593,600             | 602,564           | 4.10%        | 0.92%                   |
| Permit Issuance                    | 212 | 886,544           | 1,040,976         | 1,134,289           | 1,026,100           | 1,121,585         | 7.74%        | 1.71%                   |
| Inspection/Compliance              | 213 | 988,761           | 1,127,890         | 1,196,234           | 1,123,184           | 1,180,206         | 4.64%        | 1.80%                   |
| Landmarks Preservation             | 214 | 141,185           | 164,100           | 166,110             | 166,000             | 154,429           | -5.89%       | 0.24%                   |
| Fire Prevention                    | 215 | 367,614           | 371,803           | 371,809             | 373,248             | 343,404           | -7.64%       | 0.53%                   |
| Code Enforcement                   | 216 | 288,174           | 316,531           | 316,531             | 312,825             | 314,393           | -0.68%       | 0.48%                   |
|                                    |     | 3,195,828         | 3,600,142         | 3,787,355           | 3,594,957           | 3,716,581         | 3.23%        | 5.68%                   |
| LIBRARY SERVICES                   | 321 | 272,400           | 288,989           | 288,989             | 288,989             | 297,659           | 3.00%        | 0.46%                   |
| FIRE-RESCUE                        |     |                   |                   |                     |                     |                   |              |                         |
| Fire Administration                | 411 | 626,683           | 640,658           | 640,658             | 641,620             | 613,971           | -4.17%       | 0.94%                   |
| Operations                         | 417 | 8,736,872         | 9,184,669         | 9,195,553           | 9,204,309           | 9,432,853         | 2.70%        | 14.42%                  |
| Training                           | 418 | 269,365           | 263,737           | 263,737             | 262,974             | 293,282           | 11.20%       | 0.45%                   |
| Beach Rescue                       | 432 | 486,678           | 563,126           | 563,126             | 564,750             | 691,205           | 22.74%       | 1.06%                   |
|                                    |     | 10,119,598        | 10,652,190        | 10,663,074          | 10,673,653          | 11,031,311        | 3.56%        | 16.87%                  |
| POLICE                             |     |                   |                   |                     |                     |                   |              |                         |
| Administrative Management          | 421 | 865,128           | 888,949           | 888,949             | 883,076             | 909,067           | 2.26%        | 1.39%                   |
| Org Crime/Vice/Narcotics           | 422 | 580,000           | 648,926           | 648,926             | 604,402             | 719,968           | 10.95%       | 1.10%                   |
| Records Information Systems        | 423 | 168,679           | 189,312           | 189,312             | 187,699             | 200,482           | 5.90%        | 0.31%                   |
| Training/Per/Pub Enf               | 424 | 264,411           | 291,378           | 291,378             | 262,644             | 289,216           | -0.74%       | 0.44%                   |
| Communications                     | 425 | 1,240,745         | 1,400,743         | 1,400,743           | 1,303,146           | 1,473,608         | 5.20%        | 2.25%                   |
| Crime Scene/Evidence               | 426 | 214,819           | 227,978           | 227,978             | 202,588             | 193,674           | -15.05%      | 0.30%                   |
| Patrol Services                    | 428 | 7,452,845         | 7,666,145         | 7,672,155           | 7,083,763           | 8,099,264         | 5.65%        | 12.38%                  |
| Criminal Investigation             | 429 | 912,174           | 978,259           | 978,259             | 925,529             | 974,583           | -0.38%       | 1.49%                   |
| Parking Control                    | 430 | 562,984           | 593,837           | 593,837             | 515,431             | 647,772           | 9.08%        | 0.99%                   |
|                                    |     | 12,261,785        | 12,885,527        | 12,891,537          | 11,968,278          | 13,507,634        | 4.83%        | 20.65%                  |
| PUBLIC WORKS                       |     |                   |                   |                     |                     |                   |              |                         |
| Administrative Management          | 511 | 821,638           | 905,013           | 905,013             | 903,913             | 985,360           | 8.88%        | 1.51%                   |
| Street Repair/Maintenance          | 521 | 323,450           | 374,290           | 395,426             | 394,649             | 345,706           | -7.64%       | 0.53%                   |
| Traffic Control                    | 523 | 215,344           | 227,235           | 232,986             | 228,769             | 264,997           | 16.62%       | 0.41%                   |
| Street Lighting                    | 524 | 418,312           | 516,572           | 632,425             | 632,425             | 418,625           | -18.96%      | 0.64%                   |
| Storm Sewer Maintenance            | 531 | 700,191           | 816,553           | 822,460             | 818,922             | 915,768           | 12.15%       | 1.40%                   |
| Sanitary Sewer Maintenance         | 532 | 1,204,507         | 1,346,356         | 1,346,356           | 1,346,775           | 1,354,768         | 0.62%        | 2.07%                   |
| Sanitary Sewer Treatment           | 533 | 1,408,809         | 1,920,100         | 2,760,500           | 2,637,400           | 1,600,000         | -16.67%      | 2.45%                   |
| Residential Collection             | 541 | 812,292           | 899,831           | 899,831             | 899,431             | 982,889           | 9.23%        | 1.50%                   |
| Commercial Collection              | 542 | 893,489           | 963,567           | 963,567             | 963,567             | 1,004,756         | 4.27%        | 1.54%                   |
| Refuse Disposal                    | 543 | 52,737            | 100,000           | 100,000             | 33,675              | 100,000           | 0.00%        | 0.15%                   |
| Yard Trash Collection              | 544 | 1,567,960         | 1,680,597         | 1,775,500           | 1,775,000           | 1,818,858         | 8.23%        | 2.78%                   |
| Recycling                          | 545 | 263,493           | 292,788           | 292,788             | 292,788             | 266,977           | -8.82%       | 0.41%                   |
| Beach Cleaning                     | 546 | 86,574            | 106,927           | 106,927             | 106,927             | 107,115           | 0.18%        | 0.16%                   |
| Parks                              | 551 | 1,002,934         | 1,199,590         | 1,231,894           | 1,230,544           | 1,346,113         | 12.21%       | 2.06%                   |
| Facilities Maintenance             | 554 | 890,341           | 988,436           | 1,072,448           | 1,072,353           | 1,047,768         | 6.00%        | 1.60%                   |
| Parking Meter Maint & Collections  | 558 | 160,716           | 176,261           | 189,441             | 189,434             | 175,536           | -0.41%       | 0.27%                   |
| General Engineering Services       | 561 | 493,549           | 653,290           | 672,982             | 671,490             | 616,674           | -5.60%       | 0.94%                   |
| Right of Way Inspections           | 565 | 100,110           | 139,263           | 139,263             | 139,263             | 152,881           | 9.78%        | 0.23%                   |
| Equip Operations/Maintenance       | 571 | 507,652           | 611,026           | 631,363             | 633,089             | 635,757           | 4.05%        | 0.97%                   |
| Coastal Management                 | 581 | 355,085           | 413,073           | 807,812             | 775,674             | 383,155           | -7.24%       | 0.59%                   |
|                                    |     | 12,279,183        | 14,330,768        | 15,978,982          | 15,746,088          | 14,523,703        | 1.35%        | 22.21%                  |
| TRANSFER TO OTHER FUNDS            |     |                   |                   |                     |                     |                   |              |                         |
| Cap Impr Program (307/308/310/320) | 611 | 1,000,000         | 1,000,000         | 1,000,000           | 1,000,000           | 1,000,000         | 0.00%        | 1.53%                   |
| Coastal Protection Fund (309)      | 611 | 3,960,000         | 2,765,099         | 4,765,099           | 4,765,099           | 4,200,000         | 51.89%       | 6.42%                   |
| Debt Service Fund (205)            | 612 | 3,500,000         | 3,500,000         | 3,500,000           | 3,500,000           | 6,100,000         | 74.29%       | 9.33%                   |
| Group Health Retirees (610)        | 621 | 1,493,000         | 1,769,000         | 1,769,000           | 1,769,000           | 1,506,000         | -14.87%      | 2.30%                   |
| Risk-W/C, Liab, Prop (501)         | 622 | 1,791,507         | 1,892,780         | 1,892,780           | 1,892,780           | 1,876,000         | -0.89%       | 2.87%                   |
| Employee Retirement Fund (600)     | 624 | -                 | -                 | -                   | -                   | -                 | 0.00%        | 0.00%                   |
|                                    |     | 11,744,507        | 10,926,879        | 12,926,879          | 12,926,879          | 14,682,000        | 34.37%       | 22.45%                  |
| EMERGENCY/DISASTER RESPONSE        | 710 | 21,572            | 47,950            | 50,636              | 48,700              | 47,950            | 0.00%        | 0.07%                   |
| CONTINGENT APPROPRIATIONS          | 711 | -                 | 843,000           | 616,765             | -                   | 860,000           | 2.02%        | 1.31%                   |
| General Operating Fund (001) Total |     | 44,487,662        | 48,784,401        | 50,583,957          | 48,667,099          | 50,724,493        | 3.98%        | 77.55%                  |
| Transfers to Other Funds           |     | 11,744,507        | 10,926,879        | 12,926,879          | 12,926,879          | 14,682,000        | 34.37%       | 22.45%                  |
| <b>TOTAL GENERAL FUND</b>          |     | <b>56,232,169</b> | <b>59,711,280</b> | <b>63,510,836</b>   | <b>61,593,978</b>   | <b>65,406,493</b> | <b>9.54%</b> | <b>100.00%</b>          |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.



# Legislative



**PROGRAM: LEGISLATIVE 111**

Pursuant to the Town's Charter, the Mayor and Town Council are elected at large by the electors of the Town. The Town Council enacts ordinances and resolutions, reviews and adopts the annual budget, and establishes policies and other measures which promote the general welfare of the Town and protect the health and safety of its citizens. Town Council members are elected for two-year terms, two in odd numbered years and three in even numbered years. The Mayor runs in odd numbered years for a two-year term and is not a voting member of the Council, but may vote to break a tie and may veto ordinances and resolutions, subject to Town Council override. Elected officials serve without pay.

This program also includes a funding allocation for Mayor and Town Council interaction with other government related agencies. These agencies include the Palm Beach County League of Cities, the Florida League of Cities, the Countywide Intergovernmental Coordination Program, and other local, State and Federal government organizations. Formal and informal interaction with other government representatives improves existing information exchange networks, and enables Town officials to provide better services to the community and protect the Town's interests in Federal, State, and County legislative and administrative matters.

**Expenditure Summary**

|                    | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2013</b>    | <b>FY2013</b>    | <b>FY2014</b> | <b>%</b>      |
|--------------------|---------------|---------------|---------------|------------------|------------------|---------------|---------------|
|                    | <b>Actual</b> | <b>Actual</b> | <b>Budget</b> | <b>Adjusted*</b> | <b>Projected</b> | <b>Budget</b> | <b>Change</b> |
| Salaries and Wages | -             | -             | -             | -                | -                | -             | 0.00%         |
| Employee Benefits  | -             | -             | -             | -                | -                | -             | 0.00%         |
| Contractual        | 51,490        | 50,283        | 83,100        | 83,100           | 50,600           | 83,100        | 0.00%         |
| Commodities        | 11,418        | 9,776         | 12,500        | 12,500           | 9,538            | 12,500        | 0.00%         |
| Capital Outlay     | -             | -             | -             | -                | -                | -             | 0.00%         |
| Depreciation       | -             | -             | -             | -                | -                | -             | 0.00%         |
| Other              | -             | -             | -             | -                | -                | -             | 0.00%         |
| <b>TOTALS</b>      | <b>62,908</b> | <b>60,059</b> | <b>95,600</b> | <b>95,600</b>    | <b>60,138</b>    | <b>95,600</b> | <b>0.00%</b>  |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.



# General Government



**PROGRAM: GENERAL GOVERNMENT 113**

In accordance with Florida’s Uniform Accounting System Manual, this program represents the cost of general government services and activities which are not specifically or reasonably classified elsewhere within departmental program classifications of the Town’s General Fund budget. The majority of the activities in this program are overseen by the Town Manager’s Office.

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 647,925                  | 712,650                  | 291,553                  | 291,553                     | 291,553                     | 557,000                  | 91.05%              |
| Employee Benefits  | 7,398                    | (3,747)                  | 22,500                   | 22,500                      | 22,500                      | 42,600                   | 89.33%              |
| Contractual        | 287,260                  | 160,195                  | 131,100                  | 247,087                     | 245,352                     | 188,700                  | 43.94%              |
| Commodities        | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 2,400                    | 197                      | -                        | -                           | -                           | -                        | 0.00%               |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>944,983</b>           | <b>869,295</b>           | <b>445,153</b>           | <b>561,140</b>              | <b>559,405</b>              | <b>788,300</b>           | <b>77.09%</b>       |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The cost of compensated absences (accrued vacation and sick leave) as projected by the Finance Department.

**Employee Benefits:**

The cost of FICA associated with payment of compensated absences as projected by the Finance Department.

**Contractual:**

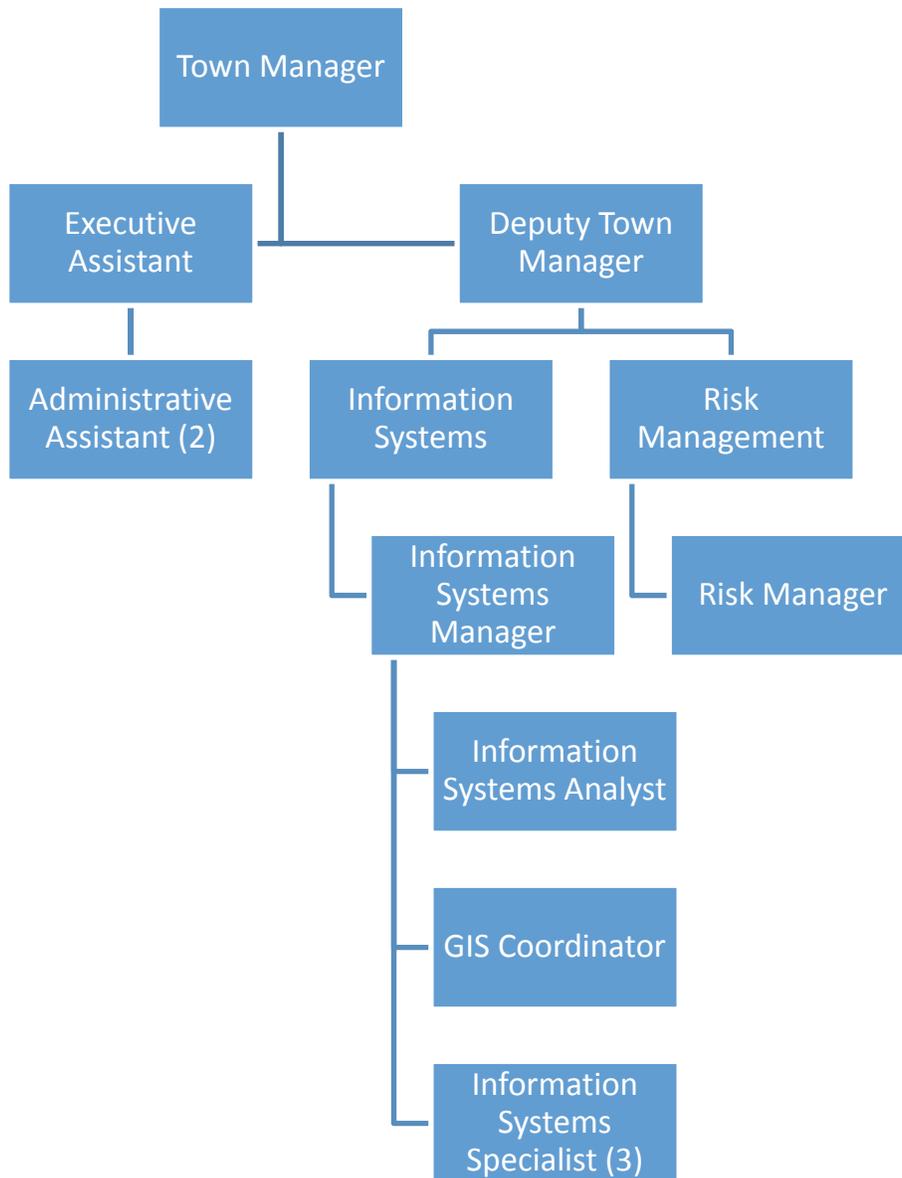
The cost for the insurance and storage of the holiday streetscape decorations, most of which is offset by community donations.



# Town Manager



MISSION: The Town Manager's Office is dedicated to effectively advising the Mayor and Town Council regarding policy formation; keeping the Mayor, Town Council and community informed on Town government issues of importance; and setting overall administrative direction for all operating departments. The Town Manager, as the primary administrative official of the Town, provides the linkage between the policies set by the Mayor and Town Council and the operations of the Town staff.



## Town Manager's Office FY2014 Goals

|                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Town Manager's Office Goal #1 Begin Implementation of a long term coastal protection plan (consistent with scope and funding decisions to be made during the remainder of FY13)</b></p>                                                                                                                                                              |
| <p><b>OBJECTIVES:</b> Work with the Town Council and advisors to develop a coastal protection financing plan that is both cost effective and equitable.</p>                                                                                                                                                                                                |
| <p><b>OBJECTIVES:</b> Work with Public Works and others to accomplish all approved FY14 coastal protection projects.</p>                                                                                                                                                                                                                                   |
| <p><b>Town Manager's Office Goal #2 Decide the scope and timing of Phase 2 of the Accelerated Capital Improvement Program, and if appropriate, begin implementation by issuing bonds to fund the program and designing projects to be constructed during FY15.</b></p>                                                                                     |
| <p><b>OBJECTIVES:</b> Work with the Town Council and advisors to develop a cost effective financing plan for Phase 2 of the ACIP.</p>                                                                                                                                                                                                                      |
| <p><b>OBJECTIVES:</b> Work with Public Works and others to accomplish all "Year 1" projects for Phase 2 of the ACIP.</p>                                                                                                                                                                                                                                   |
| <p><b>Town Manager's Office Goal #3 Monitor the ongoing effects from the closure of the Flagler Memorial Bridge. Promote public safety and the efficient movement of traffic, take action to mitigate impacts to residents and the business community, and maximize communication with FDOT on the course of construction and completion timeline.</b></p> |
| <p><b>OBJECTIVES:</b> Closely monitor progress of both the repair of the existing bridge and the construction of the new bridge.</p>                                                                                                                                                                                                                       |
| <p><b>OBJECTIVES:</b> If necessary, immediately implement traffic/safety contingency plans by direct Town action and by collaboration with FDOT, Palm Beach County, and others.</p>                                                                                                                                                                        |
| <p><b>Town Manager's Office Goal #4 Build Staff Capacity both for Current Operations and for Succession Planning</b></p>                                                                                                                                                                                                                                   |
| <p><b>OBJECTIVES:</b> Continue to provide position-appropriate training opportunities to all employees.</p>                                                                                                                                                                                                                                                |
| <p><b>OBJECTIVES:</b> Identify succession planning needs and opportunities, and ensure that capable and motivated employees are supported in their preparation for future promotion.</p>                                                                                                                                                                   |
| <p><b>OBJECTIVES:</b> Ensure that all hiring and promotional decisions reinforce our Town values and staff's commitment to serving the community.</p>                                                                                                                                                                                                      |
| <p><b>OBJECTIVES:</b> As succession in various leadership positions approaches and actually occurs, identify and implement opportunities to continue to streamline Town management (with the dual objectives of increasing effectiveness and reducing cost).</p>                                                                                           |

**PROGRAM: ADMINISTRATIVE MANAGEMENT 121**

**Mission:** Town Manager's Office provides oversight and direction to all Town departments to promote continuous improvement of service delivery consistent with Town Council policy.

**Main Activities:**

- Advise Mayor and Town Council and assist them in the adoption of sound policy decisions.
- Promote the Town's vision/values.
- Communicate clearly and continuously with residents, elected officials, staff, and others both inside and outside the community.
- Monitor and manage staff progress on Town programs and projects.
- Deliver exceptional customer service to residents, elected officials, staff, and others both inside and outside the community.

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 502,277                  | 515,533                  | 525,015                  | 525,015                     | 525,015                     | 555,422                  | 5.79%               |
| Employee Benefits  | 204,365                  | 170,611                  | 192,156                  | 192,156                     | 192,156                     | 221,247                  | 15.14%              |
| Contractual        | 6,937                    | 6,829                    | 15,300                   | 15,300                      | 13,400                      | 17,100                   | 11.76%              |
| Commodities        | 7,114                    | 7,269                    | 8,900                    | 8,900                       | 8,700                       | 8,900                    | 0.00%               |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>720,693</b>           | <b>700,242</b>           | <b>741,371</b>           | <b>741,371</b>              | <b>739,271</b>              | <b>802,669</b>           | <b>8.27%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

A new line item, Microfilming/Digital Scanning, with a budget of \$1,800 was added to the 121 program to provide for the scanning of permanent and long term records per the Town's record retention initiative.

| <b>Full Time Equivalent Employees</b>       | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Town Manager                                | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Deputy Town Manager                         | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Director of Recreation and Special Projects | -             | -             | 0.100         | 0.100         | 0.100         |
| Assistant Town Manager                      | 1.000         | -             | -             | -             | -             |
| Executive Assistant                         | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Administrative Assistant                    | 2.000         | 2.000         | 2.000         | 2.000         | 2.000         |
|                                             | <b>6.000</b>  | <b>5.000</b>  | <b>5.100</b>  | <b>5.100</b>  | <b>5.100</b>  |



# Advice and Litigation



**PROGRAM: ADVICE AND LITIGATION 122**

The Town Attorney advises the Town's elected officials and staff regarding legal matters concerning the Town of Palm Beach. The Town Attorney represents the Town in lawsuits, hearings, and other litigation matters and prepares contracts, deeds, ordinances, resolutions and other legal instruments for the Town. The Town Attorney, or his designee, attends Town Council, Architectural Commission, Code Enforcement Board, Landmarks Preservation Commission, Planning and Zoning Commission and other Town meetings to provide legal advice and direction regarding issues related to the deliberations of the Mayor, Town Council, Boards and Commissions. The Town Attorney is a contractual position serving at the pleasure of the Town Council. This program also includes funding for special counsel who advises and represents the Town in all collective bargaining and other labor related matters.

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Employee Benefits  | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Contractual        | 453,943                  | 654,867                  | 468,915                  | 468,915                     | 606,234                     | 518,915                  | 10.66%              |
| Commodities        | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>453,943</b>           | <b>654,867</b>           | <b>468,915</b>           | <b>468,915</b>              | <b>606,234</b>              | <b>518,915</b>           | <b>10.66%</b>       |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Contractual:**

The FY2013 budget did not include a line item cost for Litigation – Labor. The increase in the 122 account is to add \$50,000 for this line item.



# Information Systems



## PROGRAM: INFORMATION SYSTEMS 125

**Mission:** This division exists to maximize the capacity of information systems and technology to leverage human potential in service to the Town of Palm Beach.

**Main Activities:** The most important things we do to fulfill the mission are:

- Provide support and services to each department allowing them to best perform their jobs
- Provide the technology needed to give the Town the most efficient means to serve the community
- Support collaboration of emerging technology among Town personnel and residents
- Keep an electronic and technologic consensus between Town employees that allows for a more educated, informed and connected government
- Centralized systems support, service, programming and server high availability
- PC maintenance, upgrades, software concurrency
- Coordinate, regulate and educate regarding all computer, telephone and electronic systems
- Coordinate the continued implementation of replacement computers and systems as required.
- Oversee GIS Systems Activities and assist Departments with the use of these systems

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 484,466          | 489,487          | 500,210          | 500,210             | 500,210             | 510,076          | 1.97%        |
| Employee Benefits  | 226,380          | 189,342          | 226,073          | 226,073             | 226,073             | 264,702          | 17.09%       |
| Contractual        | 610,431          | 619,571          | 685,100          | 693,059             | 693,059             | 720,300          | 5.14%        |
| Commodities        | 33,274           | 75,967           | 85,100           | 86,662              | 86,662              | 126,800          | 49.00%       |
| Capital Outlay     | -                | 21,551           | 10,000           | 10,000              | 10,000              | 10,000           | 0.00%        |
| Depreciation       | 330,000          | 301,000          | 315,902          | 315,902             | 315,902             | 235,920          | -25.32%      |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>1,684,551</b> | <b>1,696,918</b> | <b>1,822,385</b> | <b>1,831,906</b>    | <b>1,831,906</b>    | <b>1,867,798</b> | <b>2.49%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

#### Contractual:

Increase due to additional costs for software maintenance.

#### Commodities:

Increase due to additional computers being purchased from the commodities budget since the purchase price does not exceed the threshold of \$1,500 for capitalization and depreciation. Depreciation decreased because of this change.

| Full Time Equivalent Employees | FY2010       | FY2011       | FY2012       | FY2013       | FY2014       |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|
| Information Systems Manager    | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| Systems Analyst                | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| GIS Coordinator                | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| Information Systems Specialist | 3.000        | 3.000        | 3.000        | 3.000        | 3.000        |
|                                | <b>6.000</b> | <b>6.000</b> | <b>6.000</b> | <b>6.000</b> | <b>6.000</b> |

### Information Systems Program Fiscal Year 2013 Accomplishments

- ❖ Implemented the new VMWare virtualization platform and currently have 32 servers running on 5 physical boxes
- ❖ Implemented two factor authentications for all Public Safety systems.

### Fiscal Year 2014 Goals and Performance Measures

**Information Systems Goal #1** Provide 100% Systems Availability, timely response to service requests, knowledgeable support and productive solutions.

#### OBJECTIVES:

- Track downtime %, Manage work order completions and maintain the knowledge base of IS Staff in order to support the Town needs in a productive manner.

| Performance Measures             |             |             |             |             |                |
|----------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:   | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Systems Availability             | 99%         | 99%         | 99%         | 99%         | 99%            |
| Average Work Order Response time | 72 hours    | 72 hours    | 48 hours    | 48 hours    | 48 hours       |
| Work Orders Completed            |             | 1361        | 1526        | 1418        | 1600           |
| IS Staff Training                | 160 hours   | 160 hours   | 200 hours   | 320 hours   | 320 hours      |

### Information Systems Goal #2 Assure data integrity and security

#### OBJECTIVES:

- Protection systems in place such as anti-virus, firewalls, password policies, folder and file access control, network level separation and strict adherence to Town and Other security policies.

| Performance Measures           |             |             |             |             |                |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Virus Activity                 | 2           | 3           | 3           | 2           | 2              |
| Firewall issues                | 0           | 0           | 0           | 0           | 0              |
| Policy Violations              | 0           | 0           | 0           | 0           | 0              |

**Information Systems Goal #3 - Implement a new Parking Ticket Management System.**

**OBJECTIVES:**

- Create a scope of work, request bids, evaluate software proposals, review software demonstrations and implement the selected system

| Performance Measures                                                       |                                                                    |
|----------------------------------------------------------------------------|--------------------------------------------------------------------|
| <b>Effectiveness/Output Measures:</b>                                      | <b>Projected FY14</b>                                              |
| Bid process is complete, Evaluation is complete, review and demos complete | Done                                                               |
| Implementation is progress                                                 | System is projected to be active by December 31 <sup>st</sup> 2013 |

**Information Systems Goal #4 – Migrate to the new Tyler Cashiering System.**

**Objectives:**

- Work with all Town Departments to implement the new cashiering system.

| Performance Measures                  |                                          |
|---------------------------------------|------------------------------------------|
| <b>Effectiveness/Output Measures:</b> | <b>Projected FY14</b>                    |
| Evaluation and Requisition complete   | Done                                     |
| Implementation is in progress         | Completed by March 30 <sup>th</sup> 2014 |

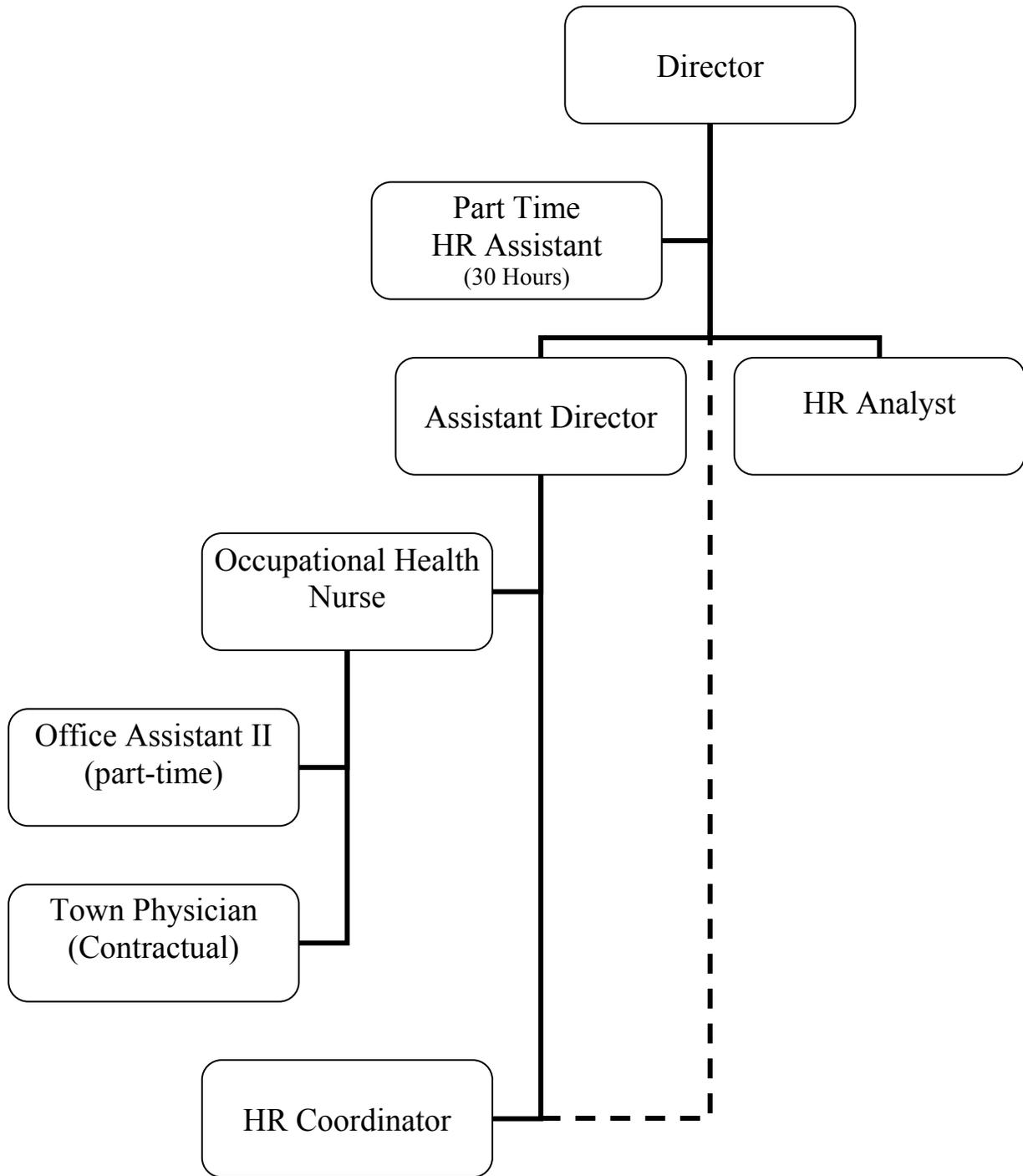
**Information Systems Productivity Measures**

| <b>Effectiveness/Output Measures:</b>                                                                  | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
|--------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| Monitor All network and server activity via automated systems to be proactive in fixing issues.        | Yes                | Yes                | Yes                | Yes                | Yes                   |
| Automate password and security changes via domain policy                                               |                    |                    | Yes                | Yes                | Yes                   |
| Implement a new 2012 server domain system to take advantage of additional policy monitors and features |                    |                    |                    |                    | Yes                   |



# Human Resources





**Human Resources Department FY2014 Goals**

**Human Resources Department Goal #1: Manage the employee health insurance and wellness program in a manner that provides quality program resources in a legally compliant and fiscally responsible manner.**

**OBJECTIVES:**

- Lead an employee-based Wellness Committee focused on the future development of a broad employee wellness initiative.
- Partner with Willis of Florida in order to evaluate the insurance program, identify the most cost-effective deliverables from insurance vendors, and ensure quality health insurance options.

**Human Resources Department Goal #2: Maintain a comprehensive training program that supports and develops staff competencies for their current roles and the roles they may serve in the future as leaders in the organization.**

**OBJECTIVES:**

- Ensure employees and supervisors are provided training and continuing education on all legal employment related matters.
- Evaluate recent and current training programs and ensure future offerings align with job-related skills.
- Develop an employee-based training and development advisory committee to aid in the identification of skill-based training programs and employee engagement opportunities.

**Human Resources Department Goal #3: Manage an efficient recruitment and on-boarding program that provides opportunities for the expedient selection and placement of quality applicants**

**OBJECTIVES:**

- Evaluate current recruitment processes and identify efficiencies to reduce the turnaround time between job postings and job placement.
- Identify and implement enhancements to the applicant screening and interview process in order to distinguish between good candidates and great candidates as future Town of Palm Beach employees.

**Human Resources Department Goal #4: Provide retirement program education opportunities for all staff.****OBJECTIVES:**

- To implement an intensive employee retirement education program.
- Provide customized group and individual retirement counseling.
- Ensure all current and future employees have access to a wide variety of retirement education programs and resources.
- Partner with ICMA-RC in order to effectively market a variety of retirement education programs.

**PROGRAM: HUMAN RESOURCES 123**

**Main Activities:** The most important things we do to fulfill the Town's mission are to provide cost effective and competitive compensation and benefit plans to employees; shield the Town from costly litigation related to employment issues; and provide support to employees, which enables them to serve the Town with pride.

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 321,774                  | 314,492                  | 338,602                  | 338,602                     | 338,602                     | 345,440                  | 2.02%               |
| Employee Benefits  | 169,396                  | 112,052                  | 143,165                  | 143,165                     | 143,165                     | 163,406                  | 14.14%              |
| Contractual        | 96,572                   | 128,345                  | 178,394                  | 211,394                     | 178,394                     | 179,440                  | 0.59%               |
| Commodities        | 17,382                   | 16,817                   | 19,150                   | 19,150                      | 19,150                      | 21,330                   | 11.38%              |
| Capital Outlay     | 3,049                    | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 1,500                    | 750                      | 677                      | 677                         | 677                         | 677                      | 0.00%               |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>609,673</b>           | <b>572,456</b>           | <b>679,988</b>           | <b>712,988</b>              | <b>679,988</b>              | <b>710,293</b>           | <b>4.46%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Increases in this area are a result of increased volume and costs associated with recruitment, predominantly within public safety.

**Commodities:**

Increases in this area are a result of costs associated with pre-employment testing and related laboratory expenses, in addition to random drug/alcohol testing of employees.

| <b>Full Time Equivalent Employees</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Director of Human Resources           | 0.800         | 0.800         | 0.800         | 0.776         | 0.776         |
| Assistant Director                    | 0.800         | 0.600         | 0.600         | 0.600         | 0.600         |
| Occupational Health Nurse             | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Human Resources Analyst               | 0.600         | 0.900         | 0.900         | 0.900         | 0.900         |
| HR Coordinator                        | -             | -             | 0.350         | 0.350         | 0.350         |
| HR Assistant                          | 1.250         | 0.900         | 0.500         | 0.375         | 0.375         |
| Office Assistant II/Clinic            | 0.500         | 0.370         | 0.370         | 0.375         | 0.375         |
|                                       | <b>4.950</b>  | <b>4.570</b>  | <b>4.520</b>  | <b>4.376</b>  | <b>4.376</b>  |

| Human Resources Fiscal Year 2013 Accomplishments |                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ❖                                                | Recognition as a Patriotic Employer by the Office of the Secretary of Defense for supporting employee participation in America's National Guard and Reserve Force                                                                                                                                                                           |
| ❖                                                | Received the 2013 Public Sector Excellence Award for implementing improved operational efficiencies thru the use of the EDEN Benefit Module and Benefit Enrollment Web Extension systems.                                                                                                                                                   |
| ❖                                                | Three of the five staff members eligible in Human Resources received an Employee of the Month Award in FY13.                                                                                                                                                                                                                                |
| ❖                                                | Completed a request for proposal process for Insurance Broker and Actuary Services. Transitioned services to Willis of Florida on a flat-fee based arrangement following a near 30-year relationship with prior insurance broker firm on a percentage based arrangement.                                                                    |
| ❖                                                | Maximized 2012/2013 health and prescription claims and insurance plan data analysis in order to reduce a projected 10% plan cost increase to 2% for the upcoming calendar year.                                                                                                                                                             |
| ❖                                                | Effectively managed ancillary employee benefits resulting in only a 2.5% increase to dental insurance rates for 2013 (following two years of no plan rate increases) and no increase to vision plan rates.                                                                                                                                  |
| ❖                                                | Implemented improvements with employee benefit and enrollment processing including on-line enrollment for new hires. Utilized data resources from vendors and multiple systems including Crystal Reports to nearly automate the monthly insurance billing reconciliation.                                                                   |
| ❖                                                | Developed and implemented a completely electronic and Eden enterprise system integrated Performance Review System. Conducted training for all supervisors on the use of the new electronic system, in addition to the evaluation rating system in order to create a cohesive understanding of the Town's employee performance expectations. |
| ❖                                                | Created an efficient means of emergency employee data collection in preparation of hurricane season. Developed an electronic form to collect the data which was fully integrated with our Eden enterprise system. Maintained data integrity and validity while eliminating the staff time required for manual data entry.                   |
| ❖                                                | Initiated the development of electronic forms for vacation conversion, W-4, and direct deposit; partnered with the Finance Department, as needed, to design user friendly e-forms for efficient record keeping and integration with the EDEN enterprise system.                                                                             |
| ❖                                                | Implemented expedited finger printing for pre-employment background screening to improve the turnaround time between conditional and final offers of employment.                                                                                                                                                                            |
| ❖                                                | Developed and delivered training for supervisors and employment hiring committees which included behavioral based interviewing in order to improve the applicant screening process and identify quality hires.                                                                                                                              |
| ❖                                                | Completed a request for proposal for Retirement and Service Award program vendor, improving offerings without increasing overall program costs.                                                                                                                                                                                             |
| ❖                                                | Developed and maintained the Town's employee Intranet which provides for a single source for employee communications, information, and resources.                                                                                                                                                                                           |
| ❖                                                | Utilized SQL to transmit essential employee data into the EDEN enterprise system; reduced the need for manual data entry and maintained data integrity. Over a thousand of records were transferred electronically, versus manually, including employee training, open enrollment, and performance review data.                             |
| ❖                                                | Delivered employee and supervisor workplace in-class and on-line training programs to include MS Word, MS Excel, Diversity/Cultural Sensitivity, Conflict Management, Ethics, Time Management, and Performance Management/Documentation.                                                                                                    |
| ❖                                                | Streamlined the employee grievance resolution process, allowing for advance review and approval of personnel actions resulting in suspension and/or termination by the Town Manager while maintaining the opportunity for such grievances to be heard by the                                                                                |

|                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Administrative and Personnel Committee.                                                                                                                                                    |
| ❖ Promoted retirement education programs including focused promotion of <i>Retirement Readiness Week</i> to all employees; provided educational workshops, resources and related programs. |

## Fiscal Year 2014 Goals and Performance Measures

**Human Resources Goal #1 – Manage the employee health insurance and wellness program in a manner that provides quality program resources in a legally compliant and fiscally responsible manner.**

| Performance Measures                                                                                                         |             |             |             |              |                |
|------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|--------------|----------------|
| Effectiveness/Output Measures:                                                                                               | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13  | Projected FY14 |
| Total Fiscal Year End Health Insurance Plan Cost                                                                             | \$5,520,618 | \$5,376,645 | \$5,408,915 | \$5,467,719* | \$5,588,009    |
| % Change in Total Health Insurance Plan Cost                                                                                 | 2.8%        | -2.6%       | 0.6%        | 1.1%*        | 2.2%           |
| Average annual insurance plan enrollment (employees and retirees)                                                            | 514         | 498         | 475         | 456          | 456            |
| Town Cost per employee/retiree per year based on total plan costs less employee/retiree contributions                        | \$7,877     | \$7,456     | \$7,575     | \$8,310*     | \$8,500        |
| Number of wellness meetings and/or programs offered                                                                          | 12          | 9           | 9           | 3            | 6              |
| Number of benefit trainings offered to new employees                                                                         | 4           | 9           | 9           | 42           | 25             |
| Number of Open Enrollment meetings held                                                                                      | 7           | 4           | 4           | 4            | 7              |
| Number of Open Enrollment and/or other benefit changes processed                                                             | n/a         | n/a         | 449         | 297          | 375            |
| Number of claim issues managed                                                                                               | n/a         | n/a         | n/a         | 109          | 150            |
| Number of FMLA requests processed                                                                                            | 95          | 86          | 81          | 74           | 84             |
| Average number of days for claim issue resolution                                                                            | n/a         | n/a         | n/a         | 1.5          | 1.5            |
| Number of occupational clinic visits (non-workers compensation)                                                              | n/a         | 811         | 820         | 605          | 745            |
| Number of Drug and Alcohol Free Workplace Tests Administered (includes pre-employment, DOT/random, and reasonable suspicion) | n/a         | 78          | 114         | 165          | 164            |

\*projected pending receipt of July – September 2013 claims

**Human Resources Goal #2 – Maintain a comprehensive training program that supports and develops staff competencies for their current roles and the roles they may serve in the future as leaders in the organization**

| Performance Measures                                                                                                    |             |             |             |             |                |
|-------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:                                                                                          | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Number of workplace training classes offered (includes continuing education for Palm Beach County Commission on Ethics) | 1           | 1           | 20          | 18          | 15             |
| Workplace training attendees                                                                                            | 332         | 406         | 2402        | 1839        | 1530           |
| Tuition reimbursement program participants                                                                              | 14          | 15          | 36          | 38          | 26             |

**Human Resources Goal #3 – Manage an efficient recruitment and on-boarding program that provides opportunities for the expedient selection and placement of quality applicants.**

| Performance Measures                                  |             |             |             |             |                |
|-------------------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:                        | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Annual Turnover                                       | 7.0%        | 5.4%        | 10.2%       | 11.9%       | 10%            |
| Number of advertised positions                        | 4           | 8           | 27          | 31          | 17             |
| Number of applications received                       | 471         | 1319        | 2255        | 1626        | 1400           |
| Number of pre-employment selection tests offered      | 85          | 210         | 224         | 379         | 225            |
| Number of qualified applicants interviewed            | 117         | 193         | 425         | 707         | 400            |
| Average number of calendar days from posting to hire  | n/a         | 119         | 86          | 98          | 90             |
| Total number of hires into budget approved positions: | 24          | 37          | 30          | 55          | 40             |
| <i>Full-time</i>                                      | 3           | 9           | 9           | 42          |                |
| <i>Part-time</i>                                      | 0           | 0           | 0           | 0           |                |
| <i>Part-time Partial Benefits</i>                     | 1           | 17          | 4           | 1           |                |
| <i>Temporary</i>                                      | 19          | 11          | 17          | 12          |                |
| Number of orientation sessions held                   | 0           | 1           | 1           | 4           | 4              |
| Number of volunteer opportunities                     | n/a         | n/a         | 12          | 13          | 10             |

**Human Resources Goal #4 - Provide retirement program education opportunities for all staff.**

| <b>Performance Measures</b>                                     |                    |                    |                    |                    |                       |
|-----------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| <b>Effectiveness/Output Measures:</b>                           | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
| Number of retirement education group meetings and webinars held | n/a                | n/a                | 12                 | 14                 | 16                    |
| Number of one-on-one retirement counseling sessions held        | n/a                | n/a                | 65                 | 71                 | 240                   |

**Human Resources Productivity Measures**

| <b>Effectiveness/Output Measures:</b>                             | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
|-------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| Number of employee suggestions received                           | 5                  | 9                  | 0                  | 3                  | 3                     |
| Number of public record requests received and processed           | n/a                | n/a                | 104                | 293                | 200                   |
| Number of employment verifications received                       | n/a                | n/a                | n/a                | 83                 | 80                    |
| Number of personnel action forms processed                        | n/a                | n/a                | n/a                | 440                | 475                   |
| Number of notary services provided                                | n/a                | n/a                | n/a                | 22                 | 20                    |
| Number of United Way employee donors processed                    | 42                 | 34                 | 25                 | 39                 | 35                    |
| Number of non-town employment disclosures received                | 90                 | 97                 | 121                | 143                | 115                   |
| Number of acceptance of favors or gratuities disclosures received | n/a                | 135                | 90                 | 116                | 114                   |
| Number of unemployment claims received                            | 10                 | 8                  | 13                 | 10                 | 10                    |
| Savings from protested unemployment claims                        | n/a                | n/a                | \$27,374           | \$29,035           | \$26,000              |
| Number of workers compensation claims managed                     | 19                 | 27                 | 24                 | 17                 | 20                    |
| Number of clinic office visits for workers compensation claims    | n/a                | 49                 | 74                 | 58                 | 66                    |

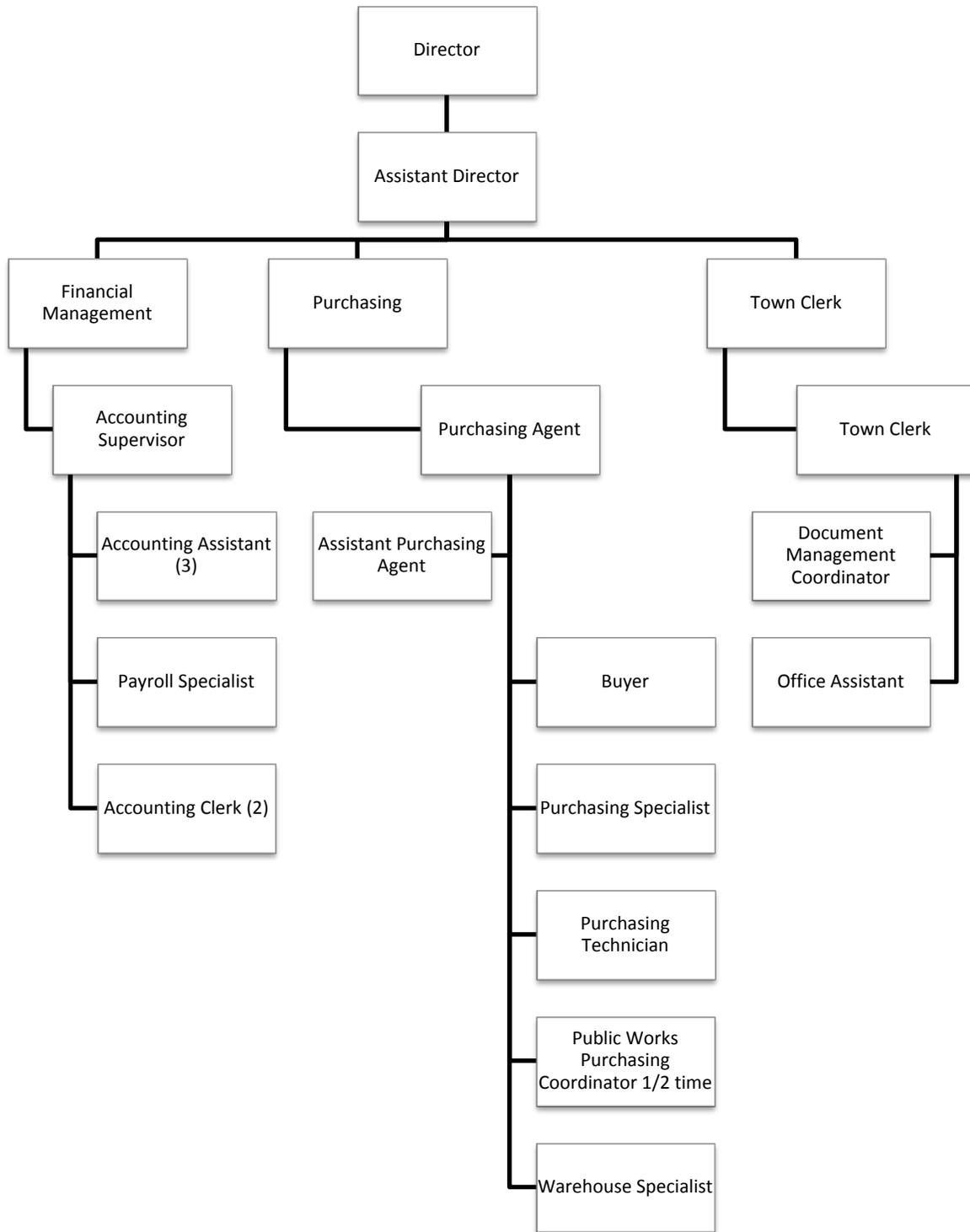


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# Finance





## Finance Department FY2014 Goals

|                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Finance Department Goal #1 Develop Financing Plan for the Coastal Protection Program.</b></p> <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• Achieve favorable interest rates and low issuance costs for financing plan.</li> </ul>                                                                                                                                                             |
| <p><b>Finance Department Goal #2 Develop Financing Plan for the Accelerated Capital Improvement Program.</b></p> <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• Achieve favorable interest rates and low costs for financing plan.</li> </ul>                                                                                                                                                         |
| <p><b>Finance Department Goal #3 Maximize Rate of Return on Investments While Applying the GFOA Best Practice Guidelines</b></p> <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• The Town's annualized rate of return exceeds that of the benchmark rate of return for the investments.</li> </ul>                                                                                                     |
| <p><b>Finance Department Goal #4 Recodification of the Code of Ordinances</b></p> <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• To complete the recodification of the physical Code of Ordinances</li> <li>• To update and enhance the technical capabilities of the Town's current web and electronic versions of the Code.</li> </ul>                                                              |
| <p><b>Finance Department Goal #5 Establishment of a Records Management Program</b></p> <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• To establish a comprehensive Records Management Program in accordance with F.S. 257.036(5)(b) and F.S. 119.021(2)(c)</li> <li>• To provide Staff training</li> <li>• To work with the other departments to backscan and/or destroy eligible records.</li> </ul> |
| <p><b>Finance Department Goal #6 Provide updated Purchasing training to new Town employees and those desiring a refresher course.</b></p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Train all new employees to provide them with the information they need to be successful.</li> </ul>                                                                                                          |

**DEPARTMENT: FINANCE**

**Mission:** The Finance Department is dedicated to providing the highest quality service through a commitment to excellence, integrity and teamwork. We serve the finance, purchasing and record management needs of the Town Council, citizens, Town Manager, Town employees and general public. We provide publications and information to inform citizens and other interested parties regarding the financial position and operations of the Town. We use Generally Accepted Accounting Principles and GFOA budgeting standards to assure that policy makers and the community are well informed and the Town remains fiscally strong. It is important to us to perform our duties efficiently effectively, reliably, and accurately. We take pride in serving our elected officials, our fellow employees and our community.

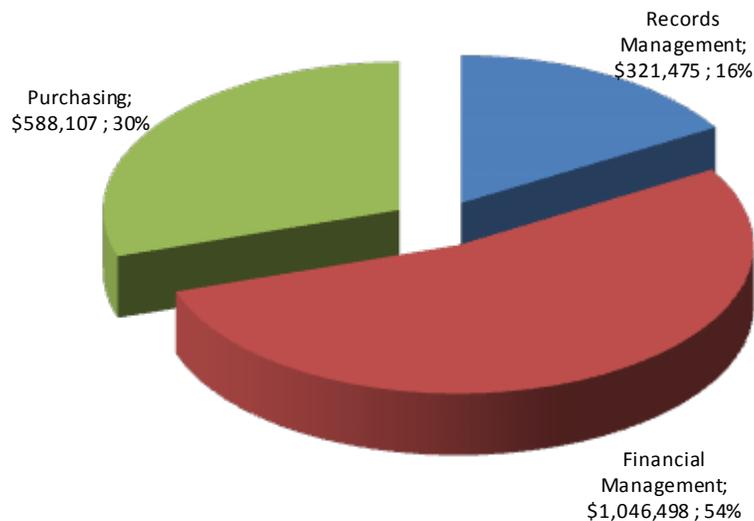
**Revenue Summary**

|                                   | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|-----------------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|---------------------|
| Taxi Permits                      | -                        | 5,400                    | 3,500                    | 1,500                       | 1,500                    | -57.14%             |
| Charitable Solicitations Fee      | 53,590                   | 45,380                   | 55,000                   | 45,000                      | 50,000                   | -9.09%              |
| Charitable Solicit. Adv. Fee      | 460                      | -                        | -                        | -                           | -                        | 0.00%               |
| Char Solit Late Filing Fee        | 6,785                    | 5,835                    | 7,000                    | 7,000                       | 7,000                    | 0.00%               |
| Meeting Tapes Sales               | 140                      | 22                       | 150                      | 150                         | 150                      | 0.00%               |
| Lien Search Fee                   | 23,909                   | 27,510                   | 25,000                   | 30,000                      | 25,000                   | 0.00%               |
| Control Pay Advance Revenue Share | 1,790                    | 838                      | 2,000                    | -                           | -                        | -100.00%            |
|                                   | <b>86,674</b>            | <b>84,985</b>            | <b>92,650</b>            | <b>83,650</b>               | <b>83,650</b>            | <b>-9.71%</b>       |

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 1,088,030                | 1,152,535                | 1,187,303                | 1,187,303                   | 1,179,096                   | 1,209,037                | 1.83%               |
| Employee Benefits  | 528,702                  | 425,212                  | 482,336                  | 482,336                     | 479,305                     | 540,399                  | 12.04%              |
| Contractual        | 143,666                  | 142,585                  | 184,100                  | 196,376                     | 183,607                     | 181,675                  | -1.32%              |
| Commodities        | 33,064                   | 59,164                   | 25,650                   | 25,650                      | 24,450                      | 24,000                   | -6.43%              |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 5,400                    | 3,963                    | 3,034                    | 3,034                       | 3,034                       | 969                      | -68.06%             |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>1,798,862</b>         | <b>1,783,459</b>         | <b>1,882,423</b>         | <b>1,894,699</b>            | <b>1,869,492</b>            | <b>1,956,080</b>         | <b>3.91%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.



|                                      | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|--------------------------------------|---------------|---------------|---------------|---------------|
| Total Full Time Equivalent Employees | 17.450        | 17.950        | 18.141        | 18.141        |

**PROGRAM: RECORDS MANAGEMENT 131**

**Mission:** This division exists to provide reliable record keeping and efficient election management that meets the standards of the community.

**Main Activities:** The most important things we do to fulfill the mission are:

- Take minutes and transcribe them in an accurate and timely fashion
- Maintain official codes and documents
- Coordinate and manage municipal elections
- Process and issue various permits
- Fulfill public records requests
- Ensure record availability both electronically and by hard copy

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 138,051                  | 163,970                  | 173,859                  | 173,859                     | 173,859                     | 181,983                  | 4.67%               |
| Employee Benefits  | 86,684                   | 64,713                   | 71,957                   | 71,957                      | 71,957                      | 78,748                   | 9.44%               |
| Contractual        | 22,542                   | 22,786                   | 56,385                   | 66,926                      | 56,257                      | 50,900                   | -9.73%              |
| Commodities        | 14,886                   | 38,572                   | 4,550                    | 4,550                       | 4,050                       | 3,600                    | -20.88%             |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 1,300                    | 1,146                    | 1,146                    | 1,146                       | 1,146                       | 764                      | -33.33%             |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>263,463</b>           | <b>291,187</b>           | <b>307,897</b>           | <b>318,438</b>              | <b>307,269</b>              | <b>315,995</b>           | <b>2.63%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Slight decrease due to reduced tuition reimbursement and backscanning needed.

**Commodities:**

Decrease due to reduced office supplies and projected equipment needs.

| <b>Full Time Equivalent Employees</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Town Clerk                            | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Document Management Coordinator       | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Office Assistant III                  | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
|                                       | <b>3.000</b>  | <b>3.000</b>  | <b>3.000</b>  | <b>3.000</b>  | <b>3.000</b>  |

### Town Clerk Fiscal Year 2013 Accomplishments

|                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ❖ Completed Town-wide training on records management and handling public records requests, which is also now a part of the new-employee orientation program |
| ❖ Began backscanning and destruction of old records, and assisted other departments with same                                                               |
| ❖ Drafted the first Town Public Records Requests Policy                                                                                                     |

### Fiscal Year 2014 Goals and Performance Measures

#### Finance Department Goal #4 – Recodification of the Code of Ordinances

##### Objectives:

- To complete the recodification of the physical Code of Ordinances
- To update and enhance the technical capabilities of the Town's current web and electronic versions of the Code.

#### Performance Measures

| Effectiveness/Output Measures:                                        | Projected FY14                                                                                                  |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Physical Recodification Completed                                     | Town Council passes an ordinance adopting new the Code which will then be printed and posted online             |
| Incorporation and utilization of the included technical package       | Enhanced accessibility, productivity, and functionality of both the electronic and web versions of the new Code |
| Incorporation of the Town's new website standards for the web version | Web version banner to match the Town's new website                                                              |

#### Finance Department Goal #5 – Establish a Records Management Program.

##### Objectives:

- To establish a comprehensive Records Management Program in accordance with F.S. 257.036(5)(b) and F.S. 119.021(2)(c)
- To provide Staff training
- To work with the other departments to backscan and/or destroy eligible records.

#### Performance Measures

| Effectiveness/Output Measures:                              | Projected FY14                                                                                            |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Physical Records Management Policy adopted                  | Program is approved and becomes a formal Administrative Policy and Procedures                             |
| Staff training                                              | Records liaisons will be trained and the information will be disseminated to their respective departments |
| Enhanced use of Laserfiche                                  | All remaining departments will be brought online and customized work flows will be designed, if needed    |
| Disposition of records that have met their retention period | Regular review of records and destructions will be scheduled                                              |

### Town Clerk Productivity Measures

| Effectiveness/Output Measures:         | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|----------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Public Records Requests                | 260         | 105         | 114         | 69          | 75             |
| Meetings Attended & Minutes Taken*     | 85          | 59          | 66          | 63          | 65             |
| Charitable Solicitation Permits        | 88          | 117         | 120         | 151         | 160            |
| All Other Permits                      | 14          | 15          | 16          | 17          | 18             |
| Board/Committee Applications Processed | 88          | 40          | 50          | 39          | 45             |

\* These 63 meetings equate to 220 meeting hours.

**PROGRAM: FINANCIAL MANAGEMENT 141**

**Mission:** This division exists to provide central accounting, fiscal control and professional advice and recommendations in the formation of sound fiscal policies to ensure long term financial strength for the Town of Palm Beach.

**Main Activities:** The most important things we do to fulfill the mission are:

- Advise the Town Council and Manager regarding financial matters
- Develop and recommend administrative and Council fiscal policy
- Provide internal checks and balances regarding financial control and purchasing procedures
- Develop and submit an annual budget that is reliable and balanced
- Direct purchasing activities in an efficient effective manner

**Expenditure Summary**

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 609,454          | 626,373          | 623,207          | 623,207             | 615,000             | 622,826          | -0.06%       |
| Employee Benefits  | 287,346          | 231,621          | 268,912          | 268,912             | 265,881             | 289,272          | 7.57%        |
| Contractual        | 113,753          | 111,839          | 118,240          | 119,975             | 117,550             | 119,400          | 0.98%        |
| Commodities        | 12,281           | 13,996           | 15,700           | 15,700              | 15,400              | 15,000           | -4.46%       |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 1,700            | 368              | 368              | 368                 | 368                 | -                | -100.00%     |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>1,024,534</b> | <b>984,197</b>   | <b>1,026,427</b> | <b>1,028,162</b>    | <b>1,014,199</b>    | <b>1,046,498</b> | <b>1.96%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Increases in copy machine charges, auditor expenses and legal advertising offset in part by a reduction in bank service charges.

**Commodities:**

Decrease in office supplies purchased.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Finance Director               | 0.950  | 0.950  | 0.950  | 0.926  | 0.926  |
| Assistant Finance Director     | 1.000  | 1.000  | 1.000  | 0.981  | 0.981  |
| Accounting Supervisor          | 1.000  | 1.000  | 1.000  | 0.977  | 0.977  |
| Accounting Assistant           | 1.000  | 2.000  | 2.000  | 3.000  | 3.000  |
| Accounting Clerk               | 3.000  | 3.000  | 3.000  | 1.988  | 1.988  |
| Secretary                      | 1.000  | -      | -      | -      | -      |
| Payroll Specialist             | 1.000  | 1.000  | 1.000  | 0.769  | 0.769  |
|                                | 8.950  | 8.950  | 8.950  | 8.641  | 8.641  |

### Finance Program Fiscal Year 2013 Accomplishments

|   |                                                                                                                                                                                                                     |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ❖ | Awarded the Certificate of Achievement for Excellence in Financial Reporting for the 25 <sup>th</sup> consecutive year by the Government Finance Officers Association of the United States and Canada.              |
| ❖ | Awarded the Distinguished Budget Presentation Award for the 21st year by the Government Finance Officers Association of the United States and Canada.                                                               |
| ❖ | Awarded RFP #2013-03 for Financial Advisory Services                                                                                                                                                                |
| ❖ | Issued a Comprehensive Annual Report for the Retirement Fund                                                                                                                                                        |
| ❖ | Finance Accounting Assistant, Mary McQuaig was named Employee of the Year. This is the third Finance employee with the honor. Prior recipients – Linda Jones, Accounting Clerk and Amy Wood, Accounting Supervisor. |

### Fiscal Year 2014 Goals and Performance Measures

**Town Council Budget Priority #1 – Begin implementation of a long term coastal protection plan (consistent with scope and funding decisions to be made during the remainder of FY13)**

**Town Council Budget Priority #2 – Decide the scope and timing of Phase 2 of the Accelerated Capital Improvement Program, and if appropriate, begin implementation by issuing bonds to fund the program and designing projects to be constructed during FY15.**

**Finance Goal #1 and #2 – Develop financing plan for the Coastal Protection and the Accelerated Capital Improvement Programs**

**OBJECTIVES:**

- Achieve favorable interest rates and low issuance costs for financing plan.

| Performance Measures                  |                                                                  |
|---------------------------------------|------------------------------------------------------------------|
| <b>Effectiveness/Output Measures:</b> | <b>Projected FY14</b>                                            |
| Closing Costs                         | Keep closing costs below national average                        |
| Interest Rates                        | Utilize favorable interest rate environment for interest savings |
| Credit Rating                         | Maintain AAA user rating and AA+ Revenue Bond Rating             |

**Finance Goal #3 – Maximize rate of return on investments while applying the GFOA Best Practice guidelines.**

**OBJECTIVES:**

- The Town's annualized rate of return exceeds that of the benchmark rate of return for the investments.

| Performance Measures             |             |             |             |             |                |
|----------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:   | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Town's annualized blended return | 2.01%       | .97%        | 1.03%       | -.06%       | 1.00%          |
| Town's benchmark return          | 2.31%       | 1.18%       | 1.01%       | .06%        | 1.00%          |

**Finance Productivity Measures**

| <b>Effectiveness/Output Measures:</b>            | <b>Actual<br/>FY10</b> | <b>Actual<br/>FY11</b> | <b>Actual<br/>FY12</b> | <b>Actual<br/>FY13</b> | <b>Projected<br/>FY14</b> |
|--------------------------------------------------|------------------------|------------------------|------------------------|------------------------|---------------------------|
| Credit Rating – Issuer                           | AAA                    | AAA                    | AAA                    | AAA                    | AAA                       |
| Credit Rating – Revenue Bond                     | AA+                    | AA+                    | AA+                    | AA+                    | AA+                       |
| Number of Management Letter<br>Comments in audit | 9                      | 2                      | 0                      | 0                      | 0                         |
| Parking Ticket Collection Rate                   | 89.5%                  | 91.4%                  | 91.1%                  | 86.9%                  | 90.0%                     |

**PROGRAM: PURCHASING 144**

**Mission:** The Purchasing Division provides professional procurement services to the Town Departments while ensuring compliance with County Ethics Commission, Inspector General, Florida State Statutes, and Town Purchasing Policies and Procedures. These services include purchase of supplies, equipment and services in an efficient, effective manner as well as managing the purchasing card program, the fixed asset inventory, central stores warehouse, and surplus property.

**Main activities:** The most important things we do to fulfill the mission are:

- Develop and administer purchasing policies consistent with established policies and procedures and sound business practice.
- Continually seek to improve procurement and inventory processes while providing top quality service and products.
- Ensure delivery of critical purchases on time
- Maintain positive vendor relationships
- Evaluate warehouse stock to minimize long term storage and obsolete materials

**Expenditure Summary**

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 340,525          | 362,192          | 390,237          | 390,237             | 390,237             | 404,228          | 3.59%        |
| Employee Benefits  | 154,672          | 128,878          | 141,467          | 141,467             | 141,467             | 159,514          | 12.76%       |
| Contractual        | 7,371            | 7,960            | 9,475            | 9,475               | 9,800               | 11,375           | 20.05%       |
| Commodities        | 5,897            | 6,596            | 5,400            | 5,400               | 5,000               | 5,400            | 0.00%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 2,400            | 2,449            | 1,520            | 1,520               | 1,520               | 205              | -86.51%      |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>510,865</b>   | <b>508,075</b>   | <b>548,099</b>   | <b>548,099</b>      | <b>548,024</b>      | <b>580,722</b>   | <b>5.95%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Increase in costs for copier lease.

| Full Time Equivalent Employees      | FY2010       | FY2011       | FY2012       | FY2013       | FY2014       |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Purchasing Agent                    | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| Assistant Purchasing Agent          | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| Buyer                               | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| Purchasing Technician               | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| Warehouse Coordinator               | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| Purchasing Coordinator              | -            | -            | -            | 1.000        | 1.000        |
| Public Works Purchasing Coordinator | -            | -            | 0.500        | 0.500        | 0.500        |
| Driver/Delivery Person              | 0.500        | 0.500        | 0.500        | -            | -            |
|                                     | <b>5.500</b> | <b>5.500</b> | <b>6.000</b> | <b>6.500</b> | <b>6.500</b> |

**Purchasing Program Fiscal Year 2013 Accomplishments**

|                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------|
| ❖ Conducted review of the inventory in electrical, automotive and water utilities for obsolete items                     |
| ❖ Addition of cleaning supplies in the warehouse that are used by all departments to take advantage of volume discounts. |
| ❖ Completed a listing of contracts with expiration dates                                                                 |

**Fiscal Year 2014 Goals and Performance Measures**

**Finance Department Goal #6 -  
Provide updated Purchasing training to new Town employees and those desiring a refresher course.**

**Performance Measures**

|                                       |                       |
|---------------------------------------|-----------------------|
| <b>Effectiveness/Output Measures:</b> | <b>Projected FY14</b> |
| Number of employees trained           | 35 Employees          |

**Purchasing Productivity Measures**

| <b>Effectiveness/Output Measures:</b> | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| Purchase Orders Written               | 1,366              | 1,447              | 1,601              | 1,787              | 1800                  |
| Bids, RFPs, RFQs                      | 29                 | 34                 | 38                 | 45                 | 45                    |
| Quotations (\$5,000 - \$25,000)       | 45                 | 84                 | 96                 | 136                | 145                   |
| Warehouse: Number of issues           | 2,489              | 2,432              | 2,282              | 2,673              | 2800                  |
| Dollars Spent Using Purchasing Cards  | \$990,737          | \$733,189          | \$664,485          | \$672,170          | \$700,000             |
| Cost Avoidance                        | \$63,766           | \$87,450           | \$150,856          |                    |                       |

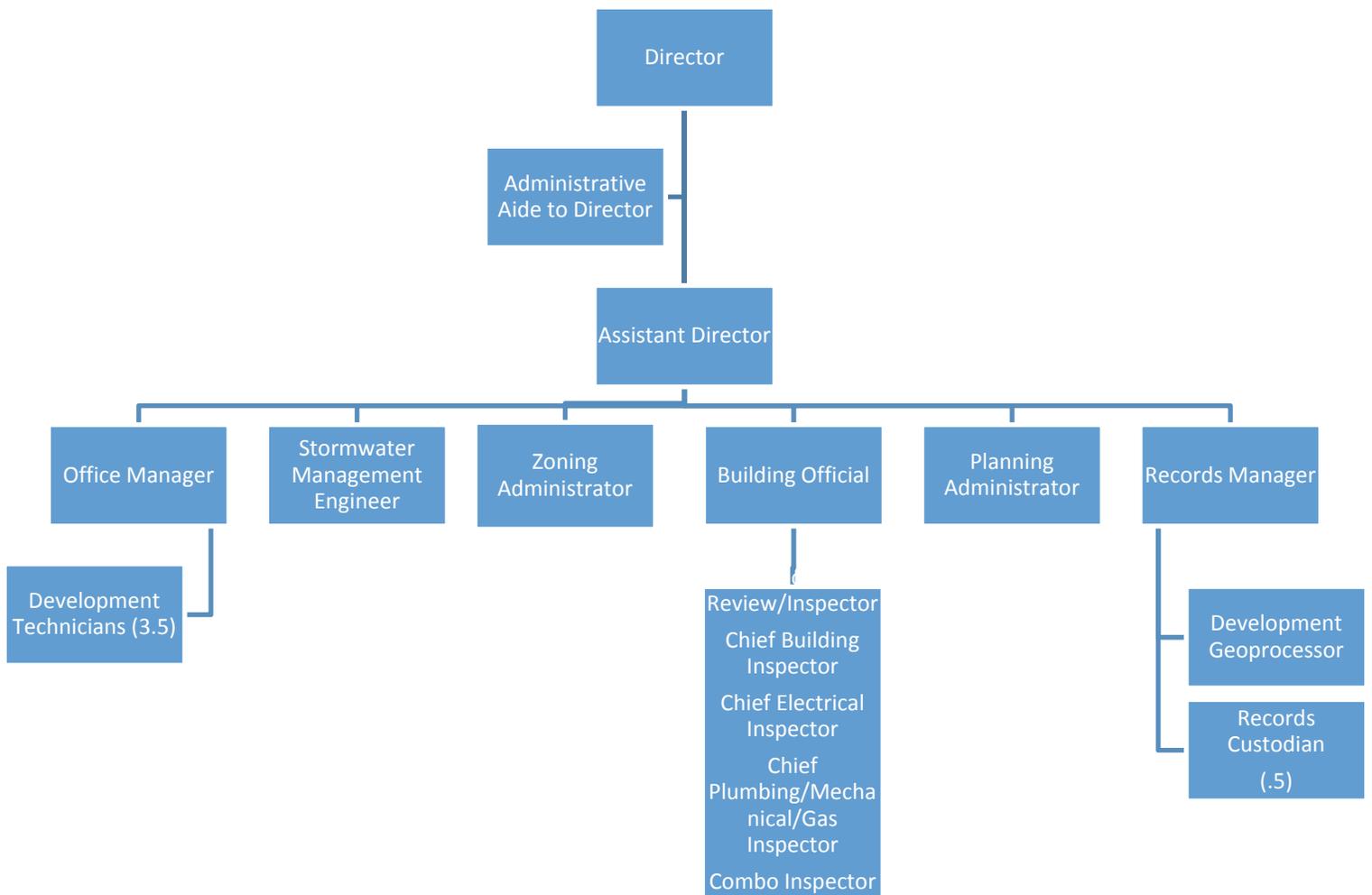


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# Planning, Zoning, Building





**Planning, Zoning & Building Department FY2014 Goals**

**PZB Department Goal #1: Facilitate Digital Tracking of Applications/Reduce the Amount of Paper Processed / Generated Within the Department**

**OBJECTIVES:**

- Implement program for digital submission and tracking of Development Review Applications, including tracking on the web
- Convert Microfilm Files to Digital Files
- Convert the processing of all right-of-way (PW) permits to the Eden system
- Expand Permit Types that Can be Processed Digitally
- Implement program for digital submission and tracking of Architectural Commission Applications, including tracking on the web.
- Implement program for digital submission and tracking of Landmark Certificate of Appropriateness Applications, including tracking on the web.
- Begin Conversion of Landmark Designation Reports to digital files

**PZB Department Goal #2: Address improvement initiatives in the Royal Poinciana area**

**Objectives:**

- Finalize and implement PUD-5 initiative as directed by Town Council

**PZB Department Goal #3: Provide Permit Application Review in a Timely Manner**

**OBJECTIVES:**

- Initiate 1<sup>st</sup>-tier (Zoning, Architectural, DEP, Flood) review process, and complete 1<sup>st</sup> tier review for 95% of all construction permit applications within 3 business days.
- Issue 95% of all construction permits within 10 in-house business days
- Implement new Walk-Through (Same Day) Permit Review Program for specified permits types

**PZB Department Goal #4: Implement the Advanced Irrigation Certification Program**

**OBJECTIVES:**

- Implement a program to accept, approve and recertify Advanced Irrigation Systems Variances

**PZB Department Goal #5: Provide Geographic and Spatial Data to Staff to Improve Operations**

**OBJECTIVES:**

- Expand the PZB GIS Data System for use by all Staff Members and provide training

**DEPARTMENT: PLANNING, ZONING AND BUILDING**

**Mission:** The Planning, Zoning and Building Department identifies, recommends and implements the vision of the community, as expressed through the policies of the Town Council, relative to the development, redevelopment and use of real property, to ensure the beauty, quality of life and character of the Town, and the health, safety and welfare of our residents, businesses and visitors, while providing the highest quality of service to our customers.

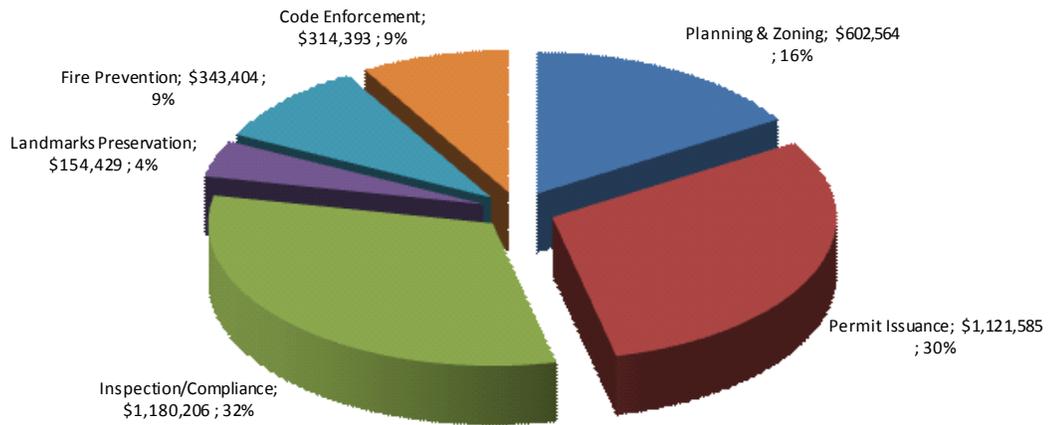
**Revenue Summary**

|                                | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|---------------------|
| Business Tax Receipts          | 669,901                  | 654,084                  | 600,000                  | 600,000                     | 640,500                  | 6.75%               |
| Business Tax Receipt Penalties | 24,472                   | 15,011                   | 25,000                   | 25,000                      | 25,000                   | 0.00%               |
| Building                       | 3,650,107                | 3,773,399                | 3,800,000                | 3,800,000                   | 4,000,000                | 5.26%               |
| Radon Gas                      | 8                        | -                        | 100                      | 100                         | -                        | -100.00%            |
| Electrical                     | 403,138                  | 353,235                  | 275,000                  | 300,000                     | 300,000                  | 9.09%               |
| Plumbing                       | 234,801                  | 200,456                  | 175,000                  | 175,000                     | 175,000                  | 0.00%               |
| Permit Processing              | 11,329                   | 29,517                   | 15,000                   | 20,000                      | 20,000                   | 33.33%              |
| Permit Penalty                 | 34,608                   | 4,118                    | 10,000                   | 30,000                      | 25,000                   | 150.00%             |
| Except/Var. App.               | 206,689                  | 170,300                  | 150,000                  | 150,000                     | 150,000                  | 0.00%               |
| Consultants Fees               | 24,960                   | 19,353                   | 20,000                   | 10,000                      | 20,000                   | 0.00%               |
| Special Plan Review Fee        | 329,005                  | 347,650                  | 275,000                  | 310,000                     | 275,000                  | 0.00%               |
| Reinspection Fees              | 3,975                    | 1,950                    | 5,000                    | 3,500                       | 3,500                    | -30.00%             |
| Special Detail - PZB           | 860                      | 3,495                    | 5,000                    | 3,000                       | -                        | -100.00%            |
| Abandonments                   | -                        | -                        | 1,000                    | -                           | -                        | -100.00%            |
| Architectural Fees             | 112,478                  | 129,743                  | 110,000                  | 120,000                     | 110,000                  | 0.00%               |
| Landmarks Submittal            | 20,600                   | 19,150                   | 15,000                   | 20,000                      | 20,000                   | 33.33%              |
| Tax Abatement Program          | -                        | -                        | 1,200                    | -                           | 1,200                    | 0.00%               |
| Mechanical Permits             | 366,844                  | 267,869                  | 250,000                  | 300,000                     | 300,000                  | 20.00%              |
| Contractor Registration Fee    | 11,895                   | 11,954                   | 10,000                   | 10,000                      | 10,000                   | 0.00%               |
| Landscape Permit               | -                        | 5,046                    | 50,000                   | 5,000                       | 5,000                    | -90.00%             |
| Miscellaneous Permit Fees      | 3,438                    | -                        | -                        | -                           | -                        | 0.00%               |
| Building Permit Search Fee     | 16,525                   | 20,150                   | 15,000                   | -                           | 20,000                   | 33.33%              |
| Dune Vegetation Fee            | 1,550                    | -                        | 1,000                    | -                           | 1,000                    | 0.00%               |
| Permit Revision Fee            | 102,700                  | 157,525                  | 150,000                  | 200,000                     | 175,000                  | 16.67%              |
| Right Of Way Permits           | 129,272                  | 264,297                  | 200,000                  | 250,000                     | 250,000                  | 25.00%              |
| County Occ. Licenses           | 19,966                   | 20,781                   | 20,000                   | 15,000                      | 15,000                   | -25.00%             |
| Tent Permits                   | 7,725                    | 7,982                    | 7,000                    | 25,000                      | 10,000                   | 42.86%              |
| Bldg. Insp. Fund Fees          | 7,789                    | 7,209                    | 4,000                    | 7,000                       | 7,000                    | 75.00%              |
| Bldg/Elec/Plumbing Code Sales  | -                        | -                        | 100                      | -                           | -                        | -100.00%            |
| Map/Sales Code                 | -                        | -                        | 100                      | -                           | -                        | -100.00%            |
| Certification Copy             | 633                      | 703                      | 500                      | 700                         | 700                      | 40.00%              |
| Microfiche/Scanned Documents   | 10,335                   | 6,976                    | 10,000                   | 5,000                       | 5,000                    | -50.00%             |
|                                | <b>6,405,603</b>         | <b>6,491,953</b>         | <b>6,200,000</b>         | <b>6,384,300</b>            | <b>6,563,900</b>         | <b>5.87%</b>        |

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 1,909,036                | 1,918,666                | 1,983,363                | 1,983,363                   | 1,904,029                   | 2,020,978                | 1.90%               |
| Employee Benefits  | 977,397                  | 668,098                  | 753,586                  | 753,586                     | 749,472                     | 819,362                  | 8.73%               |
| Contractual        | 599,669                  | 528,030                  | 770,220                  | 957,427                     | 848,453                     | 766,720                  | -0.45%              |
| Commodities        | 39,568                   | 63,756                   | 71,400                   | 71,406                      | 71,400                      | 80,745                   | 13.09%              |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 11,200                   | 17,278                   | 21,573                   | 21,573                      | 21,603                      | 28,776                   | 33.39%              |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>3,536,870</b>         | <b>3,195,828</b>         | <b>3,600,142</b>         | <b>3,787,355</b>            | <b>3,594,957</b>            | <b>3,716,581</b>         | <b>3.23%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.



|                                | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|--------------------------------|---------------|---------------|---------------|---------------|
| Full Time Equivalent Employees | 27.250        | 26.750        | 26.250        | 26.250        |

**PROGRAM: PLANNING AND ZONING 211**

**Mission:** This division exists to stabilize and preserve the aesthetic, historical and economic values of Palm Beach.

**Main Activities:** The most important things we do to fulfill the mission are:

- Coordination and support of commissions
- Conduct planning and zoning studies, and recommend changes where necessary
- Develop, recommend, implement and enforce policies in a highly professional manner
- Maintain all maps and data contained in the Comprehensive Plan and Land Development Regulations
- Interpret zoning code, Comprehensive Plan and Land Development Regulations and process applications
- Keep citizens informed of policies and procedures and solicit input from citizens
- Work continually to improve the efficiency and effectiveness of systems and staff

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 313,415                  | 315,577                  | 329,046                  | 329,046                     | 326,000                     | 333,697                  | 1.41%               |
| Employee Benefits  | 125,089                  | 97,704                   | 114,326                  | 114,326                     | 115,600                     | 134,897                  | 17.99%              |
| Contractual        | 152,974                  | 102,348                  | 120,000                  | 143,540                     | 136,500                     | 119,000                  | -0.83%              |
| Commodities        | 7,432                    | 7,751                    | 15,300                   | 15,300                      | 15,300                      | 14,800                   | -3.27%              |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | -                        | 170                      | 170                      | 170                         | 200                         | 170                      | 0.00%               |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>598,910</b>           | <b>523,550</b>           | <b>578,842</b>           | <b>602,382</b>              | <b>593,600</b>              | <b>602,564</b>           | <b>4.10%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Costs include consultant services required for planning activities.

**Commodities:**

Costs include computer replacement and mapping software enhancements.

| <b>Full Time Equivalent Employees</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Director                              | 0.700         | 0.700         | 0.700         | 0.700         | 0.700         |
| Assistant Director                    | 0.350         | 0.350         | 0.350         | 0.350         | 0.350         |
| Zoning Administrator                  | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Development Review Specialist         | 0.500         | 0.500         | 0.500         | 0.500         | 0.500         |
| Planning Administrator                | 0.400         | 0.400         | 0.400         | 0.400         | 0.400         |
| Administrative Aide                   | 0.500         | 0.500         | 0.500         | 0.500         | 0.500         |
| Office Manager                        | 0.120         | 0.120         | 0.120         | 0.120         | 0.120         |
|                                       | <b>3.570</b>  | <b>3.570</b>  | <b>3.570</b>  | <b>3.570</b>  | <b>3.570</b>  |

| Planning & Zoning Program Fiscal Year 2013 Accomplishments |                                                                                  |
|------------------------------------------------------------|----------------------------------------------------------------------------------|
| ❖                                                          | Completion of all proposed PUD-5 Comp Plan and Zoning Amendments                 |
| ❖                                                          | Development of new PZB Website                                                   |
| ❖                                                          | Development of ARCOM Project Classification System                               |
| ❖                                                          | Prepared an Appeal to the Census Bureau Regarding Population Counts for the Town |

### Fiscal Year 2014 Goals and Performance Measures

**Planning, Zoning and Building Goal #1 – Facilitate Digital Tracking of Applications/Reduce the Amount of Paper Processed / Generated Within the Department.**

**OBJECTIVES:**

- Implement program for digital submission and tracking of Development Review Applications, including tracking on the web.

| Performance Measures                                             |                       |
|------------------------------------------------------------------|-----------------------|
| <b>Effectiveness/Output Measures:</b>                            | <b>Projected FY14</b> |
| Types of applications that can be tracked in software system (#) | 3                     |
| Applications submitted within the system (#)                     | 35                    |

**Planning, Zoning and Building Goal #2 – Address improvement initiatives in the Royal Poinciana area.**

**OBJECTIVES:**

- Finalize and implement PUD-5 initiative as directed by Town Council

| Performance Measures                                  |                                       |
|-------------------------------------------------------|---------------------------------------|
| <b>Effectiveness/Output Measures:</b>                 | <b>Projected FY14</b>                 |
| PUD-5 initiative is ready for use by property owners. | Implementation of Program as directed |

### Planning & Zoning Productivity Measures

| Effectiveness/Output Measures:            | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|-------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Comprehensive Plan Amendments Processed   | 1           | 2           | 0           | 0           | 1              |
| Zoning Amendments Processed               | 20          | 10          | 9           | 2           | 12             |
| Development Review Applications Processed | 20          | 80          | 76          | 83          | 94             |
| ARCOM Applications Processed              | 77          | 135         | 133         | 126         | 131            |
| ARCOM Staff Approvals Processed           | 300         | 280         | 294         | 351         | 306            |

**PROGRAM: PERMIT ISSUANCE 212**

**Mission:** This division exists to provide for the life safety and welfare of Palm Beach citizens and visitors through the enforcement of building codes and accurate and accessible historical records of all Departmental files, and to promote and maintain high architectural standards of physical structures in Palm Beach.

**Main Activities:** The most important things we do to fulfill the mission are:

- Review building permit applications and plans for adherence to Town codes and policies and issue building permits
- Communicate town requirements with contractors, designers, property owners and other Town departments
- Ensure that contractors working in the Town have a valid contractor license
- Coordinate and support the Architectural Commission
- Keep citizens informed and educated
- Process applications for architectural approval of proposed construction projects as directed by codes and policy
- Record departmental revenues accurately
- Organize, digitize and retrieve Departmental records for public use

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 534,908                  | 548,142                  | 545,599                  | 545,599                     | 510,000                     | 598,501                  | 9.70%               |
| Employee Benefits  | 254,167                  | 183,641                  | 210,697                  | 210,697                     | 210,300                     | 236,903                  | 12.44%              |
| Contractual        | 119,907                  | 130,743                  | 266,380                  | 359,693                     | 287,500                     | 253,880                  | -4.69%              |
| Commodities        | 10,378                   | 24,018                   | 18,300                   | 18,300                      | 18,300                      | 29,300                   | 60.11%              |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 2,600                    | -                        | -                        | -                           | -                           | 3,001                    | 100.00%             |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>921,960</b>           | <b>886,544</b>           | <b>1,040,976</b>         | <b>1,134,289</b>            | <b>1,026,100</b>            | <b>1,121,585</b>         | <b>7.74%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases and includes the reallocation of half of a position to Program 212 from Program 215.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Costs reflect a reduction in GIS mapping activities and reduced costs based on the first year of activity associated with the receipt of credit card payments.

**Commodities:**

This category includes computer replacement costs, and new initiatives related to reporting, contractor notification, and retrieval of documents on the web.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Director                       | 0.150  | 0.150  | 0.150  | 0.150  | 0.150  |
| Assistant Director             | 0.300  | 0.300  | 0.300  | 0.300  | 0.300  |
| Building Official              | 0.500  | 0.500  | 0.500  | 0.500  | 0.500  |
| Planning Administrator         | 0.300  | 0.300  | 0.300  | 0.300  | 0.300  |
| Administrative Aide            | 0.300  | 0.300  | 0.300  | 0.300  | 0.300  |
| Chief Construction Inspectors  | 0.300  | 0.300  | 0.300  | 0.300  | 0.300  |
| Combination Plan Reviewer      | 0.700  | 0.700  | 0.700  | 0.700  | 0.700  |
| Development Geoprocessor       | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Project Engineer               | 0.500  | 0.500  | 0.500  | 0.500  | 0.500  |
| Development Permit Coordinator | 1.000  | 1.000  | 2.000  | 2.500  | 2.500  |
| Office Manager                 | 0.530  | 0.530  | 0.530  | 0.530  | 0.530  |
| Development Review Specialist  | 0.500  | 1.000  | -      | -      | -      |
| Development Review Coordinator | 1.500  | 0.500  | 0.500  | -      | -      |
| Office Assistant II            | -      | -      | -      | -      | 0.500  |
| Office Assistant III           | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
|                                | 8.580  | 8.080  | 8.080  | 8.080  | 8.580  |

**Permit Issuance Program Fiscal Year 2013 Accomplishments**

- ❖ Implemented new State-mandated Low Voltage Permit Label Program
- ❖ Assumed State-mandated responsibility for code review of commercial pools
- ❖ Completed 5-year Insurance Services Office (ISO) review

**Fiscal Year 2014 Goals and Performance Measures**

**Planning, Zoning and Building Goal #1 – Facilitate Digital Tracking of Applications/Reduce the Amount of Paper Processed / Generated Within the Department.**

**OBJECTIVES:**

- **Convert microfilm files to digital files**
- **Convert the processing of all right-of-way (Public Works) permits to the Eden system**
- **Implement program for digital submission and tracking of Architectural Commission Applications, including tracking on the web.**

| Performance Measures                                                       |                |
|----------------------------------------------------------------------------|----------------|
| Effectiveness/Output Measures:                                             | Projected FY14 |
| # of microfilm rolls digitized                                             | 250            |
| # of R/W permits issued in Eden                                            | 600            |
| Types of ARCOM Applications that can be tracked in the software system (#) | 4              |
| ARCOM Applications submitted within the system (#)                         | 100            |

**Planning, Zoning and Building Goal #3 – Provide Permit Application Review in a Timely Manner.**

**Objectives:**

- **Initiate 1<sup>st</sup>-tier (Zoning, Architectural, DEP, Flood) review process, and complete 1<sup>st</sup> tier review for 95% of all construction permit applications within 3 business days.**
- **Issue 95% of all construction permits within 10 in-house business days**
- **Implement new Walk-Through (Same Day) Permit Review Program for specified permits types**

| <b>Performance Measures</b>                                         |                       |
|---------------------------------------------------------------------|-----------------------|
| <b>Effectiveness/Output Measures:</b>                               | <b>Projected FY14</b> |
| % of 1 <sup>st</sup> -tier reviews completed within 3 Business Days | 90%                   |
| % of construction permits issued within 10 in-house business days   | 90%                   |
| # of permits/revisions processed within 24 hours                    | 800                   |

**Permit Issuance Productivity Measures**

| <b>Effectiveness/Output Measures:</b> | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| # of Construction Permits Issued      | 5,015              | 5,574              | 5,752              | 6,166              | 6,800                 |
| # of Revisions Processed              | 1,878              | 1,741              | 1,687              | 1,509              | 1,550                 |
| # of R/W permits Processed            | 834                | 1,030              | 985                | 1,150              | 1,100                 |
| # of Property Records Digitized       | 51,766             | 72,150             | 74,910             | 81,140             | 82,000                |
| # of Plans Digitized                  | -                  | -                  | 29,091             | 5,588              | 18,000                |
| Avg # of Days to Scan Current Records | 3                  | 2                  | 2                  | 2                  | 2                     |
| # of Expedited Plan Pages Reviewed    | 3,719              | 4,894              | 5,441              | 6,504              | 6,500                 |

**PROGRAM: INSPECTION & COMPLIANCE 213**

**Mission:** This division exists to provide protective services to the residents and businesses of the Town through professional and responsible enforcement of building codes and Town policies related to unimproved land, development, construction activities, and issuance of business tax receipts.

**Main Activities:** The most important things we do to fulfill the mission are:

- Inspection of construction sites to ensure compliance with appropriate State and Town codes and land development regulations
- Issuance of permits for right of way parking and storm water improvements
- Review of commercial operations for conformance to the zoning code and issuance of business tax receipts

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 574,703                  | 551,355                  | 596,172                  | 596,172                     | 555,000                     | 590,938                  | -0.88%              |
| Employee Benefits  | 252,003                  | 200,337                  | 232,034                  | 232,034                     | 224,000                     | 255,741                  | 10.22%              |
| Contractual        | 215,422                  | 204,819                  | 259,080                  | 327,424                     | 303,580                     | 289,080                  | 11.58%              |
| Commodities        | 9,822                    | 15,750                   | 20,100                   | 20,100                      | 20,100                      | 22,100                   | 9.95%               |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 8,600                    | 16,500                   | 20,504                   | 20,504                      | 20,504                      | 22,347                   | 8.99%               |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>1,060,550</b>         | <b>988,761</b>           | <b>1,127,890</b>         | <b>1,196,234</b>            | <b>1,123,184</b>            | <b>1,180,206</b>         | <b>4.64%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

This category reflects consulting and contracting costs and a continuing initiative to convert paper documents to digital images for easy retrieval and reduced storage costs.

**Commodities:**

This category includes computer replacement and vehicle maintenance costs.

| <b>Full Time Equivalent Employees</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Director                              | 0.100         | 0.100         | 0.100         | 0.100         | 0.100         |
| Assistant Director                    | 0.300         | 0.300         | 0.300         | 0.300         | 0.300         |
| Building Official                     | 0.500         | 0.500         | 0.500         | 0.500         | 0.500         |
| Administrative Aide                   | 0.200         | 0.200         | 0.200         | 0.200         | 0.200         |
| Chief Construction Inspectors         | 2.700         | 2.700         | 2.700         | 2.700         | 2.700         |
| Combination Inspector                 | 2.000         | 2.000         | 2.000         | 2.000         | 2.000         |
| Combination Plan Reviewer             | 0.300         | 0.300         | 0.300         | 0.300         | 0.300         |
| Project Engineer                      | 0.500         | 0.500         | 0.500         | 0.500         | 0.500         |
| Development Review Specialist         | 0.500         | 0.500         | 0.500         | 0.500         | 0.500         |
| Development Permit Coordinator        | -             | -             | -             | 0.500         | 0.500         |
| Development Review Coordinator        | 0.500         | 0.500         | 0.500         | -             | -             |
|                                       | <b>7.600</b>  | <b>7.600</b>  | <b>7.600</b>  | <b>7.600</b>  | <b>7.600</b>  |

| Inspection and Compliance Program Fiscal Year 2013 Accomplishments |                                                                                  |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------|
| ❖                                                                  | Completion of Town-wide Ocean Seawall Data for Consideration by the Town Council |
| ❖                                                                  | Completion of Comprehensive Property Data Update Using Property Appraiser Data   |

### Fiscal Year 2014 Goals and Performance Measures

#### Planning, Zoning and Building Goal #4 - Implement the advanced irrigation certification program

**OBJECTIVES:**

- Implement a program to accept, approve and recertify Advanced Irrigation Systems Variances

| Performance Measures                         |                       |
|----------------------------------------------|-----------------------|
| <b>Effectiveness/Output Measures:</b>        | <b>Projected FY14</b> |
| # of Advanced Irrigation Variances Processed | 150                   |

#### Planning, Zoning and Building Goal #5 – Provide geographic and spatial data to Staff to improve operations.

**OBJECTIVES:**

- Expand the PZB GIS data system for use by all staff members and provide training

| Performance Measures                        |                    |                    |                    |                    |                       |
|---------------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| <b>Effectiveness/Output Measures:</b>       | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
| # of Staff Persons trained to use GIS       | 2                  | --                 | --                 | 5                  | 13                    |
| # of Shape Files developed for use by Staff | 7                  | 2                  | 2                  | 2                  | 10                    |

### Inspection and Compliance Productivity Measures

|                                          | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
|------------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| <b>Effectiveness/Output Measures:</b>    |                    |                    |                    |                    |                       |
| # of Inspections Completed               | 17,692             | 20,493             | 19,824             | 22,267             | 24,500*               |
| # of Business Tax Receipts Issued        | 2,098              | 2,091              | 2,007              | 1,578              | 1,600                 |
| # of New Business Applications Processed | 187                | 187                | 142                | 104                | 125                   |
| # of Public Records Requests Processed   | Na                 | Na                 | 2,626              | 2,877              | 3,000                 |

\*Includes additional inspections in conjunction with new Partial Inspection Initiative

**PROGRAM: LANDMARKS PRESERVATION 214**

**Mission:** This division exists to serve the Town’s desire to maintain its rich history and quality of life by stabilizing and preserving the historic and economic value of significant physical structures and other property.

**Main Activities:** The most important things we do to fulfill the mission are:

- Coordinate and support the Landmark Preservation Commission
- Develop, recommend and enforce policies that serve historic preservation
- Keep citizens informed and educated
- Process Certificates of Appropriateness as directed by codes and policy
- Discuss and entertain requests for possible designation of properties as historic
- Maintain accurate records and files

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 56,617                   | 55,977                   | 57,317                   | 57,317                      | 57,300                      | 58,601                   | 2.24%               |
| Employee Benefits  | 25,441                   | 17,557                   | 19,783                   | 19,783                      | 19,700                      | 22,828                   | 15.39%              |
| Contractual        | 92,668                   | 67,423                   | 84,100                   | 86,110                      | 86,100                      | 70,100                   | -16.65%             |
| Commodities        | 679                      | 228                      | 2,900                    | 2,900                       | 2,900                       | 2,900                    | 0.00%               |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>175,405</b>           | <b>141,185</b>           | <b>164,100</b>           | <b>166,110</b>              | <b>166,000</b>              | <b>154,429</b>           | <b>-5.89%</b>       |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Consultant costs have been reduced due to the overlap of consultants following the retirement of the Town’s former Historic Preservation Consultant in FY13.

**Commodities:**

Costs in this category include software and hardware replacement.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Director                       | 0.100  | 0.050  | 0.050  | 0.050  | 0.050  |
| Assistant Director             | -      | 0.050  | 0.050  | 0.050  | 0.050  |
| Planning Administrator         | 0.300  | 0.300  | 0.300  | 0.300  | 0.300  |
| Office Manager                 | 0.350  | 0.350  | 0.350  | 0.350  | 0.350  |
|                                | 0.750  | 0.750  | 0.750  | 0.750  | 0.750  |

**Landmarks Preservation Program Fiscal Year 2013 Accomplishments**

- ❖ Designated 9 Landmark Properties with Assistance of new Historic Preservation Consultant (Murphy & Stillings LLC)

**Fiscal Year 2014 Goals and Performance Measures**

**Planning, Zoning and Building Goal #1 – Facilitate Digital Tracking of Applications/Reduce the Amount of Paper Processed / Generated Within the Department.**

**OBJECTIVES:**

- **Begin Conversion of Landmark Designation Reports to digital files**
- **Implement program for digital submission and tracking of Landmark Certificate of Appropriateness Applications, including tracking on the web.**

| <b>Performance Measures</b>                                              |                       |
|--------------------------------------------------------------------------|-----------------------|
| <b>Effectiveness/Output Measures:</b>                                    | <b>Projected FY14</b> |
| Types of LPC Applications that can be tracked in the software system (#) | 3                     |
| Applications submitted within the system (#)                             | 35                    |
| # of Reports converted to digital files                                  | 125                   |

**Landmarks Preservation Productivity Measures**

| <b>Effectiveness/Output Measures:</b>    | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
|------------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| # of C of A Applications Processed       | 31                 | 42                 | 36                 | 50                 | 40                    |
| # of Properties Designated as Landmarks  | 6                  | 2                  | 5                  | 9                  | 10                    |
| # of Landmarks Staff Approvals Processed | 55                 | 58                 | 65                 | 81                 | 65                    |

**PROGRAM: FIRE PREVENTION 215**

**Mission:** This division exists to enforce Federal, State and local life safety codes to protect life and property to improve the community.

**Main Activities:** The most important things we do to fulfill the mission are:

- Educate the community on life saving skills, fire prevention and community risk reduction programs
- Conduct annual fire safety inspections
- Conduct community risk analysis
- Create or revise ordinances to enhance fire prevention
- Generate revenue through fire inspection and permit fees
- Investigate all fires for cause and origin

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 266,285                  | 263,672                  | 266,735                  | 266,735                     | 268,235                     | 250,510                  | -6.08%              |
| Employee Benefits  | 222,620                  | 96,636                   | 88,968                   | 88,968                      | 88,913                      | 81,249                   | -8.68%              |
| Contractual        | -                        | 1,212                    | 11,300                   | 11,300                      | 11,300                      | 11,300                   | 0.00%               |
| Commodities        | 4,840                    | 6,094                    | 4,800                    | 4,806                       | 4,800                       | 345                      | -92.81%             |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>493,745</b>           | <b>367,614</b>           | <b>371,803</b>           | <b>371,809</b>              | <b>373,248</b>              | <b>343,404</b>           | <b>-7.64%</b>       |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

Starting in FY2014, the position of Office Assistant II will be split 50/50 between Permit Issuance and Fire Prevention.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

This category contains expenses for fire inspection software maintenance and professional development to maintain required certifications.

**Commodities:**

The reduction in commodities occurred in the Publications and Subscriptions account due to a web-based subscription for NFPA codes that does not renew until mid-FY2015.

| <b>Full Time Equivalent Employees</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Division Chief - Fire Marshal         | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Assistant Fire Marshal                | 2.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Office Assistant II                   | 1.000         | 1.000         | 1.000         | 1.000         | 0.500         |
|                                       | <b>4.000</b>  | <b>3.000</b>  | <b>3.000</b>  | <b>3.000</b>  | <b>2.500</b>  |

| Fire Prevention Program Fiscal Year 2013 Accomplishments |                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ❖                                                        | Incorporated all Commercial Knox Box Inspections with the annual Fire Company Inspection program to improve shift personnel efficiency and effectiveness.                                                                                                                                                                                                     |
| ❖                                                        | Completed over twenty new Pre-Incident Plans and Quick Reference Sheets to provide fire rescue operations personnel familiarity with structure prior to an emergency increase operational efficiency and enhance firefighter safety. All existing PIP and QRS forms are reviewed and updated while completing the occupancy's annual fire company inspection. |
| ❖                                                        | Created a False Fire Alarm Program to reduce the number of false activations for residential and commercial properties through education and completing inspections identifying needed repairs or potential alternatives to prevent or reduce future false alarms, and working with the property owners to implement such steps.                              |

### Fiscal Year 2014 Goals and Performance Measures

**Fire-Rescue Department Goal #7: To reduce the potential of loss of life and property through fire prevention and fire code enforcement services.**

**Objectives:**

- **Palm Beach Fire-Rescue will provide timely, efficient, and effective fire inspection services that enhance the life safety within the Town of Palm Beach.**

| Performance Measures           |             |             |             |             |                |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Total Inspections Conducted    | 1708        | 1795        | 1665        | 1948        | 1975           |
| Inspections Conducted by Shift | *           | *           | 568         | 893         | 900            |
| Inspections Conducted by FP    | 1708        | 1795        | 1097        | 1055        | 1075           |

\* Inspections were completed by the Fire Prevention Division.

**Efficiency Measures:**

- ❖ Ensure all fire company inspections are completed on annual (12 month) basis.
- ❖ Ensure all new pre-fire plans and updates of existing buildings are completed annual basis.
- ❖ Ensure all Fire Rescue Permits include the following: Technical Fire Inspections; Hot Work Operations; Fire Hydrant Water Flow Testing; and Fire Rescue Tent Inspections are completed within three business days.
- ❖ Ensure all 390 fire hydrants are maintained and tested on bi-annual basis in conjunction with the City of West Palm Beach Public Utilities Department.
- ❖ Ensure all Fire Rescue Special Event Details are scheduled and staffed.

### Fire Prevention Productivity Measures

| Effectiveness/Output Measures:                               | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Annual Fire Inspection Completed (% of assigned inspections) | 90%         | 100%        | 100%        | 100%        | 100%           |
| New and Existing Pre-Fire Plans Completed                    | 110         | 130         | 150         | 178         | 200            |
| Fire Hydrants maintained and tested                          | 351         | 371         | 390         | 390         | 390            |

**PROGRAM: CODE ENFORCEMENT 216**

**Mission:** The Code Enforcement Unit is responsible for the enforcement of codes and ordinances relating to quality of life, public safety and health, building and licensing, sanitation, nuisance, parks and recreation, trees and shrubs, and landmark preservation. The Code Enforcement Unit pro-actively conducts inspections and investigates code and ordinance violations, citing violators when necessary, and prosecuting violations either through the Town Code Enforcement Board or when applicable, the County Court system.

**Main Activities:** The most important things we do to fulfill the mission are:

- Conduct inspections and investigate code and ordinance violations
- Issue code enforcement citations to violators
- Attend Code Enforcement Board meetings/hearings
- Prepare and maintain correspondence and board meeting minutes

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 163,108                  | 183,943                  | 188,494                  | 188,494                     | 187,494                     | 188,731                  | 0.13%               |
| Employee Benefits  | 98,077                   | 72,223                   | 87,778                   | 87,778                      | 90,959                      | 87,744                   | -0.04%              |
| Contractual        | 18,698                   | 21,485                   | 29,360                   | 29,360                      | 23,473                      | 23,360                   | -20.44%             |
| Commodities        | 6,417                    | 9,915                    | 10,000                   | 10,000                      | 10,000                      | 11,300                   | 13.00%              |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | -                        | 608                      | 899                      | 899                         | 899                         | 3,258                    | 262.40%             |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>286,300</b>           | <b>288,174</b>           | <b>316,531</b>           | <b>316,531</b>              | <b>312,825</b>              | <b>314,393</b>           | <b>-0.68%</b>       |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Reduction is the result of reduced expenses for Town clean-up of properties in foreclosure.

**Commodities:**

Increase is for outfitting costs for 2 replacement Code Enforcement vehicles.

| <b>Full Time Equivalent Employees</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Support Services Captain              | 0.500         | 0.500         | -             | -             | -             |
| Support Services Sergeant             | 0.500         | -             | -             | -             | -             |
| Lead Code Compliance Officer II       | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Code Compliance Officer I             | 1.500         | 1.500         | 1.500         | 1.000         | 1.000         |
| Parking/Code Enforcement Manager      | -             | 0.500         | 0.500         | 0.500         | 0.500         |
| Parking/Code Enforcement Specialist   | 0.750         | 0.750         | 0.750         | 0.750         | 0.750         |
|                                       | <b>4.250</b>  | <b>4.250</b>  | <b>3.750</b>  | <b>3.250</b>  | <b>3.250</b>  |

**Code Enforcement Program Fiscal Year 2013 Accomplishments**

- ❖ Consolidated unit staff into one office for better communication and increased efficiency
- ❖ Worked with the Town Manager’s Office, Finance and the Town Attorney to improve the Vehicle for Hire ordinance and created a Vehicle Inspection List for taxis and limosines.

**Fiscal Year 2014 Goals and Performance Measures**

**Police Department Goal #2 – Maximize use of technology to further reduce crime and improve efficiency of police service in order to provide the highest level of protection to achieve exceptional quality of life for the community.**

**Objectives:**

- Educate and promote public awareness of Town ordinances to achieve compliance, enhancing property values and the well-being of the community.

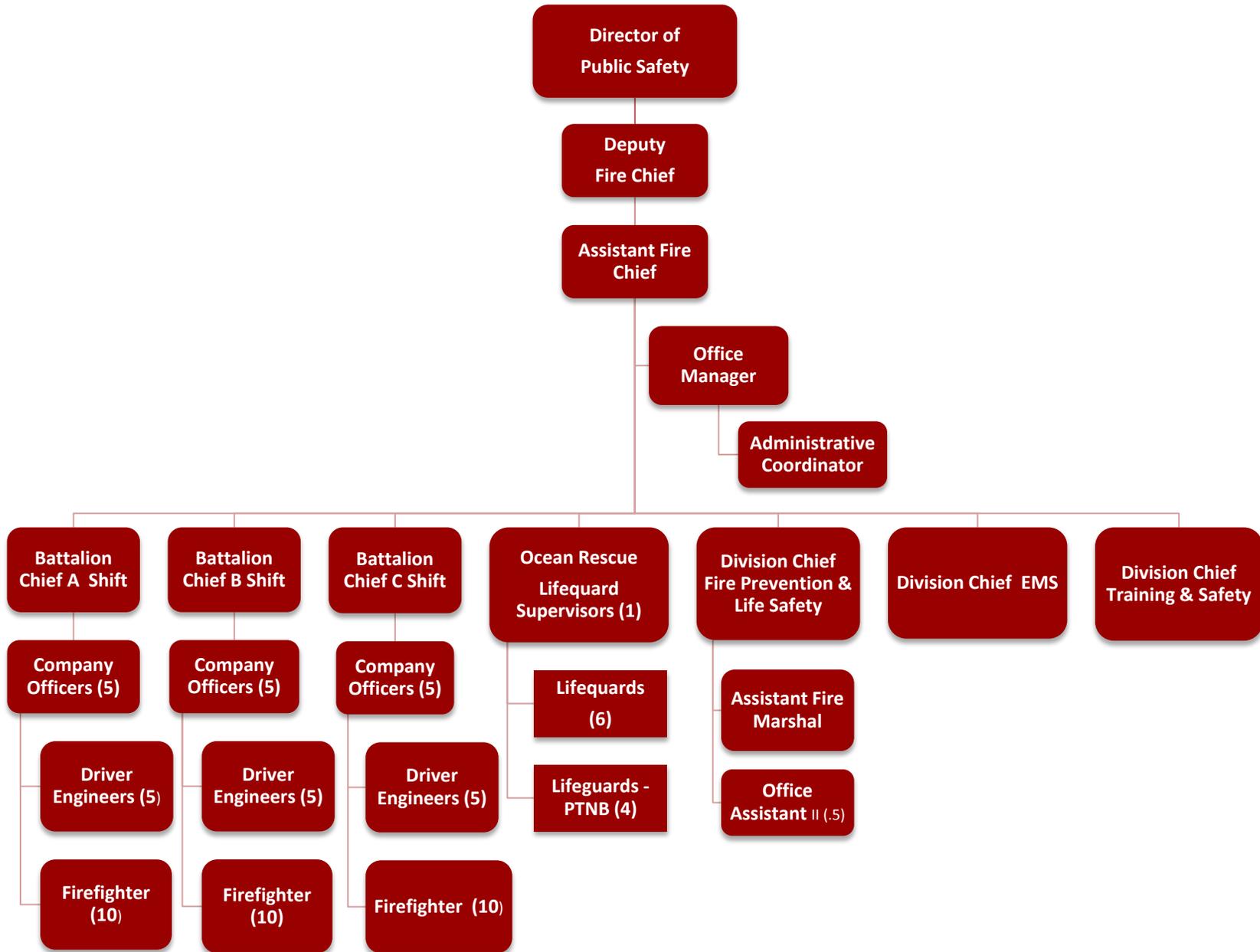
**Performance Measures**

| <b>Effectiveness/Output Measures:</b> | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| Code Violation Complaints             | 1022               | 1622               | 1944               | 1306               | 1450                  |
| Code Violations Issued                | 215                | 381                | 725                | 210                | 350                   |
| Code Violation Cases Brought for CEB  | 121                | 172                | 184                | 147                | 150                   |



# Fire-Rescue





**Fire-Rescue Department FY2014 Goals**

|                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Fire Rescue Department Goal #1: To monitor and mitigate any effects from the closure of the Flagler Memorial Bridge.</b></p>                                                                                                                                                                             |
| <p><b>OBJECTIVES:</b> Palm Beach Fire-Rescue will attend all FDOT Flagler Bridge meetings and communicate any logistic issues/information to the appropriate staff/units for action.</p>                                                                                                                       |
| <p><b>OBJECTIVES:</b> Palm Beach Fire-Rescue will work with the Florida Department of Transportation (FDOT) on implementation of a traffic preemption system that will preempt traffic lights in advance of the approach fire and EMS units for intersections affected by the bridge construction project.</p> |
| <p><b>OBJECTIVES:</b> Palm Beach Fire-rescue will closely coordinate our response and transports to the hospital with the Police Department, utilizing police officers to clear intersection for high priority calls.</p>                                                                                      |
| <p><b>OBJECTIVES:</b> Palm Beach Fire-rescue will utilize the Trauma Hawk helicopter to transport seriously ill patients to the hospital if delays are created by the bridge construction project.</p>                                                                                                         |
| <p><b>Fire Rescue Department Goal #2: To improve operational efficiencies by maximizing the use of technology.</b></p>                                                                                                                                                                                         |
| <p><b>OBJECTIVES:</b> Palm Beach Fire-Rescue will implement the Opticom traffic preemption technology that will preempt traffic lights in advance of the approach fire and EMS units to allow traffic to clear and provide a more accessible roadway for response.</p>                                         |
| <p><b>OBJECTIVES:</b> Palm Beach Fire-Rescue will implement Automated Vehicle Location / GPS technology that will respond the closest available unit to an emergency.</p>                                                                                                                                      |
| <p><b>OBJECTIVES:</b> Palm Beach Fire-rescue will implement technology to bridge the gap between the emergency department and the field through the use of telemedicine.</p>                                                                                                                                   |
| <p><b>Fire Rescue Department Goal #3: Palm Beach Fire-Rescue will increase the efficiency and consistency of fire and emergency response services in the Town of Palm Beach.</b></p>                                                                                                                           |
| <p><b>OBJECTIVES:</b> Palm Beach Fire-Rescue reduce the of False Fire alarm calls received.</p>                                                                                                                                                                                                                |
| <p><b>OBJECTIVES:</b> Palm Beach Fire-Rescue will reduce response times for serious fire and emergency medical calls Town wide.</p>                                                                                                                                                                            |
| <p><b>Fire Rescue Department Goal #4: To prepare upcoming leaders for the future challenges associated with managing our fire rescue department.</b></p>                                                                                                                                                       |
| <p><b>Objectives:</b> Palm Beach Fire-Rescue will identify high potential future leaders and will invest in them through training, education, and mentoring programs.</p>                                                                                                                                      |

**Fire Rescue Department Goal #5: To ensure the employees have the essential knowledge, skills, and abilities to deliver the high standard of care deserving of our community.**

**Objectives:** Palm Beach Fire-Rescue will recruit and train high caliber firefighter and ocean rescue candidates.

**Objectives:** Palm Beach Fire-Rescue will conduct realistic live fire training at a regional training facility.

**Objectives:** Palm Beach Fire-Rescue will conduct realistic fire and EMS simulation based training.

**Objectives:** Palm Beach Fire-Rescue will conduct nationally recognized EMS certification training programs for all employees.

**Fire Rescue Department Goal #6: To provide quality community outreach programs to include Automatic External Defibrillator training, Hands-only CPR training, and fall prevention awareness to the citizens of the Town of Palm Beach.**

**Objectives:** Palm Beach Fire-Rescue will encourage AED ownership within the community, provide AED training, and track the AED maintenance requirements for AED owners to enhance the Town of Palm Beach Heart Safe AED program.

**Objectives:** Palm Beach Fire-Rescue will encourage the citizens of the Town of Palm Beach and those who work here to be trained in CPR.

**Objectives:** Palm Beach Fire-Rescue will research, develop, and implement a fall prevention program for the citizens of the Town of Palm Beach.

**Fire Rescue Department Goal #7: To reduce the potential of loss of life and property through fire prevention and fire code enforcement services.**

**Objectives:** Palm Beach Fire-Rescue will provide timely, efficient, and effective fire inspection services that enhance the life safety within the Town of Palm Beach.

**Fire Rescue Department Goal #8: To ensure the safety and security of residents and visitors using the Town's Public Beaches.**

**Objectives:** Palm Beach Fire-Rescue will educate the public to potential beach and ocean hazards.

**Objectives:** Palm Beach Fire-Rescue will prevent beach and ocean drowning and injury incidents.

**Objectives:** Palm Beach Fire-Rescue will provide ocean rescue lifesaving for threatened parties.

**DEPARTMENT: FIRE-RESCUE**

**Mission:** To provide for a high-quality of life for the residents and visitors to the Town of Palm Beach through the protection of life and property, provision of pre-hospital care for the sick and injured, and mitigation of man- made and natural emergencies. We will accomplish this through the effective and efficient delivery of emergency and non-emergency services.

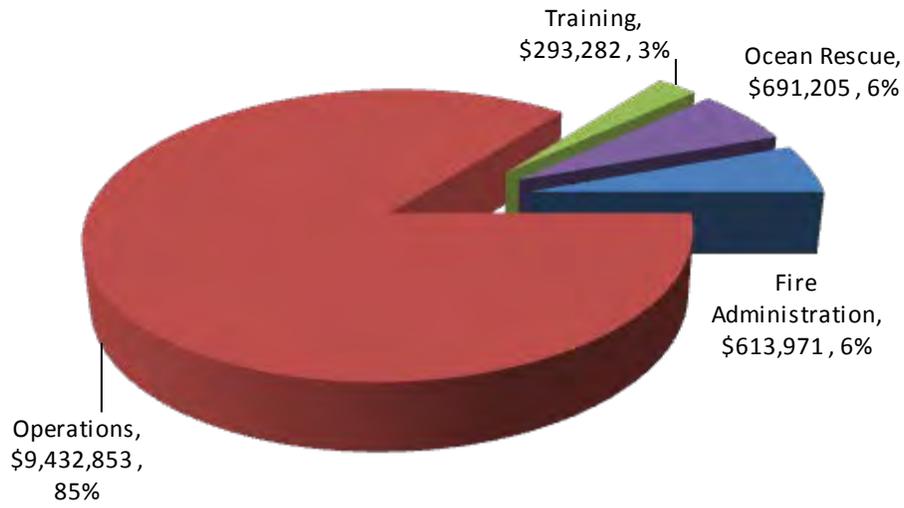
**Revenue Summary**

|                                | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|---------------------|
| Fema Grant - Fire-Rescue       | 206,150                  | -                        | -                        | -                           | -                        | 0.00%               |
| Fire Supplemental Compensation | 34,026                   | 32,741                   | 33,000                   | 30,000                      | 33,000                   | 0.00%               |
| Special Detail-Fire            | 53,681                   | 31,773                   | 47,000                   | 40,000                      | 45,000                   | -4.26%              |
| Fire Prev Bonfires             | 3,600                    | 4,800                    | 4,000                    | 4,000                       | 4,000                    | 0.00%               |
| Fire Prev Fire Hydrant         | 825                      | -                        | 500                      | 500                         | 500                      | 0.00%               |
| Fire Prev Hot Work             | 31,481                   | 54,228                   | 25,000                   | 35,000                      | 35,000                   | 40.00%              |
| Fire Prev Public Assembly      | 1,311                    | 1,711                    | 2,700                    | 2,000                       | 2,000                    | -25.93%             |
| False Fire Alarms              | 4,750                    | 15,555                   | 7,500                    | 10,000                      | 10,000                   | 33.33%              |
| Fire Prev Fireworks            | 9,080                    | 20,000                   | 12,000                   | 12,000                      | 12,000                   | 0.00%               |
| Fire Prev Technical Fire Insp  | 36,588                   | 42,389                   | 40,000                   | 40,000                      | 40,000                   | 0.00%               |
| Fire Prev Annual Ins Fee       | 116,806                  | 88,976                   | 117,000                  | 117,000                     | 120,000                  | 2.56%               |
| Ems Transport Fees             | 350,847                  | 477,169                  | 450,000                  | 375,000                     | 400,000                  | -11.11%             |
| Room Rental Dep - South Fire   | 200                      | 136                      | -                        | -                           | -                        | 0.00%               |
|                                | <b>849,345</b>           | <b>769,478</b>           | <b>738,700</b>           | <b>665,500</b>              | <b>701,500</b>           | <b>-5.04%</b>       |

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 6,822,203                | 6,092,483                | 6,300,384                | 6,300,384                   | 6,302,649                   | 6,157,118                | -2.27%              |
| Employee Benefits  | 5,072,439                | 2,842,061                | 3,204,263                | 3,204,263                   | 3,250,577                   | 3,723,949                | 16.22%              |
| Contractual        | 246,707                  | 371,327                  | 325,400                  | 325,707                     | 287,307                     | 325,525                  | 0.04%               |
| Commodities        | 254,689                  | 223,127                  | 229,100                  | 239,677                     | 240,077                     | 237,450                  | 3.64%               |
| Capital Outlay     | 255,562                  | -                        | -                        | -                           | -                           | 14,000                   | 100.00%             |
| Depreciation       | 848,600                  | 590,600                  | 593,043                  | 593,043                     | 593,043                     | 573,269                  | -3.33%              |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>13,500,200</b>        | <b>10,119,598</b>        | <b>10,652,190</b>        | <b>10,663,074</b>           | <b>10,673,653</b>           | <b>11,031,311</b>        | <b>3.56%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.



|                                | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|
| Full Time Equivalent Employees | 86.400 | 82.900 | 79.900 | 75.900 |

Changes to FTEs:

- -3.0 Firefighters
- -1.0 Medical Billing Specialist

**PROGRAM: FIRE ADMINISTRATION 411**

**Mission:** This division exists to oversee the Fire-Rescue department to ensure that the community is provided with the highest quality of life through the protection of life and property.

**Main Activities:** The most important things we do to fulfill the mission are:

- Plan for the future to meet the needs of the community
- Provide leadership and direction for personnel
- Acquire resources to enable the department to function properly
- Maintain adequate staffing level with trained and competent personnel
- Develop and justify budget requests to meet future needs
- Generate revenue through EMS transport billings

**Expenditure Summary**

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 346,136          | 376,530          | 387,399          | 387,399             | 387,764             | 351,506          | -9.27%        |
| Employee Benefits  | 289,268          | 156,376          | 182,873          | 182,873             | 182,870             | 187,779          | 2.68%         |
| Contractual        | 61,917           | 76,458           | 53,800           | 53,800              | 54,400              | 59,350           | 10.32%        |
| Commodities        | 12,356           | 12,619           | 12,600           | 12,600              | 12,600              | 11,350           | -9.92%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| Depreciation       | 48,500           | 4,700            | 3,986            | 3,986               | 3,986               | 3,986            | 0.00%         |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>758,177</b>   | <b>626,683</b>   | <b>640,658</b>   | <b>640,658</b>      | <b>641,620</b>      | <b>613,971</b>   | <b>-4.17%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases. Reduction includes the elimination of the Medical Billing Specialist position.

**Contractual:**

The main increase in this category is in Other Contracted Services for EMS Billing management fees. Slight increases are included in data/ radio expense and printing, but are partially offset by decreases in postage, software maintenance, and bank services charges.

**Commodities:**

This category includes decreases in office supplies and office furniture offset by slight increases in software and memberships.

| Full Time Equivalent Employees  | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------|--------|--------|--------|--------|--------|
| Fire-Rescue Chief               | 1.000  | 1.000  | -      | -      | -      |
| Director of Public Safety       | -      | -      | 0.500  | 0.500  | 0.500  |
| Deputy Fire Rescue Chief        | -      | -      | 1.000  | 1.000  | 1.000  |
| Assistant Chief, Administration | 1.000  | 1.000  | -      | -      | -      |
| Administrative Lieutenant       | 1.000  | -      | -      | -      | -      |
| Office Manager                  | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Administrative Coordinator      | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Medical Billing Specialist      | 1.000  | 1.000  | 1.000  | 1.000  | -      |
|                                 | 6.000  | 5.000  | 4.500  | 4.500  | 3.500  |

| Fire-Rescue Administration Program Fiscal Year 2013 Accomplishments |
|---------------------------------------------------------------------|
| ❖ Conducted community outreach programs                             |
| ❖ Implemented ProQA dispatch protocol to improve response type      |
| ❖ Developed leadership succession planning and training program     |

### **Fiscal Year 2014 Goals and Performance Measures**

**Fire Rescue Department Goal #4: To prepare upcoming leaders for the future challenges associated with managing our fire rescue department.**

**Objectives:**

- Identify high potential future leaders and will invest in them through training, education, and mentoring programs.

| Performance Measures                                                                       |                                                                                                                                                 |
|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Effectiveness/Output Measures:                                                             | Projected FY14                                                                                                                                  |
| Leadership coaching was implemented for 100% of Supervisory personnel.                     | Monitor the effectiveness of the coaching and continue to invest in the advancement of leadership skills for 100% of the supervisory personnel. |
| Developed a mentoring program to invest in the 20 high potential future leaders identified | Implement the mentoring program to develop the high potential future leaders identified. Continue to identify potential future leaders.         |
| 34% of the department attended college level classes.                                      | Encourage those who attend to complete their degrees. Stimulate others to pursue higher education. Project an increase of 16%.                  |

### **Fire-Rescue Administration Productivity Measures**

| Effectiveness/Output Measures: | Estimated FY13 | Projected FY14 |
|--------------------------------|----------------|----------------|
| Leadership training sessions   | 35             | 52             |
| Future leaders mentored        | 4              | 20             |
| College level class attendees  | 26             | 33             |

**PROGRAM: OPERATIONS 417**

**Mission:** This division exists to protect life and property through fire protection and suppression, excellent pre-hospital care for sick and injured and mitigation of natural and man-made emergencies.

**Main Activities:** The most important things we do to fulfill the mission are emergency response for:

- Fire protection and suppression
- Advanced Life Support services and EMS transport
- Hazardous condition response
- Technical Rescue

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 5,976,132                | 5,278,596                | 5,418,695                | 5,418,695                   | 5,418,695                   | 5,285,601                | -2.46%              |
| Employee Benefits  | 4,401,761                | 2,496,823                | 2,798,869                | 2,798,869                   | 2,841,625                   | 3,191,751                | 14.04%              |
| Contractual        | 66,852                   | 183,728                  | 180,800                  | 181,107                     | 147,107                     | 163,875                  | -9.36%              |
| Commodities        | 235,190                  | 206,725                  | 212,300                  | 222,877                     | 222,877                     | 221,500                  | 4.33%               |
| Capital Outlay     | 255,562                  | -                        | -                        | -                           | -                           | 14,000                   | 100.00%             |
| Depreciation       | 784,200                  | 571,000                  | 574,005                  | 574,005                     | 574,005                     | 556,126                  | -3.11%              |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>11,719,697</b>        | <b>8,736,872</b>         | <b>9,184,669</b>         | <b>9,195,553</b>            | <b>9,204,309</b>            | <b>9,432,853</b>         | <b>2.70%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget reflects savings due to the elimination of three vacant firefighter positions. The Overtime account was increased by \$70,000 to cover overtime anticipated to occur with one less person per shift (total of 3 personnel). The net savings will exceed \$115,000 per year.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Contracted Services was reduced with the elimination of maintenance contracts on EMS equipment. New equipment is scheduled for replacement from the Equipment Replacement Fund. An additional reduction in Vehicle Maintenance – External occurred due to the elimination of funding for a one-time project completed in FY2013.

**Commodities:**

The Commodities category includes reductions in Vehicle Maintenance Supplies related to program efficiencies and savings in Permits/Certification fees due to the multi-year renewal schedule of several required licenses. These licenses will renew in FY2015. An increase in Uniforms covers the expense of personal protective equipment for any new employees.

**Capital Outlay:**

The increase in Capital Outlay is for the annual EMS Grant. If awarded, the purchase will be offset 100% by grant funds. The proposed grant request is for ACLS training mannequins.

| Full Time Equivalent Employees         | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|----------------------------------------|--------|--------|--------|--------|--------|
| Assistant Fire-Rescue Chief            | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Battalian Chief                        | 3.000  | 3.000  | 3.000  | 3.000  | 3.000  |
| Division Chief - EMS Coordinator       | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Lieutenant / Paramedic                 | 18.000 | 18.000 | 17.000 | 15.000 | 15.000 |
| F/F, Driver/Engineer, Paramedic or EMT | 18.000 | 18.000 | 17.000 | 15.000 | 15.000 |
| Firefighter, Paramedic or EMT          | 32.000 | 28.000 | 28.000 | 30.000 | 27.000 |
| Fleet Manager                          | -      | 0.200  | 0.200  | 0.200  | 0.200  |
| Master Mechanic                        | 1.200  | 1.200  | 1.200  | 0.200  | 0.200  |
| Mechanic Assistant                     | -      | -      | -      | -      | -      |
|                                        | 74.200 | 70.400 | 68.400 | 65.400 | 62.400 |

| Operations Program Fiscal Year 2013 Accomplishments |                                                                                                                                   |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| ❖                                                   | Worked with the FL DOT and other agencies to address traffic and response concerns during ongoing bridge construction and repair. |
| ❖                                                   | Improved overall emergency response times                                                                                         |
| ❖                                                   | Emergency operations were reviewed and adjusted to account for any contingency due to bridge construction.                        |

## Fiscal Year 2014 Goals and Performance Measures

### Town Council Priority #3

**Monitor the ongoing effects from the closure of the Flagler Memorial Bridge. Promote public safety and the efficient movement of traffic, take action to mitigate impacts to residents and the business community, and maximize communication with FDOT on the course of construction and completion timeline.**

**Fire Rescue Department Goal #1: To monitor and mitigate any effects from the closure of the Flagler Memorial Bridge.**

**Objectives:**

- Attend all FDOT Flagler Bridge meetings and communicate any logistic issues/information to the appropriate staff/units for action
- Work with the Florida Department of Transportation (FDOT) on implementation of a traffic preemption system that will preempt traffic lights in advance of the approach fire and EMS units for intersections affected by the bridge construction project.
- Closely coordinate Fire-Rescue response and transports to the hospital with the Police Department, utilizing police officers to clear intersection for high priority calls.
- Utilize the Trauma Hawk helicopter to transport seriously ill patients to the hospital if delays are created by the bridge construction project

| Performance Measures                                                                                                               |                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Effectiveness/Output Measures:                                                                                                     | Projected FY14                                                                                                                 |
| 100% of the FDOT meeting were attended by management personnel                                                                     | Attend all future meetings as necessary until completion of project                                                            |
| The FDOT funded installation of the OPTICOM system on 100% of emergency vehicles and to the designated intersection traffic lights | Monitor the effectiveness of the system and work towards installation on additional intersections as necessary within the Town |
| Response procedures were coordinated with Police and tested with 100% success                                                      | Monitor the continued effectiveness of the response procedure and adjust as necessary                                          |
| Added additional landing zones within Town and updated the helicopter transport procedures                                         | Conduct testing of the operational procedure with the Health Care District and monitor for implementation                      |

**Fire Rescue Department Goal #2: To improve operational efficiencies by maximizing the use of technology.**

**Objectives:**

- Implement the Opticom traffic preemption technology that will preempt traffic lights in advance of the approach fire and EMS units to allow traffic to clear and provide a more accessible roadway for response.
- Implement Automated Vehicle Location / GPS technology that will respond the closest available unit to an emergency.
- Implement technology to bridge the gap between the emergency department and the field through the use of telemedicine.

| Performance Measures                                                                         |                                                                                                                                                              |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Effectiveness/Output Measures:</b>                                                        | <b>Projected FY14</b>                                                                                                                                        |
| OPTICOM system implemented in 100% of designated units/areas. (12 vehicles, 4 intersections) | Monitor the effectiveness of the system and work towards installation on additional intersections as necessary within the Town. Est: 4 addnl. Intersections. |
| AVL system has been installed to 100% of the emergency response units.                       | Test and implement system for closest unit response.                                                                                                         |
| Technology is still currently being researched.                                              | Continue to research available technology                                                                                                                    |

**Fire Rescue Department Goal #3: Palm Beach Fire-Rescue will increase the efficiency and consistency of fire and emergency response services in the Town of Palm Beach.**

**Objectives:**

- Palm Beach Fire-Rescue will reduce the number of False Fire Alarm calls received. The Fire Prevention and Life Safety Division will implement the False Fire Alarm Reduction Program for residential and commercial properties through education and inspections. Fire Prevention will establish occupant verification with the Fire Alarm companies. The Fire Alarm Companies will contact the property owner prior to the dispatching of Fire Rescue units on most fire alarm system activations.
- Reduce the response time for serious fire and emergency medical calls

| Performance Measures                                       |                                          |                                          |
|------------------------------------------------------------|------------------------------------------|------------------------------------------|
| <b>Effectiveness/Output Measures:</b>                      | <b>Estimated FY13</b>                    | <b>Projected FY14</b>                    |
| False Fire alarm calls received.                           | 599                                      | 400                                      |
| Response time for serious fire and emergency medical calls | Avg response time: Fire 5:56<br>EMS 5:18 | Avg response time: Fire 5:20<br>EMS 4:46 |

**Fire Rescue Department Goal #6: To provide quality community outreach programs to include Automatic External Defibrillator training, Hands-only CPR training, and fall prevention awareness to the citizens of the Town of Palm Beach.**

**Objectives:**

- Encourage AED ownership within the community, provide AED training, and track the AED maintenance requirements for AED owners to enhance the Town of Palm Beach Heart Safe AED program.
- Encourage the citizens of the Town of Palm Beach and those who work here to be trained in CPR.
- Research, develop, and implement a fall prevention program for the citizens of the Town of Palm Beach.

| <b>Performance Measures</b>                                                                                                                                                    |                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Effectiveness/Output Measures:</b>                                                                                                                                          | <b>Projected FY14</b>                                                                                                                                                                              |
| Coordinated a mass mailing campaign with the Palm Beach Civic Association to raise awareness of an AED to 100% of the residential and business addresses within the Town.      | Continue to seek organizations to assist in raising the awareness of the benefits of AED ownership.                                                                                                |
| Held an open house mass CPR training event in February at all of the fire stations. Public education personnel and crews continue to provide CPR training on an ongoing basis. | Continue to encourage the citizens, businesses, and employees of the Town of Palm Beach to be trained in CPR and the use of an AED.                                                                |
| Personnel have been trained in fall prevention awareness.                                                                                                                      | Implement a fall prevention program that recognizes the potential for fall accidents before they occur. Educate personnel on how to recognize obstacles and then notify the appropriate personnel. |

**Fire-Rescue Training Productivity Measures**

| <b>Effectiveness/Output Measures:</b>                            | <b>Estimated FY13</b> | <b>Projected FY14</b> |
|------------------------------------------------------------------|-----------------------|-----------------------|
| Mass AED/CPR mailings to residents                               | 8,000                 | 8,000                 |
| Citizens trained in CPR/AED use                                  | 326                   | 400                   |
| Police Officers trained in CPR/AED                               | 53                    | 55                    |
| Fall Prevention Awareness- train the trainer (personnel trained) | 2                     | 26                    |
| AEDs registered in Town                                          | 136                   | 240                   |

**PROGRAM: TRAINING 418**

**Mission:** This division exists to provide fire and EMS training to all personnel to ensure state of the art, competent and safe operations to best serve the citizens of Palm Beach.

**Main Activities:** The most important things we do to fulfill the mission are:

- Develop and deliver pertinent classroom and hands-on training for Fire, EMS, Haz Mat, Technical Rescue and all aspects for fire-rescue operations
- Seek opportunities for training that continually keep the department on the cutting edge of the fire-rescue field

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 116,899                  | 113,702                  | 116,500                  | 116,500                     | 116,900                     | 119,773                  | 2.81%               |
| Employee Benefits  | 67,033                   | 42,332                   | 55,637                   | 55,637                      | 58,574                      | 70,009                   | 25.83%              |
| Contractual        | 116,651                  | 110,846                  | 90,000                   | 90,000                      | 85,000                      | 101,500                  | 12.78%              |
| Commodities        | 4,040                    | 2,485                    | 1,600                    | 1,600                       | 2,500                       | 2,000                    | 25.00%              |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>304,623</b>           | <b>269,365</b>           | <b>263,737</b>           | <b>263,737</b>              | <b>262,974</b>              | <b>293,282</b>           | <b>11.20%</b>       |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Funds for contracted services are based on training needs for the year to maintain certifications and provide leadership training for officers. Educational assistance is provided for employees seeking to complete job-related degrees and prepare for future advancement.

**Commodities:**

Costs cover price increases in industry subscriptions and training publications.

| <b>Full Time Equivalent Employees</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Division Chief - Training/Safety      | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |

### Training Program Fiscal Year 2013 Accomplishments

|                                                                                |
|--------------------------------------------------------------------------------|
| ❖ Conducted hands on live fire training                                        |
| ❖ Conducted EMS training using FAU simulation lab and instructors              |
| ❖ Implemented Supervisory employee mentoring program to develop future leaders |

### Fiscal Year 2014 Goals and Performance Measures

**Fire Rescue Department Goal #5: To ensure the employees have the essential knowledge, skills, and abilities to deliver the high standard of care deserving of our community.**

#### Objectives:

- Recruit and train high caliber firefighter candidates.
- Conduct realistic live fire training at a regional training facility.
- Conduct nationally recognized EMS certification training programs for all employees.

### Performance Measures

|                                                                                      | Estimated<br>FY13 | Projected<br>FY14 |
|--------------------------------------------------------------------------------------|-------------------|-------------------|
| <b>Effectiveness/Output Measures:</b>                                                |                   |                   |
| Conducted firefighter/emt/paramedic interviews to identify high caliber recruits     | 80<br>candidates  | 388<br>candidates |
| Conducted live fire training at Palm Beach State College for 100% of shift personnel | 27 sessions       | 33 sessions       |
| Utilized Target Safety online EMS certification training program                     | 70 personnel      | 74 personnel      |
| Utilized Florida Atlantic University simulation lab                                  | 45 sessions       | 45 sessions       |

**PROGRAM: OCEAN RESCUE 419**

**Mission:** This division exists to provide for the safety and security of beach patrons.

**Main Activities:** The most important things we do to fulfill the mission are:

- Ensure that lifeguards maintain top physical conditioning
- Participate in first-aid training programs, parking enforcement and local sea turtle conservation program
- Inform public of hazards through signs, condition boards, flags, beach report and verbal
- Continually train staff in environmental conditions and hazards, medical skills, and rescue techniques
- Take proactive measures to ensure the safety of swimmers

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 383,036                  | 323,655                  | 377,790                  | 377,790                     | 379,290                     | 400,238                  | 5.94%               |
| Employee Benefits  | 314,377                  | 146,530                  | 166,884                  | 166,884                     | 167,508                     | 274,410                  | 64.43%              |
| Contractual        | 1,287                    | 295                      | 800                      | 800                         | 800                         | 800                      | 0.00%               |
| Commodities        | 3,103                    | 1,298                    | 2,600                    | 2,600                       | 2,100                       | 2,600                    | 0.00%               |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 15,900                   | 14,900                   | 15,052                   | 15,052                      | 15,052                      | 13,157                   | -12.59%             |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>717,703</b>           | <b>486,678</b>           | <b>563,126</b>           | <b>563,126</b>              | <b>564,750</b>              | <b>691,205</b>           | <b>22.74%</b>       |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

| <b>Full Time Equivalent Employees</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Supervisor Lifeguard                  | 1.000         | 1.000         | -             | -             | 1.000         |
| Assistant Supervisor Lifeguard        | 2.000         | 2.000         | 2.000         | 1.000         | -             |
| Lifeguard On-Call                     | -             | -             | 3.000         | 3.000         | 3.000         |
| Lifeguard                             | 7.000         | 7.000         | 4.000         | 5.000         | 5.000         |
|                                       | 10.000        | 10.000        | 9.000         | 9.000         | 9.000         |

| Ocean Rescue Program Fiscal Year 2013 Accomplishments                          |
|--------------------------------------------------------------------------------|
| ❖ No loss of life due to drowning or other causes on Town Public beaches       |
| ❖ Conducted water rescue / survival training with shift Fire Rescue personnel. |
| ❖ Screened, interviewed and tested personnel to expand part time guard pool    |

### Fiscal Year 2014 Goals and Performance Measures

**Fire Rescue Department Goal #5: To ensure the employees have the essential knowledge, skills, and abilities to deliver the high standard of care deserving of our community.**

**Objectives:**

- Recruit and train high caliber ocean rescue candidates.

| Performance Measures                                                                  |                |                |
|---------------------------------------------------------------------------------------|----------------|----------------|
| Effectiveness/Output Measures:                                                        | Estimated FY13 | Projected FY14 |
| Additional personnel hired to expand Ocean Rescue temporary/part time Lifeguard pool. | 2              | 4              |

**Fire Rescue Department Goal #8: To ensure the safety and security of residents and visitors using the Town’s Public Beaches.**

**Objectives:**

- Educate the public to potential beach and ocean hazards.
- Prevent beach and ocean drowning and injury incidents.
- Provide ocean rescue lifesaving for threatened parties

| Performance Measures                                             |                  |                   |
|------------------------------------------------------------------|------------------|-------------------|
| Effectiveness/Output Measures:                                   | Estimated FY13   | Projected FY14    |
| New Informational signage / public educational interaction       | 2/daily interact | 10/daily interact |
| Preventative safety measures implemented                         | 4032             | 4250              |
| Official hazardous conditions water training (Rip Current, Surf) | 16 hrs per guard | 22 hrs per guard  |

### Fire-Rescue – Ocean Rescue Productivity Measures

| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Estimated FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|-------------|----------------|----------------|
| Beach Attendance               | 437,066     | 478,745     | 490,002     | 491,034        | 493,000        |
| Ocean Rescues                  | 53          | 43          | 30          | 24             | 20             |
| Preventive Actions             | 3,993       | 4,001       | 3,995       | 3,990          | 4,000          |



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# Police



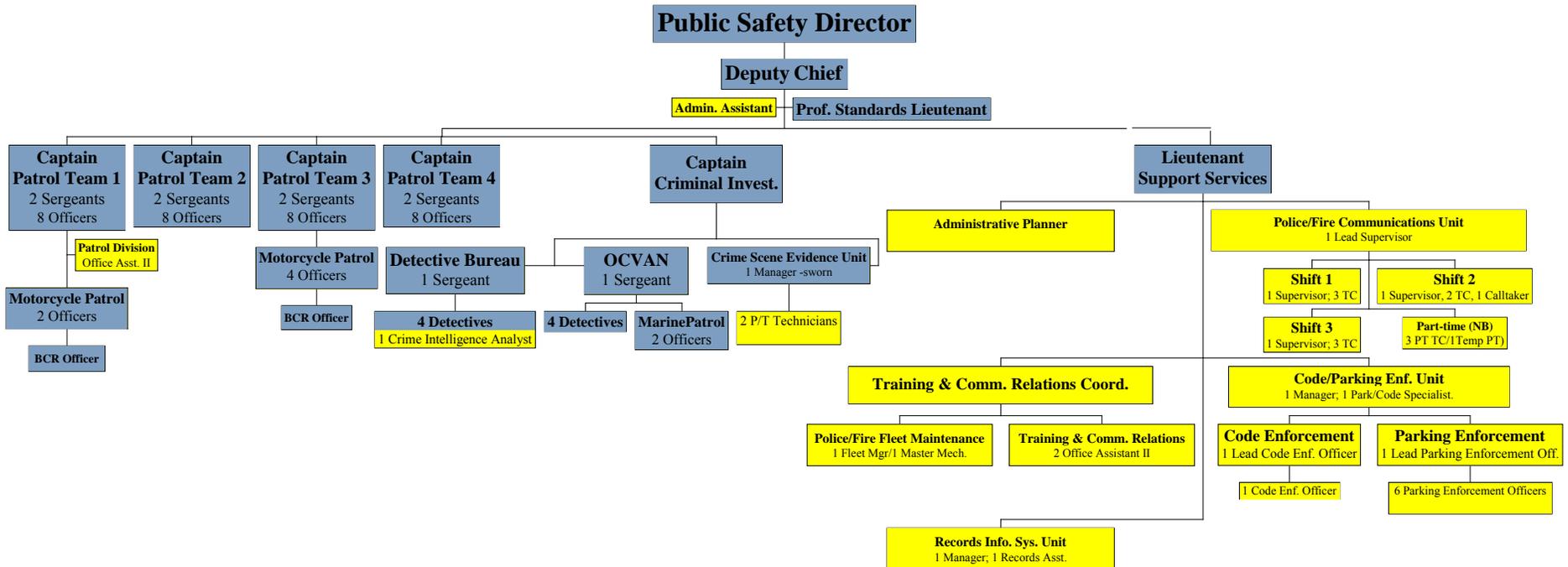
# PALM BEACH POLICE DEPARTMENT

## ORGANIZATIONAL CHART

### FY14 Budget

| Position               | Staffing Level | Authorized # |
|------------------------|----------------|--------------|
| Public Safety Director |                | 1            |
| Deputy Chief           |                | 1            |
| Captains               |                | 5            |
| Lieutenant             |                | 1            |
| Sergeants              |                | 11           |
| Police Officers        |                | 51           |
| <b>Total Sworn</b>     |                | <b>70</b>    |
| <b>Total Civilain:</b> |                |              |
| Full Time              |                | 35           |
| Part Time              |                | 5            |

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## Palm Beach Police Department FY2014 Goals

**Police Department Goal #1: Implement plans and allocate resources to ensure the public's safety, address traffic flow issues, and provide timely communications.**

**OBJECTIVES:** Expand use of the Townwide Camera and Security system to mitigate construction and traffic issues impacting residents, the business community, and visitors.

**OBJECTIVES:** Develop and utilize Emergency Operations Plans and other pro-active measures to allocate resources to allow sufficient traffic flow during rush hour and for all emergency vehicles.

**OBJECTIVES:** Attend all FDOT Flagler Bridge meetings and communicate any logistics issues/information to appropriate staff/units for action.

**OBJECTIVES:** Provide relevant and timely updates to the community through appropriate social and news media outlets.

**Police Department Goal #2: Maximize use of technology to further reduce crime and improve efficiency of police service in order to provide the highest level of protection to achieve exceptional quality of life for the community.**

**OBJECTIVE:** Expand the capabilities and increase system coverage of the Townwide Security System through private/public partnerships.

**OBJECTIVES:** Implement Direct Connect to provide improved alarm response to residents and the business community and reduce allocation of resources to false alarms.

**OBJECTIVE:** Educate and promote public awareness of Town ordinances to achieve compliance, enhancing property values and the well-being of the community.

**Police Department Goal #3: Create and maintain an organizational environment that is professionally rewarding, challenging and that promotes leadership succession to address the future challenges of the police department.**

**OBJECTIVES:** Recruit and train high caliber police candidates.

**OBJECTIVES:** Identify high potential future leaders and invest in them through training, education and mentoring programs.

**Police Department Goal #4: Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed.**

**OBJECTIVES:** Route all emergency Priority 1 calls through

dispatch within 60 seconds and maintain an average police officer response time of less than 4 minutes to these calls.

**OBJECTIVE:** Use innovative and pro-active measures to gather and analyze intelligence and utilize the latest technologies to develop and collect evidence at crime scenes.

**OBJECTIVE:** Investigate all cases to identify and arrest the offending party, recover property, and bring investigations to successful conclusions above national average clearance rates.

**OBJECTIVE:** Conduct programs and activities to achieve crime prevention awareness and inform the public of suspicious occurrences through social media and news releases.

**Police Department Goal #5: Provide for the safe and efficient use of parking spaces for residents and business patrons.**

**OBJECTIVE:** Regulate the use of all parking in the Town of Palm Beach by enforcement of all parking ordinances and regulations in order to create adequate turnover.

**DEPARTMENT: POLICE**

**Mission:** The Palm Beach Police Department is dedicated to:

- the prevention of crime and the protection of life and property;
- the preservation of peace, order and safety;
- the enforcement of laws and ordinances; and,
- the safeguarding of constitutional guarantees

Through pro-active and creative means.

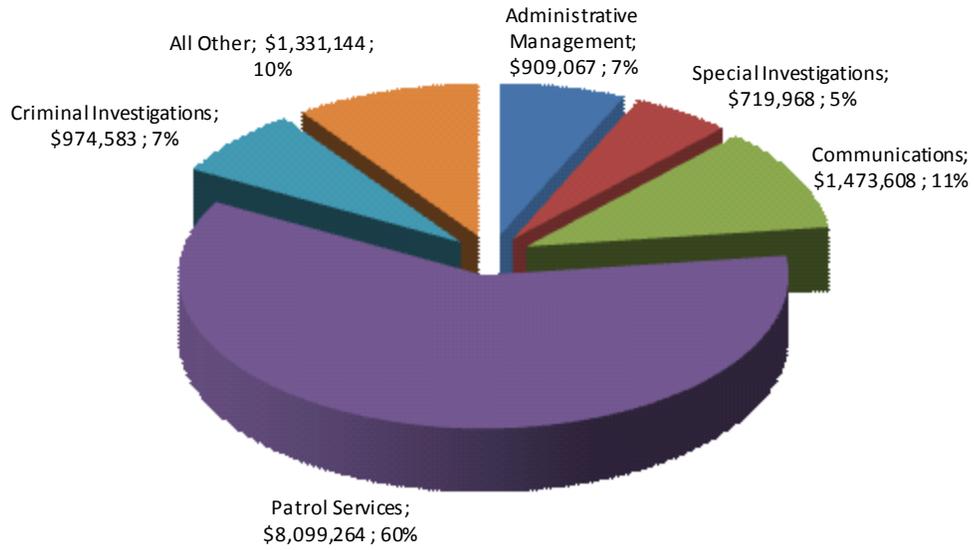
**Revenue Summary**

|                                | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget | %<br>Change |
|--------------------------------|------------------|------------------|------------------|---------------------|------------------|-------------|
| Bullet Proof Vests Grant       | 13,239           | 8,073            | 3,850            | 3,861               | 7,000            | 81.82%      |
| Fdle Justice Assistance Grant  | 1,426            | -                | -                | -                   | -                | 0.00%       |
| 911 Equip Reimbursement        | 116,842          | 115,965          | 100,000          | 100,000             | 100,000          | 0.00%       |
| Seized Tag                     | 2,033            | 2,650            | 3,000            | 3,000               | 3,000            | 0.00%       |
| \$12.50 Citation Monies        | 9,570            | -                | -                | 25,522              | 15,000           | 100.00%     |
| Special Assignment Ot - Other  | 630,086          | 1,078,853        | 700,000          | 650,000             | 650,000          | -7.14%      |
| Police Id Cards                | 21,692           | 17,564           | 20,000           | 20,000              | 20,000           | 0.00%       |
| Burglar Alarm False Alarm Fees | 68,051           | 77,490           | 75,000           | 75,000              | 75,000           | 0.00%       |
| Burglar Alarm Registration Fee | 46,588           | 46,873           | 55,000           | 50,000              | 50,000           | -9.09%      |
| Burglar Alarm - Penalties      | 5,710            | 3,671            | -                | 5,000               | 5,000            | 100.00%     |
| Burglar Alarm - Direct Connect | 5,892            | 6,729            | 6,000            | 6,000               | 6,000            | 0.00%       |
| Valet Parking Permit           | 10,200           | 10,850           | 6,000            | 10,000              | 10,000           | 66.67%      |
| Fines - Other Parking          | 326,118          | 512,011          | 625,000          | 625,000             | 650,000          | 4.00%       |
| Fines - Parking Meters         | 93,987           | 75,030           | 120,000          | 50,000              | 75,000           | -37.50%     |
| Row Parking Violation Fines    | 16,475           | 11,980           | 16,000           | 16,000              | 10,000           | -37.50%     |
| Moving Violations              | 47,970           | 42,626           | 45,000           | 20,000              | 20,000           | -55.56%     |
| Revenue/2nd \$ Funding         | 6,592            | 5,672            | 6,000            | 6,000               | 6,000            | 0.00%       |
| Boot Fees                      | 29,750           | 29,370           | 30,000           | 15,000              | 25,000           | -16.67%     |
| Penalty - Other Parking        | 133,561          | 148,863          | 190,000          | 150,000             | 160,000          | -15.79%     |
| Penalty - Parking Meters       | 49,977           | 31,800           | 55,000           | 15,000              | 25,000           | -54.55%     |
| Code Compliance Fines          | 580,521          | 233,450          | 200,000          | 450,000             | 200,000          | 0.00%       |
| Code Compliance Admin Fee      | 12,275           | 15,000           | 12,000           | 10,000              | 10,000           | -16.67%     |
| Rebate For Town Towing         | 1,989            | 1,910            | 2,000            | 2,000               | 2,000            | 0.00%       |
|                                | 2,230,544        | 2,476,430        | 2,269,850        | 2,307,383           | 2,124,000        | -6.43%      |

**Expenditure Summary**

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|-------------|
| Salaries and Wages | 7,721,977        | 7,640,171        | 7,906,040        | 7,906,040           | 6,995,805           | 7,676,085        | -2.91%      |
| Employee Benefits  | 5,497,965        | 3,542,089        | 3,878,383        | 3,878,383           | 3,849,839           | 4,587,361        | 18.28%      |
| Contractual        | 319,648          | 376,938          | 355,423          | 356,896             | 355,796             | 405,650          | 14.13%      |
| Commodities        | 383,509          | 355,484          | 317,410          | 321,947             | 338,567             | 365,220          | 15.06%      |
| Capital Outlay     | 41,167           | -                | -                | -                   | -                   | -                | 0.00%       |
| Depreciation       | 546,900          | 347,103          | 428,271          | 428,271             | 428,271             | 473,318          | 10.52%      |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%       |
| <b>TOTALS</b>      | 14,511,166       | 12,261,785       | 12,885,527       | 12,891,537          | 11,968,278          | 13,507,634       | 4.83%       |

\*FY 13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY 12 budget but spent against the FY 13 budget.



|                                | FY2011  | FY2012  | FY2013  | FY2014  |
|--------------------------------|---------|---------|---------|---------|
| Full Time Equivalent Employees | 102.850 | 102.850 | 104.350 | 103.350 |

Changes in FTEs:

- -1.0 Support Services Major
- +1.0 Lieutenant
- -1.0 Crime Prevention Specialist

**PROGRAM: ADMINISTRATIVE MANAGEMENT 421**

**Mission:** This division exists to manage, support and evaluate all functions of the Police Department in order to provide highly effective and efficient law enforcement for Palm Beach.

**Main Activities:** The most important things we do to fulfill the mission are:

- Provide leadership and motivation
- Administer a budget that supports necessary activities
- Develop, review, and enforce department policy to promote the goals and objectives of the Town, the Department and the Union.
- Develop staff members for future leadership roles.

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 631,841                  | 584,372                  | 589,287                  | 589,287                     | 588,787                     | 555,314                  | -5.77%              |
| Employee Benefits  | 273,884                  | 216,763                  | 237,904                  | 237,904                     | 230,531                     | 270,246                  | 13.59%              |
| Contractual        | 22,248                   | 28,638                   | 31,700                   | 31,700                      | 33,700                      | 44,700                   | 41.01%              |
| Commodities        | 34,005                   | 34,198                   | 28,700                   | 28,700                      | 28,700                      | 36,100                   | 25.78%              |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 2,800                    | 1,157                    | 1,358                    | 1,358                       | 1,358                       | 2,707                    | 99.34%              |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>964,778</b>           | <b>865,128</b>           | <b>888,949</b>           | <b>888,949</b>              | <b>883,076</b>              | <b>909,067</b>           | <b>2.26%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases. Reduction is the result of the conversion of a sworn position (Major), upon retirement, replaced with a civilian support services division manager.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Increase in Educational Reimbursement for the department and a new software module for the current Power DMS policy program.

**Commodities:**

Increase in uniform expenses due to turnover of personnel.

| <b>Full Time Equivalent Employees</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Director of Public Safety             | -             | -             | 0.500         | 0.500         | 0.500         |
| Police Chief                          | 1.000         | 1.000         | -             | -             | -             |
| Deputy Police Chief                   | -             | -             | 1.000         | 1.000         | 1.000         |
| Major*                                | 2.000         | 2.000         | 1.000         | 1.000         | -             |
| Lieutenant                            |               |               |               |               | 2.000         |
| Sergeant                              | 1.000         | 1.000         | 1.000         | 1.000         | -             |
| Police Planner                        | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Administrative Assistant              | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Administrative Coordinator            | 1.000         | -             | -             | -             | -             |
|                                       | <b>7.000</b>  | <b>6.000</b>  | <b>5.500</b>  | <b>5.500</b>  | <b>5.500</b>  |

| Police Administration Program Fiscal Year 2013 Accomplishments |                                                                                                                                                         |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| ❖                                                              | Through a partnership with the Palm Beach Police Foundation Phase 1 of the Townwide Security System was complete and Phase 2 (expansion) was initiated. |
| ❖                                                              | Command Staff attended numerous FDOT and community meetings in order to alleviate traffic concerns related to bridge repairs.                           |
| ❖                                                              | Emergency Operations Plans were reviewed and updated with alternative actions in the event of bridge closure during a Hurricane or other major event.   |

### Fiscal Year 2014 Goals and Performance Measures

**Town Council Budget Priority #3 – Monitor the ongoing effects from the closure of the Flagler Memorial Bridge. Promote public safety and the efficient movement of traffic, take action to mitigate impacts to residents and the business community, and maximize communication with FDOT on the course of construction and completion timeline.**

**Police Department Goal #1 Implement Plans and allocate resources to ensure the public’s safety, address traffic flow issues, and provide timely communications.**

**OBJECTIVES:**

- Attend all FDOT Flagler Bridge meetings and communicate any logistics issues/information to appropriate staff/units for action.
- Provide relevant and timely updates to the community through appropriate social and news media outlets.

| Performance Measures             |             |             |             |             |                |
|----------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:   | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Website Visitors                 | NA          | *24,012     | 35,552      | 33,196      | 40,000         |
| FDOT/Community Meetings Attended | NA          | NA          | NA          | 10          | 5              |

\*New website released in January 2011

**Police Department Goal #2 – Maximize use of technology to further reduce crime and improve efficiency of police service in order to provide the highest level of protection to achieve exceptional quality of life for the community.**

**OBJECTIVE:**

- Expand the capabilities and increase system coverage of the Townwide Security System through private/public partnerships.
- Educate and promote public awareness of Town ordinances to achieve compliance, enhancing property values and the well-being of the community.

| Performance Measures                |             |             |             |             |                |
|-------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:      | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Alerts via Townwide Security System | NA          | NA          | NA          | 14          | 30             |
| Code Violations Issued              | 215         | 381         | 725         | 210         | 350            |

**Police Department Goal #3 - Create and maintain an organizational environment that is professionally rewarding, challenging and that promotes leadership succession to address the future challenges of the police department.**

**OBJECTIVES:**

- Recruit and train high caliber police candidates.
- Identify high potential future leaders and invest in them through training, education and mentoring programs.

| Performance Measures              |             |             |             |             |                |
|-----------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:    | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Applicants Interviewed            | NA          | NA          | NA          | 61          | 111            |
| Applicants Completed FTO Training | NA          | NA          | NA          | 9           | 10             |
| Employees Trained                 | 178         | 236         | 355         | 501         | 400            |
| Training Hours                    | 5009        | 5759        | 4183        | 3638        | 4000           |

**Police Department Goal #4: Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed.**

**OBJECTIVE:**

- Conduct programs and activities to achieve crime prevention awareness and inform the public of suspicious occurrences through social media and news releases.

| Performance Measures             |             |             |             |             |                |
|----------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:   | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| News Releases/Media Alerts       | NA          | NA          | NA          | 33          | 40             |
| Crime Prevention Programs/Events | 98          | 60          | 65          | 70          | 70             |

## PROGRAM: ORGANIZED CRIME VICE AND NARCOTICS (OCVAN) 422

**Mission:** This division exists to minimize the impact of specialized criminal activity (drug enforcement, computer/internet, major financial, organized and vice) within the Town of Palm Beach.

**Main Activities:** The most important things we do to fulfill the mission are:

- Interview potential targets and associates
- Conduct surveillance
- Make arrests, seize property and assets, establish confidential informants
- Network with other agencies and intelligence groups
- Analyze all intelligence to disseminate
- Maintain intelligence files
- Unmarked crime suppression activities and general support of patrol and investigation
- Reducing residential burglary through proactive strategic and tactical operations

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 326,108          | 340,443          | 392,480          | 392,480             | 345,000             | 416,430          | 6.10%         |
| Employee Benefits  | 300,093          | 187,507          | 213,455          | 213,455             | 215,911             | 260,150          | 21.88%        |
| Contractual        | 30,702           | 30,565           | 23,000           | 23,000              | 23,000              | 23,800           | 3.48%         |
| Commodities        | 16,197           | 14,744           | 14,100           | 14,100              | 14,600              | 15,000           | 6.38%         |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| Depreciation       | 11,400           | 6,741            | 5,891            | 5,891               | 5,891               | 4,588            | -22.12%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>684,500</b>   | <b>580,000</b>   | <b>648,926</b>   | <b>648,926</b>      | <b>604,402</b>      | <b>719,968</b>   | <b>10.95%</b> |

\*FY13 Adjusted includes FY 13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

#### Contractual:

Increase in Investigative Funds and Training/Professional Development for newly transferred officers which was offset by a reduction in Rental of Equipment (leased vehicles).

#### Commodities:

Slight increases in Office Supplies and Vehicle Maintenance accounts.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Sergeant                       | 1.00   | 1.00   | 1.00   | 1.00   | 1.00   |
| Officer                        | 4.00   | 4.00   | 4.00   | 4.00   | 4.00   |
|                                | 5.00   | 5.00   | 5.00   | 5.00   | 5.00   |

### OCVAN Program Fiscal Year 2013 Accomplishments

- ❖ The unit successfully investigated several high profile cases one of which spanned over years
- ❖ Jurisdictions leading to any arrest for organized scheme to defraud, money laundering, uttering forgery and 54 counts of obtaining property by false personation.

### Fiscal Year 2014 Goals and Performance Measures

**Police Department Goal #4: Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed.**

#### OBJECTIVES:

- Use innovative and pro-active measures to gather and analyze intelligence and utilize the latest technologies to develop and collect evidence at crime scenes.
- Investigate all cases to identify and arrest the offending party, recover property, and bring investigations to successful conclusions above national average clearance rates.

#### Performance Measures

| Effectiveness/Output Measures:        | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|---------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Total Cases Investigated              | 250         | 184         | 167         | 52          | 100            |
| Total Intelligence Reports (Received) | 151         | 67          | 131         | 109         | 120            |
| Disseminated Intelligence Bulletins   | 39          | 55          | 52          | 92          | 80             |
| Surveillance Hours                    | 859         | 558         | 1759        | 468         | 1000           |

#### OCVAN Productivity Measures

| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Cases Investigated             | 250         | 184         | 167         | 52          | 100            |
| Warrants Applied For           | 21          | 10          | 8           | 4           | 10             |
| Arrest                         | 29          | 16          | 14          | 9           | 15             |
| Surveillance Hours             | 859         | 558         | 1759        | 468         | 600            |

## PROGRAM: RECORDS INFORMATION SYSTEM UNIT 423

**Mission:** This division exists to provide a centralized collection point for all police activity records and disseminate this information to all in an accurate and meaningful way.

**Main Activities:** The most important things we do to fulfill the mission are:

- Input all records and data into computer system
- Destroy records in accordance with General Records Schedule for Local Government Agencies and Law Enforcement Agencies
- Provide the public and department with requested reports and records
- Maintain an accurate inventory of police equipment and all police property

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 101,832          | 106,405          | 111,831          | 111,831             | 111,218             | 114,656          | 2.53%        |
| Employee Benefits  | 70,253           | 49,437           | 61,046           | 61,046              | 60,046              | 69,858           | 14.44%       |
| Contractual        | 10,078           | 8,119            | 11,300           | 11,300              | 11,300              | 11,300           | 0.00%        |
| Commodities        | 1,236            | 3,783            | 4,200            | 4,200               | 4,200               | 4,200            | 0.00%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 200              | 935              | 935              | 935                 | 935                 | 468              | -49.95%      |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>183,599</b>   | <b>168,679</b>   | <b>189,312</b>   | <b>189,312</b>      | <b>187,699</b>      | <b>200,482</b>   | <b>5.90%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases

### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Records Manager                | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Records Assistant I            | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
|                                | 2.000  | 2.000  | 2.000  | 2.000  | 2.000  |

### Records Productivity Measures

| Effectiveness/Output Measures:   | Actual<br>FY10 | Actual<br>FY11 | Actual<br>FY12 | Actual<br>FY13 | Projected<br>FY14 |
|----------------------------------|----------------|----------------|----------------|----------------|-------------------|
| Incident Reports Received        | 1896           | 1146           | 1039           | 1122           | 1100              |
| Citations/Violations Processed   | 4676           | 3595           | 3596           | 3698           | 3600              |
| Public Records Request Processed | 1015           | 913            | 813            | 991            | 950               |

## PROGRAM: TRAINING & COMMUNITY RELATIONS UNIT (TCR) 424

**Mission:** This division exists to enhance public safety by providing education and training to the community and the Police Department staff that will both enhance crime prevention and encourage citizen involvement.

**Main Activities:** The most important thing we do to fulfill the mission are:

- Provide education programs for citizens, businesses and schools as a result of Palm Beach Crime Watch, Inc.
- Recruit, place and manage volunteers for a variety of assignments
- Provide current training necessary for certification, retention, and advancement
- Provide accurate information to the public and news media regarding police activities
- Plan, process and track external training requests
- Develop new programs that stay abreast with current crime trends

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 175,648          | 165,808          | 188,512          | 188,512             | 166,300             | 181,968          | -3.47%        |
| Employee Benefits  | 125,352          | 87,342           | 82,284           | 82,284              | 77,492              | 89,238           | 8.45%         |
| Contractual        | 5,900            | 2,720            | 11,500           | 11,500              | 9,500               | 9,000            | -21.74%       |
| Commodities        | 3,930            | 3,758            | 3,850            | 3,850               | 4,120               | 4,120            | 7.01%         |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| Depreciation       | 5,100            | 4,783            | 5,232            | 5,232               | 5,232               | 4,890            | -6.54%        |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>315,930</b>   | <b>264,411</b>   | <b>291,378</b>   | <b>291,378</b>      | <b>262,644</b>      | <b>289,216</b>   | <b>-0.74%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases, offset by savings related to conversion of Crime Prevention Specialist position to Office Assistant II.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

#### Contractual:

Eliminate department website hosting fees due to development of new Townwide website.

#### Commodities:

Increase in Publications and Subscription account for purchase of training DVDs.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| BCR Manager                    | 1.000  | -      | -      | -      | -      |
| Training & Comm Relations Coor | -      | -      | -      | 1.000  | 1.000  |
| Crime Prevention Specialist    | 1.000  | 1.000  | 1.000  | 1.000  | -      |
| Office Assistant II            | 1.000  | 1.000  | 1.000  | 1.000  | 2.000  |
| Sergeant                       | -      | -      | 1.000  | -      | -      |
|                                | 3.000  | 2.000  | 3.000  | 3.000  | 3.000  |

| Training and Community Relations Program Fiscal Year 2013 Accomplishments |                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ❖                                                                         | Achieved a by-laws change to Crime Watch purchasing procedures through a proxy vote.                                                                                                                                                      |
| ❖                                                                         | Held nine (9) community events including two (2) Shred Events; Emergency Response Volunteer Team training, a Mature Driving Program, and a Hurricane Mailing to update all condominium resident information in the event of an emergency. |
| ❖                                                                         | Organized the annual Night Out Against Crime and the 2 <sup>nd</sup> Annual Public Safety Open House                                                                                                                                      |
| ❖                                                                         | Conducted five (5) Physical Agility & Swim Testing for police applicants                                                                                                                                                                  |

### **Fiscal Year 2014 Goals and Performance Measures**

**Town Council Budget Priority #3 – Monitor the ongoing effects from the closure of the Flagler Memorial Bridge. Promote public safety and the efficient movement of traffic, take action to mitigate impacts to residents and the business community, and maximize communication with FDOT on the course of construction and completion timeline.**

**Police Department Goal #1 Implement Plans and allocate resources to ensure the public’s safety, address traffic flow issues, and provide timely communications.**

**OBJECTIVES:**

- Provide relevant and timely updates to the community through appropriate social and news media outlets.
- Expand use of the Townwide Camera and Security system to mitigate construction and traffic issues impacting residents, the business community, and visitors.

| Performance Measures                                                   |      |      |
|------------------------------------------------------------------------|------|------|
| Effectiveness/Output Measures:                                         | FY13 | FY14 |
| Public Eblasts (via website)                                           | 5    | 20   |
| News Releases/Bulletins to Website                                     | 6    | 12   |
| Uploads to Website (i.e. pictures, forms, flyers, etc.)                | 10   | 15   |
| Department news updates (i.e. employee of month, special awards, etc.) | 12   | 14   |

**Police Department Goal #2 – Maximize use of technology to further reduce crime and improve efficiency of police service in order to provide the highest level of protection to achieve exceptional quality of life for the community.**

**OBJECTIVE:**

- Educate and promote public awareness of Town ordinances to achieve compliance, enhancing property values and the well-being of the community.

| Performance Measures           |             |             |             |             |                |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Website Updates/Announcements  | NA          | NA          | NA          | 33          | 40             |
| Website Hits                   | NA          | *24,012     | 35,552      | 33,196      | 40,000         |

**Police Department Goal #3 - Create and maintain an organizational environment that is professionally rewarding, challenging and that promotes leadership succession to address the future challenges of the police department.**

**OBJECTIVES:**

- Recruit and train high caliber police candidates.
- Identify high potential future leaders and invest in them through training, education and mentoring programs.

| Performance Measures                 |             |             |             |             |                |
|--------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:       | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Applications Received                | NA          | NA          | 85          | 179         | 200            |
| Applicants Interviewed               | NA          | NA          | 61          | 111         | 120            |
| Applicants Hired                     | NA          | NA          | 0           | 11          | 12             |
| Applicants Completed FTO Program     | NA          | NA          | NA          | 9           | 10             |
| Number of Hours of Training Provided | 5009        | 5759        | 4183        | 3638        | 4000           |
| Number of Employees Trained          | 178         | 236         | 355         | 501         | 400            |

**Police Department Goal #4: Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed.**

**OBJECTIVE:**

- Conduct programs and activities to achieve crime prevention awareness and inform the public of suspicious occurrences through social media and news releases.

| Performance Measures                                       |             |             |             |             |                |
|------------------------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:                             | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| **Crime Prevention /Community Activities/Meetings/Programs | 98          | 60          | 65          | 70          | 70             |
| Palm Beach Crime Watch Members                             | 659         | 615         | 650         | *135        | 150            |
| Construction "No Trespassing" Signs                        | NA          | NA          | 69          | 52          | 60             |

\*Actual paid members

\*\*Meetings/Activities include Crime Watch Breakfast, various community association meetings, school programs, shred events, open house, National Night Out, etc.

## PROGRAM: COMMUNICATIONS UNIT 425

**Mission:** This division exists to enhance public safety by providing the community and field personnel with professional and rapid response to all calls for public safety assistance through effective training of personnel and continual evaluation of success and need.

**Main Activities:** The most important things we do to fulfill the mission are:

- Receive emergency and non-emergency calls for service
- Coordinate appropriate response of Public Safety services
- Provide emergency medical instructions
- Operate and control interoperable radio systems for police and fire rescue
- Support field personnel by processing and relaying information

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 727,008          | 720,318          | 805,890          | 805,890             | 710,000             | 861,598          | 6.91%        |
| Employee Benefits  | 509,432          | 346,291          | 386,174          | 386,174             | 384,617             | 427,229          | 10.63%       |
| Contractual        | 92,905           | 120,918          | 135,923          | 135,923             | 135,923             | 142,550          | 4.88%        |
| Commodities        | 13,315           | 7,718            | 7,750            | 7,750               | 7,600               | 7,600            | -1.94%       |
| Capital Outlay     | 41,167           | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 97,900           | 45,500           | 65,006           | 65,006              | 65,006              | 34,631           | -46.73%      |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>1,481,727</b> | <b>1,240,745</b> | <b>1,400,743</b> | <b>1,400,743</b>    | <b>1,303,146</b>    | <b>1,473,608</b> | <b>5.20%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases and a reclassification of a Telecommunicator to a Telecommunicator Supervisor.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

#### Contractual:

A reduction in Training Certificates for biannual certifications was offset by increases in radio and communication equipment maintenance expenses.

#### Commodities:

Reduction due to slight decrease in Memberships for professional organizations.

| Full Time Equivalent Employees     | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|------------------------------------|--------|--------|--------|--------|--------|
| Telecommunications Manager         | 1.000  | -      | -      | -      | -      |
| Lead Telecommunications Supervisor | -      | -      | 1.000  | 1.000  | 1.000  |
| Telecommunications Supervisor      | 4.000  | 3.000  | 2.000  | 2.000  | 3.000  |
| Telecommunicator                   | 11.000 | 10.000 | 10.000 | 10.500 | 9.500  |
| Call-Taker                         | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
|                                    | 17.000 | 14.000 | 14.000 | 14.500 | 14.500 |

### Communications Program Fiscal Year 2013 Accomplishments

|                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ❖ The Town of Palm Beach Communications Training Program achieved the State of Florida 9-1-1 Public Safety Telecommunicator certification thereby allowing new telecommunicators to receive training and state certification in-house. |
| ❖ The National Academy of Emergency Dispatch (NAED) Priority Dispatch software was configured and implemented which provides more accurate information to dispatch responding units.                                                   |
| ❖ All telecommunicators received Emergency Fire Dispatcher certification and recertified their Emergency Medical Dispatcher certifications.                                                                                            |

### Fiscal Year 2014 Goals and Performance Measures

**Police Department Goal #4: Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed.**

#### OBJECTIVE:

- **Route all emergency Priority 1 calls through dispatch within 60 seconds and maintain an average police officer response time of less than 4 minutes to these calls.**

#### Performance Measures

| Effectiveness/Output Measures:            | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|-------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Average Call Dispatch Time (Police)       | 00:58       | 00:49       | 00:54       | 00:51       | 00:50          |
| Average Call Dispatch Time (Fire/Medical) | 00:32       | 00:25       | 00:16       | 00:19       | 00:20          |

#### Communications Productivity Measures

| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Police Calls                   | 52,603      | 50,236      | 49,090      | 44,221      | 46,000         |
| Fire Calls/Medical Calls       | 1,011       | 1,176       | 1,169       | *2,447      | 2,800          |
| Medical Calls                  | 1,430       | 1,449       | 1,606       | NA          | NA             |

\*Fire and Medical calls are combined as a result of new Priority Dispatch software.

## PROGRAM: CRIME SCENE/EVIDENCE UNIT 426

**Mission:** This division exists to enhance public safety and assist the crime solving process through the forensic investigation of crime scenes.

**Main Activities:** The most important things we do to fulfill the mission are:

- Collect, record and preserve physical evidence found at crime scenes
- Prepare detailed investigative reports
- Sketching and photography, as needed
- Conduct laboratory analysis of forensic evidence
- Examination and comparison of latent fingerprints
- Preparation of cases for trial
- Submission of evidence to appropriate forensic laboratories for analysis
- Perform crime prevention services for the community to include fingerprinting and identification cards

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change    |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|----------------|
| Salaries and Wages | 155,386          | 127,603          | 155,370          | 155,370             | 130,500             | 139,152          | -10.44%        |
| Employee Benefits  | 126,258          | 67,833           | 40,129           | 40,129              | 40,129              | 29,975           | -25.30%        |
| Contractual        | 8,062            | 7,973            | 13,400           | 13,400              | 12,800              | 12,800           | -4.48%         |
| Commodities        | 6,379            | 7,610            | 7,310            | 7,310               | 7,390               | 6,400            | -12.45%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%          |
| Depreciation       | 12,300           | 3,800            | 11,769           | 11,769              | 11,769              | 5,347            | -54.57%        |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%          |
| <b>TOTALS</b>      | <b>308,385</b>   | <b>214,819</b>   | <b>227,978</b>   | <b>227,978</b>      | <b>202,588</b>      | <b>193,674</b>   | <b>-15.05%</b> |

\*FY13 Adjusted includes FY 13 adopted budget plus purchase orders written against the FY 12 budget but spent against the FY 13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases and the elimination of the Office Assistant II position.

### Contractual:

Decrease is the result of unit data line charges being transferred to a department account.

### Commodities:

Reduction in miscellaneous unit supplies.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Crime Scene Evidence Manager   | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Crime Scene Technician II      | 2.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Office Assistant II            | 0.500  | 0.500  | 0.500  | 0.500  | -      |
|                                | 3.500  | 2.500  | 2.500  | 2.500  | 2.000  |

| Crime Scene Program Fiscal Year 2013 Accomplishments |                                                                                                                                                                                      |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ❖                                                    | The unit participated in the Drug Enforcement Drug Take Back program and collected 54 pounds of prescription pharmaceuticals for destruction.                                        |
| ❖                                                    | The unit reviewed the four high liability categories of evidence and made changes to strengthen the security of the contents including purchasing a state of the art evidence vault. |
| ❖                                                    | The Unit conducted an inventory check of every item of evidence for which every piece was fully accounted.                                                                           |

### Fiscal Year 2014 Goals and Performance Measures

**Police Department Goal #4: Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed.**

#### OBJECTIVES:

- Use innovative and pro-active measures to gather and analyze intelligence and utilize the latest technologies to develop and collect evidence at crime scenes.

| Performance Measures           |             |             |             |             |                |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Voluntary ID Cards             | 1134        | 1097        | 1051        | 1011        | 1100           |
| Crime Scenes Processed         | 39          | 22          | 40          | 42          | 40             |

#### Crime Scene Productivity Measures

| Effectiveness/Output Measures:    | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|-----------------------------------|-------------|-------------|-------------|-------------|----------------|
| Latent Print Comparisons          | 6427        | 1700        | 2066        | 2892        | 2500           |
| Fingerprint Identifications       | 18          | 60          | 26          | 33          | 35             |
| Audio/Video/Photographic Evidence | 1023        | 541         | 647         | 698         | 750            |
| Evidence Collected                | 1671        | 993         | 1326        | 1105        | 1200           |
| Evidence Disposed Of              | 3118        | 2423        | 2075        | 1418        | 1600           |

**PROGRAM: PATROL 428**

**Mission:** This division exists to protect life and property, prevent and suppress crime, preserve the public order and apprehend violators of laws and ordinances in order to create an environment where citizens feel safe and secure.

**Main Activities:** The most important things we do to fulfill the mission are:

- Provide first level of law enforcement response
- Use cruisers, motorcycles, bicycles, ATV's, marine units and foot patrol as appropriate to the situation
- Investigate suspicious persons and incidents to deter and detect criminal activity
- Establish 'omnipresence' through frequent and conspicuous patrol throughout the community
- Resolve various types of problems and conflicts in order to preserve the peace
- Enforce traffic regulations, investigate accidents and maintain an orderly flow of traffic
- Employ a proactive approach to deter and prevent crime

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 4,679,868                | 4,687,265                | 4,701,919                | 4,701,919                   | 4,110,000                   | 4,487,473                | -4.56%              |
| Employee Benefits  | 3,399,381                | 2,151,385                | 2,356,650                | 2,356,650                   | 2,341,757                   | 2,894,716                | 22.83%              |
| Contractual        | 112,718                  | 139,412                  | 107,400                  | 108,873                     | 108,873                     | 131,100                  | 22.07%              |
| Commodities        | 288,510                  | 263,883                  | 229,000                  | 233,537                     | 251,957                     | 270,600                  | 18.17%              |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 308,000                  | 210,900                  | 271,176                  | 271,176                     | 271,176                     | 315,375                  | 16.30%              |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>8,788,477</b>         | <b>7,452,845</b>         | <b>7,666,145</b>         | <b>7,672,155</b>            | <b>7,083,763</b>            | <b>8,099,264</b>         | <b>5.65%</b>        |

\*FY13 Adjusted includes FY 13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases. Reduction is the result of personnel turnover, replacing the higher salaries of departing officers with entry level salaries for new hires.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Increase due to maintenance contracts for the security and surveillance equipment and in-car video system.

**Commodities:**

Increase due to increases in uniform purchases for new hires, fuel expenses, and maintenance/repairs for the Marine Patrol boat.

| <b>Full Time Equivalent Employees</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Captain                               | 4.000         | 3.000         | 4.000         | 4.000         | 4.000         |
| Sergeant                              | 11.000        | 9.000         | 8.000         | 8.000         | 8.000         |
| Officer                               | 43.000        | 42.000        | 42.000        | 42.000        | 42.000        |
| Office Assistant II                   | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
| Master Mechanic                       | 1.000         | 0.800         | 0.800         | 0.800         | 0.800         |
| Fleet Manager                         | 1.000         | 0.800         | 0.800         | 0.800         | 0.800         |
|                                       | <b>61.000</b> | <b>56.600</b> | <b>56.600</b> | <b>56.600</b> | <b>56.600</b> |

| Police Patrol Program Fiscal Year 2013 Accomplishments |                                                                                                                                                                              |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ❖                                                      | A new High Definition In-car Video/Audio System was installed in all Patrol vehicles while Motorcycle and Bike Patrol Officers were outfitted with a Body Mic/Camera System. |
| ❖                                                      | The department obtained an armored Humvee from the Army Surplus Program for use during high risk situations and as a response vehicle during storm emergencies.              |

### Fiscal Year 2014 Goals and Performance Measures

**Town Council Budget Priority #3 – Monitor the ongoing effects from the closure of the Flagler Memorial Bridge. Promote public safety and the efficient movement of traffic, take action to mitigate impacts to residents and the business community, and maximize communication with FDOT on the course of construction and completion timeline.**

**Police Department Goal #1 Implement Plans and allocate resources to ensure the public’s safety, address traffic flow issues, and provide timely communications.**

**OBJECTIVES:**

- Expand use of the Townwide Camera and Security system to mitigate construction and traffic issues impacting residents, the business community, and visitors.
- Develop and utilize Emergency Operations Plans and other proactive measures to allocate resources to allow sufficient traffic flow during rush hour and for all emergency vehicles.
- Attend all FDOT Flagler Bridge meetings and communicate any logistics issues/information to appropriate staff/units for action.

| Performance Measures                |             |             |             |             |                |
|-------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:      | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Alerts via Townwide Security System | NA          | NA          | NA          | 14          | 30             |

**Police Department Goal #2 – Maximize use of technology to further reduce crime and improve efficiency of police service in order to provide the highest level of protection to achieve exceptional quality of life for the community.**

**OBJECTIVE:**

- Expand the capabilities and increase system coverage of the Townwide Security System through private/public partnerships.
- Implement Direct Connect to provide improved alarm response to residents and the business community and reduce allocation of resources to false alarms.
- Educate and promote public awareness of Town ordinances to achieve compliance, enhancing property values and the well-being of the community.

| Performance Measures               |      |      |
|------------------------------------|------|------|
| Effectiveness/Output Measures:     | FY13 | FY14 |
| Public Eblasts (via website)       | 5    | 20   |
| News Releases/Bulletins to Website | 6    | 12   |

**Police Department Goal #3 - Create and maintain an organizational environment that is professionally rewarding, challenging and that promotes leadership succession to address the future challenges of the police department.**

**OBJECTIVES:**

- Recruit and train high caliber police candidates.
- Identify high potential future leaders and invest in them through training, education and mentoring programs.

| Performance Measures                 |             |             |             |             |                |
|--------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:       | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Applications Received                | NA          | NA          | 85          | 179         | 200            |
| Applicants Interviewed               | NA          | NA          | 61          | 111         | 120            |
| Applicants Hired                     | NA          | NA          | 0           | 11          | 12             |
| Applicants Completed FTO Program     | NA          | NA          | NA          | 9           | 10             |
| Number of Hours of Training Provided | 5009        | 5759        | 4183        | 3638        | 4000           |
| Number of Employees Trained          | 178         | 236         | 355         | 501         | 400            |

**Police Department Goal #4: Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed.**

**OBJECTIVE:**

- Route all emergency Priority 1 calls through dispatch within 60 seconds and maintain an average police officer response time of less than 4 minutes to these calls.
- Use innovative and pro-active measures to gather and analyze intelligence and utilize the latest technologies to develop and collect evidence at crime scenes.
- Investigate all cases to identify and arrest the offending party, recover property, and bring investigations to successful conclusions above national average clearance rates
- Conduct programs and activities to achieve crime prevention awareness and inform the public of suspicious occurrences through social media and news releases.

| <b>Performance Measures</b>           |                    |                    |                    |                    |                       |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| <b>Effectiveness/Output Measures:</b> | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
| Police Calls                          | 52,603             | 50,236             | 49,090             | 44,221             | 46,000                |
| Patrol Response Time                  | 3:34               | 3:26               | 3:34               | 3:53               | 3:40                  |
| Arrest by Patrol Officers             | 1980               | 1618               | 1675               | 1708               | 1700                  |
| Business Security Checks              | 108,179            | 136,631            | 140,430            | 92,556             | 115,000               |
| Closed House Checks                   | 6,119              | 7,541              | 6,680              | 4,419              | 5,500                 |
| Field Interview Reports               | 1,822              | 961                | 587                | 676                | 750                   |
| Intelligence Reports                  | 174                | 106                | 123                | 118                | 125                   |

### Police Patrol Productivity Measures

| <b>Effectiveness/Output Measures:</b> | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| Foot Patrol Hours                     | 7,420              | 7,454              | 6,834              | 5,635              | 6,500                 |
| Bicycle Patrol Hours                  | 1,284              | 1,507              | 1,387              | 1,077              | 1,200                 |
| ATV Hours                             | 349                | 173                | 130                | 17                 | 100                   |
| Marine Patrol Hours                   | 2,184              | 2,147              | 1,818              | 1,338              | 1800                  |
| Vehicle Patrol Hours                  | 39,294             | 41,911             | 40,221             | 32,660             | 40,000                |
| Selective Enforcement Hours           | NA                 | 1411               | 1,698              | 990                | 1,200                 |

## PROGRAM: CRIMINAL INVESTIGATION UNIT 429

**Mission:** This division exists to investigate, solve and suppress crime and apprehend criminals in order to provide a sense of personal safety and security to citizens and business owners.

**Main Activities:** The most important things we do to fulfill the mission are:

- Interviewing of witnesses and interrogation of suspects
- Victim contact and follow-up
- Coordinate the flow of investigations and information among other jurisdictions and units
- Dignitary protection for qualified recipients
- Unmarked crime suppression activities.
- Reduce residential burglary through proactive strategic and tactical operatives.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 618,855          | 588,464          | 619,292          | 619,292             | 569,000             | 586,994          | -5.22%        |
| Employee Benefits  | 478,152          | 283,762          | 325,346          | 325,346             | 324,408             | 361,953          | 11.25%        |
| Contractual        | 9,478            | 7,504            | 7,500            | 7,500               | 7,000               | 6,600            | -12.00%       |
| Commodities        | 12,926           | 10,944           | 11,700           | 11,700              | 10,700              | 8,700            | -25.64%       |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| Depreciation       | 51,100           | 21,500           | 14,421           | 14,421              | 14,421              | 10,336           | -28.33%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>1,170,511</b> | <b>912,174</b>   | <b>978,259</b>   | <b>978,259</b>      | <b>925,529</b>      | <b>974,583</b>   | <b>-0.38%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases. Reduction is the result of lower salary for less tenure detectives and the elimination of the Office Assistant II position.

### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

### Contractual:

Reduction in Investigative Expenses and eliminated rental of suspect composite software program.

### Commodities:

Reduction in Office Supplies and fuel expenses based on usage.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Captain                        | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Sergeant                       | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Officer                        | 5.000  | 4.000  | 4.000  | 4.000  | 4.000  |
| Crime Intelligence Analyst     | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Office Assistant II            | 0.500  | 0.500  | 0.500  | 0.500  | -      |
|                                | 8.500  | 7.500  | 7.500  | 7.500  | 7.000  |

### Criminal Investigation Unit Program Fiscal Year 2013 Accomplishments

- ❖ The Detective Bureau purchased a new CVSA (computerized voice stress analyzer) for use in criminal investigations and employment screening. The Bureau hosted a CVSA training class to over 30 law enforcement officers from around the nation as well as three unit detectives.

### Fiscal Year 2014 Goals and Performance Measures

**Police Department Goal #4: Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed.**

#### OBJECTIVE:

- Use innovative and pro-active measures to gather and analyze intelligence and utilize the latest technologies to develop and collect evidence at crime scenes.
- Investigate all cases to identify and arrest the offending party, recover property, and bring investigations to successful conclusions above national average clearance rates
- Conduct programs and activities to achieve crime prevention awareness and inform the public of suspicious occurrences through social media and news releases.

#### Performance Measures

| Effectiveness/Output Measures:        | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|---------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Crimes Investigated                   | 214         | 231         | 244         | 250         | 250            |
| Investigative Clearance Rate (Part 1) | 35%         | 36%         | 38%         | 39%         | 37%            |

#### Criminal Investigation Unit Productivity Measures

| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Investigative Hours            | 2,823       | 2,716       | 3,085       | 2,965       | 3,000          |
| Surveillance Hours             | 385         | 580         | 421         | 293         | 350            |
| Patrol Hours                   | 730         | 683         | 480         | 622         | 600            |

## PROGRAM: PARKING CONTROL UNIT 430

**Mission:** This division exists to provide for the efficient use of limited public parking availability through active enforcement of all parking ordinances, rules and regulations.

**Main Activities:** The most important things we do to fulfill the mission are:

- Patrol parking areas on a regular basis to identify and ticket violators
- Address inquiries and complaints from the public
- Handle pedestrian and vehicular traffic at schools and major intersections
- Apply vehicle immobilization device as necessary
- Review construction plans for traffic hazards, traffic flow and parking for special events as needed

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 305,431          | 319,493          | 341,459          | 341,459             | 265,000             | 332,500          | -2.62%       |
| Employee Benefits  | 215,160          | 151,769          | 175,395          | 175,395             | 174,948             | 183,996          | 4.90%        |
| Contractual        | 27,557           | 31,089           | 13,700           | 13,700              | 13,700              | 23,800           | 73.72%       |
| Commodities        | 7,011            | 8,846            | 10,800           | 10,800              | 9,300               | 12,500           | 15.74%       |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 58,100           | 51,787           | 52,483           | 52,483              | 52,483              | 94,976           | 80.97%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>613,259</b>   | <b>562,984</b>   | <b>593,837</b>   | <b>593,837</b>      | <b>515,431</b>      | <b>647,772</b>   | <b>9.08%</b> |

\*FY13 Adjusted includes FY 13 adopted budget plus purchase orders written against the FY 12 budget but spent against the FY 13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases. Reduction is the result of hiring entry level employees to fill vacant positions caused by the retirement of several employees.

### Contractual:

Increase due to a maintenance contract on new License Plate Reader system and printing expenses.

### Commodities:

Purchase new AEDs for Parking Enforcement vehicles.

| Full Time Equivalent Employees      | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|-------------------------------------|--------|--------|--------|--------|--------|
| Captain                             | 0.500  | 0.500  | -      | -      | -      |
| Sergeant                            | 0.500  | -      | -      | -      | -      |
| Parking/Code Enforcement Manager    | -      | 0.500  | 0.500  | 0.500  | 0.500  |
| Lead Parking Control Officer        | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Parking Enforcement Officer         | 5.000  | 5.000  | 6.000  | 6.000  | 6.000  |
| Code/Parking Enforcement Specialist | 0.250  | 0.250  | 0.250  | 0.250  | 0.250  |
|                                     | 7.250  | 7.250  | 7.750  | 7.750  | 7.750  |

### Parking Control Program Fiscal Year 2013 Accomplishments

|                                                                              |
|------------------------------------------------------------------------------|
| ❖ Created a parking enforcement training manual for new hires                |
| ❖ Redrafted and revised Traffic Boot notices to clarify process              |
| ❖ Participated in the selection of a new parking enforcement software system |

### Fiscal Year 2014 Goals and Performance Measures

**Police Department Goal #5: Provide for the safe and efficient use of parking spaces for residents and business patrons.**

#### OBJECTIVE:

- Regulate the use of all parking in the Town of Palm Beach by enforcement of all parking ordinances and regulations in order to create adequate turnover.

### Performance Measures

| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Parking Tickets                | 8,573       | 10,992      | 13,237      | 11,217      | 12,000         |
| Kiosk Tickets                  | 3,955       | 3,164       | 2,142       | 1,138       | 2,000          |
| Traffic Boots                  | 60          | 75          | 76          | 56          | 65             |

### Parking Control Productivity Measures

| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Vehicle Patrol Hours           | 7,652       | 7,726       | 8,237       | 6,988       | 7,800          |
| Revenues                       | 481,425     | 633,392     | 797,074     | 889,356     | 935,000        |
| Expenditures                   | 670,671     | 613,260     | 562,984     | 521,353     | 647,772        |

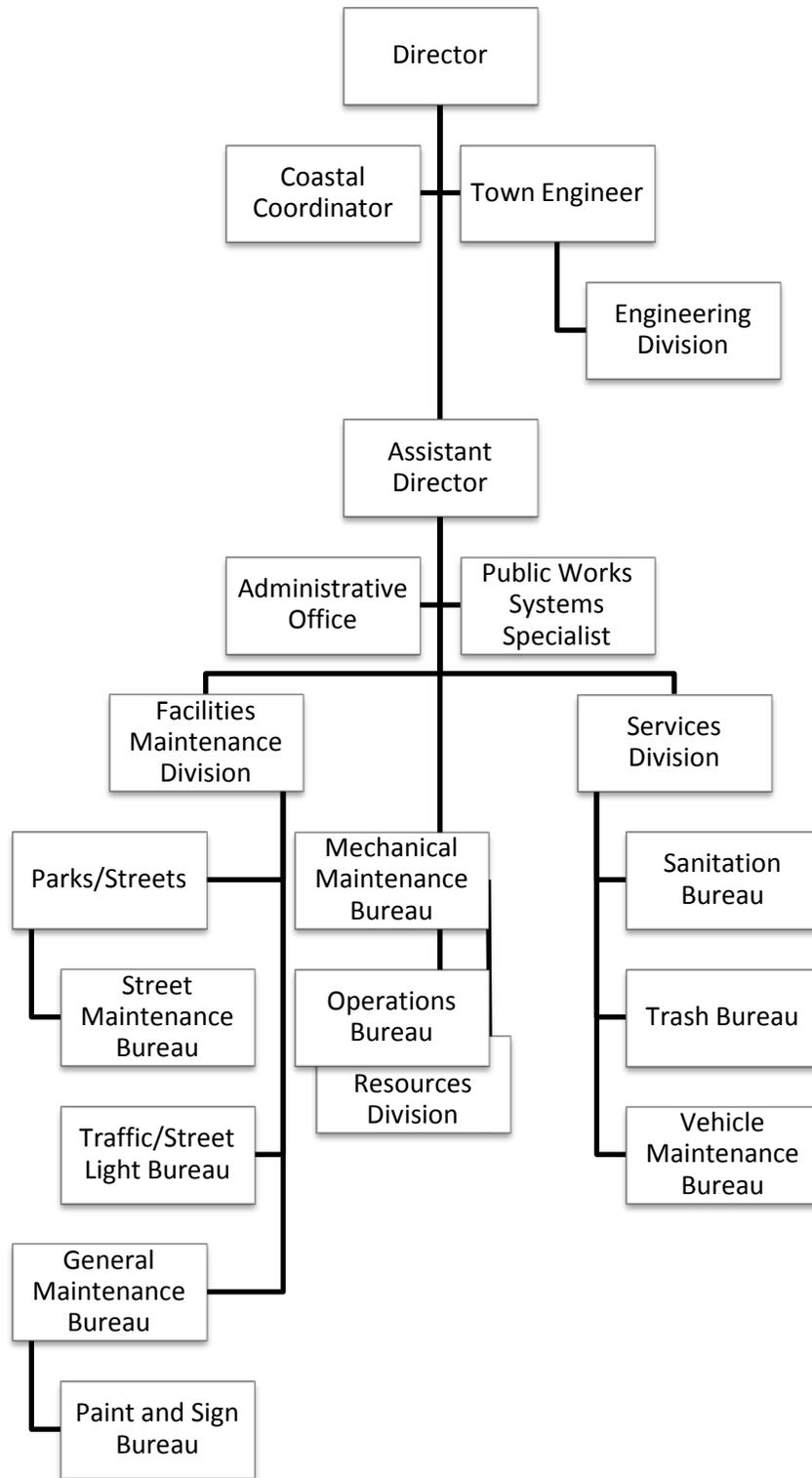


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# Public Works





**Public Works Department FY2014 Goals**

**Public Works Goal #1: Begin implementation of a long term coastal protection plan (consistent with scope and funding decisions to be made during the remainder of FY13)**

**OBJECTIVES:**

- Participate in cost allocation modeling to determine funding process
- Continue to pursue required permits in accordance with BMA

**Public Works Goal #2: Decide the scope and timing of Phase 2 of the Accelerated Capital Improvement Program, and if appropriate, begin implementation by issuing bonds to fund the program and designing projects to be constructed during FY15**

**OBJECTIVES:**

- Complete and close out Phase 1 projects from ACIP program
- Initiate design scopes of services for Phase 2 projects
- Participate in assisting with bond issuance with input as required

**Public Works Goal #3: Monitor the ongoing effects from the closure of the Flagler Memorial Bridge. Promote public safety and the efficient movement of traffic, take action to mitigate impacts to residents and the business community, and maximize communication with FDOT on the course of construction and completion timeline.**

**OBJECTIVES:**

- Attend periodic meetings with FDOT/contractor project teams
- Coordinate negative traffic impacts with other Town departments as well as affected residents/businesses, assist in developing mitigation strategies

**Public Works Goal #4: Street Maintenance/Repair  
Ensure all paved streets and sidewalks are properly maintained to provide safe and smooth riding surfaces, to satisfy the residents and the public**

**OBJECTIVES:**

- Complete the multi-year roadway resurfacing program
- Sweep all streets and clean out storm drainage inlets to keep roads clear
- Respond in timely manner to roadway discrepancies to correct them

**Public Works Goal #5: Traffic Control - Provide all necessary traffic control devices and markings to ensure safe pedestrian and vehicle operation****OBJECTIVES:**

- Maintain proper signs and pavement markings to meet parking/traffic needs
- Operate/maintain traffic signals, including preventive maintenance and also responding to urgent call outs in timely manner
- Complete remaining video detection equipment installation at intersections
- Respond in timely manner to sign discrepancies to correct them

**Public Works Goal #6: Storm Water Management - Protect the health, safety and property of residents and businesses to prevent or minimize flooding of the Town's rights-of-way and adjacent private property****OBJECTIVES:**

- Operate and maintain the storm water collection and pumping systems in a manner that reduces unexpected failures of the equipment, and respond to call-outs for reported flooding of streets and property.
- Assist in rehabilitation or construction of ACIP projects related to stormwater facilities.

**Public Works Goal #7: Sanitary Sewer - Protect the health and welfare of residents, businesses, general public and the environment to collect, transport and dispose of the Town's sewage in an efficient and cost effective manner****OBJECTIVES:**

- Operate and maintain the sanitary sewer collection and pumping systems in a manner that reduces unexpected failures of the equipment, and respond to call-outs for reported problems associated with clogs, backups, spills or equipment. Assist in rehabilitation or construction of ACIP projects related to sanitary sewer facilities and infrastructure.
- Implement a new chemical feed system at the master pump station to treat sewage effluent to meet necessary standards in accordance with applicable agreements, before pumping the effluent to the ECR plant.

**Public Works Goal #8: Yard Trash Collection - Provide timely yard waste collection and disposal services, by providing the desired level of service in an efficient and cost effective manner**

**OBJECTIVES:**

- Continue to seek renewal of the Town's permits to operate two vegetative landfills.
- Investigate and study alternative means of reducing the volume of vegetative debris at these sites, to prolong the useful life of the landfills.
- Participate in SWA Rulemaking workshops for solid waste disposal.

**Public Works Goal #9: Recycling - Provide timely collection of recyclable materials, by providing the desired level of service in an efficient and cost effective manner**

**OBJECTIVES:**

- Initiate customer survey to determine the type and quantity of materials being recycled by commercial customers
- Educate residents and businesses on the benefits of recycling, and strive to increase the amount of material being recycled by 10%.
- Participate in SWA Rulemaking workshops for recovered/recycled material

**Public Works Goal #10: Landscape Maintenance - Maintain the landscaping and grounds of the Town in an efficient and cost effective manner, while striving to improve its appearance**

**OBJECTIVES:**

- Investigate and study alternatives to improve irrigation systems Town-wide, and to standardize equipment and materials. Implement upgrades or replacements in larger parks and medians as appropriate.
- Consolidate grounds maintenance functions (mowing, edging, weed control, etc.) to more efficiently administer those services.

**Public Works Goal #11: Facility Maintenance - Maintain the buildings, structures, and facilities of the Town in an efficient, safe and cost effective manner for the general public and Town employees.**

**OBJECTIVES:**

- Accomplish the replacement (in-kind) of the existing roof at the South Fire Station.
- Accomplish the replacement of essential and high-profile HVAC systems at the Town Hall Council Chambers and the Police Department.

**Public Works Goal #12: Equipment Maintenance - Maintain the vehicles and equipment of the Town's non-public-safety fleet in an efficient, safe and cost effective manner.**

**OBJECTIVES:**

- Maintain high level of equipment availability and reduce down-time by performing necessary and proactive preventive maintenance, and repairs as required.
- Acquire new vehicles and equipment through planning and budgeting from the Equipment Replacement Fund, to provide newer and more efficient fleet that meets the requirements of the users.

**DEPARTMENT: PUBLIC WORKS**

**Mission:** Public Works exists to create and maintain an attractive, safe, pleasing, and clean environment for the citizens of Palm Beach and an efficient, effective environment for all of the employees who serve this community by applying systems and techniques that provide for excellent operation/maintenance/repair of public buildings and grounds, continuous upgrading of general infrastructure, coastal protection, engineering and construction services.

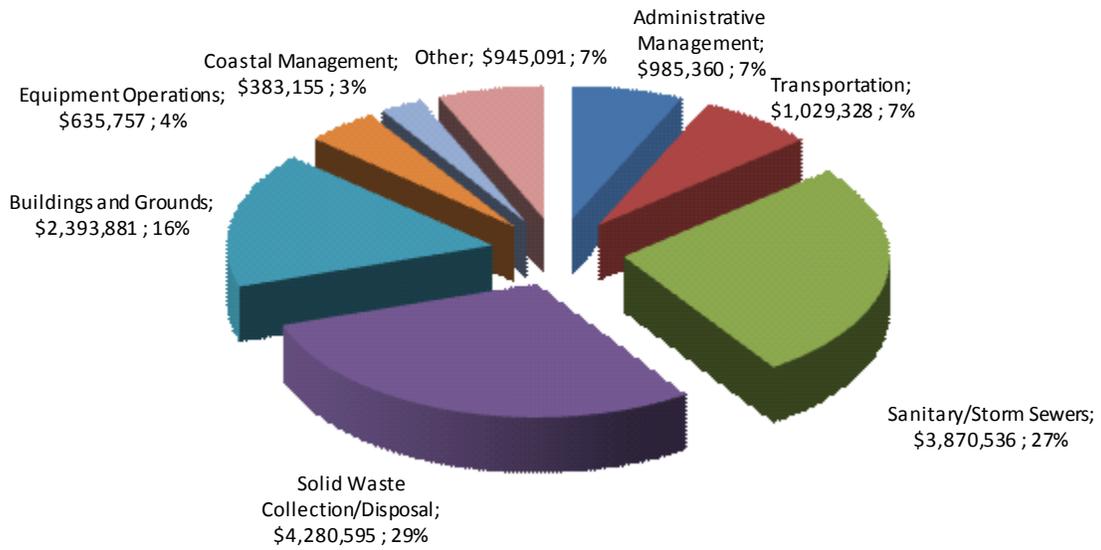
**Revenue Summary**

|                              | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|------------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|---------------------|
| Special Solid Waste          | 8,462                    | 8,735                    | 10,000                   | 10,000                      | 10,000                   | 0.00%               |
| Solid Waste                  | 893,395                  | 981,859                  | 912,037                  | 900,000                     | 920,000                  | 0.87%               |
| Comp. Garbage Collection Fee | 228,815                  | 223,714                  | 246,529                  | 250,000                     | 253,925                  | 3.00%               |
| SWA Recycling Revenue        | 82,049                   | 41,368                   | 45,000                   | 25,000                      | 30,000                   | -33.33%             |
| Historic Speciman Tree Fee   | 3,315                    | 4,641                    | 4,000                    | 5,000                       | 5,000                    | 25.00%              |
|                              | <b>1,216,036</b>         | <b>1,260,317</b>         | <b>1,217,566</b>         | <b>1,190,000</b>            | <b>1,218,925</b>         | <b>0.11%</b>        |

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 4,898,851                | 4,791,351                | 5,432,459                | 5,432,459                   | 5,434,159                   | 5,267,725                | -3.03%              |
| Employee Benefits  | 2,689,219                | 2,073,699                | 2,414,588                | 2,414,588                   | 2,414,588                   | 2,719,544                | 12.63%              |
| Contractual        | 4,006,690                | 3,957,852                | 5,014,896                | 6,622,953                   | 6,406,495                   | 5,039,318                | 0.49%               |
| Commodities        | 704,721                  | 735,984                  | 758,261                  | 766,542                     | 760,890                     | 824,415                  | 8.72%               |
| Capital Outlay     | 43,862                   | -                        | 103,045                  | 134,921                     | 122,437                     | 108,645                  | 5.43%               |
| Depreciation       | 456,339                  | 597,177                  | 607,519                  | 607,519                     | 607,519                     | 564,056                  | -7.15%              |
| Other              | 123,120                  | 123,120                  | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>12,922,802</b>        | <b>12,279,183</b>        | <b>14,330,768</b>        | <b>15,978,982</b>           | <b>15,746,088</b>           | <b>14,523,703</b>        | <b>1.35%</b>        |

\*FY13 Adjusted includes FY 13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.



|                                | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|
| Full Time Equivalent Employees | 86.350 | 86.850 | 88.020 | 88.042 |

Changes to FTEs:

- Reallocation of staff between Public Works and Recreation

## PROGRAM: ADMINISTRATIVE MANAGEMENT 511

**Mission:** This division exists to provide guidance, inspiration, resources and direction to the Public Works Department to ensure that the multiple functions we perform are both efficient through our commitment to continual improvement and effective in meeting the expectations of the citizens we serve.

**Main Activities:** The most important things we do to fulfill the mission are:

- Provide oversight to all Public Works programs to ensure we maintain or improve levels of service and safety measures
- Implement the Town's Capital Improvement Plan, the Drainage Improvement Plan, and the Comprehensive Coastal Management Plan.
- Manage all projects authorized by the Town Council.
- Continually seek new and better ways to accomplish our mission.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 576,789          | 556,515          | 637,203          | 637,203             | 637,203             | 621,740          | -2.43%       |
| Employee Benefits  | 248,064          | 199,300          | 231,110          | 231,110             | 231,110             | 278,683          | 20.58%       |
| Contractual        | 35,052           | 49,431           | 27,500           | 27,500              | 27,500              | 71,500           | 160.00%      |
| Commodities        | 8,820            | 16,392           | 9,200            | 9,200               | 8,100               | 9,200            | 0.00%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | -                | -                | -                | -                   | -                   | 4,237            | 100.00%      |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>868,725</b>   | <b>821,638</b>   | <b>905,013</b>   | <b>905,013</b>      | <b>903,913</b>      | <b>985,360</b>   | <b>8.88%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases. Reduction is due to employee turnover and reclassification of one position.

### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

### Contractual:

Increase in copy machine costs and addition of Town-owned shared cell phones, partially offset by reduction of cell phone stipends for affected employees.

| Full Time Equivalent Employees      | FY2010       | FY2011       | FY2012       | FY2013       | FY2014       |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Public Works Director               | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| Assistant Director                  | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| Town Engineer                       | 0.500        | 0.500        | -            | -            | -            |
| Office Manager                      | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
| Office Assistant II                 | 3.000        | 2.000        | 2.000        | 3.000        | 4.000        |
| Records Maintenance Asst I          | 1.000        | 1.500        | 1.500        | 1.000        | -            |
| Public Works Purchasing Coordinator | -            | -            | 0.500        | 0.500        | 0.500        |
| Public Works Systems Specialist     | 1.000        | 1.000        | 1.000        | 1.000        | 1.000        |
|                                     | <b>8.500</b> | <b>8.000</b> | <b>8.000</b> | <b>8.500</b> | <b>8.500</b> |

**PROGRAM: STREET REPAIR & MAINTENANCE 521**

**Mission:** This bureau exists to maintain, repair, and clean streets in order to provide a safe, smooth riding surface throughout the town and to assure that we have safe sidewalks, bikeways, and trail systems.

**Main Activities:** The most important things we do to fulfill the mission are:

- Employ state of the art techniques to do an excellent job
- Do the job right the first time
- Work to continually improve quality and efficiency
- Survey streets to prioritize work program
- Respond to emergencies and priorities in a timely fashion

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 90,070                   | 91,143                   | 112,623                  | 112,623                     | 113,323                     | 85,007                   | -24.52%             |
| Employee Benefits  | 60,389                   | 45,835                   | 48,388                   | 48,388                      | 48,388                      | 49,741                   | 2.80%               |
| Contractual        | 177,011                  | 155,000                  | 178,550                  | 199,686                     | 199,686                     | 174,565                  | -2.23%              |
| Commodities        | 8,996                    | 8,663                    | 12,177                   | 12,177                      | 10,700                      | 16,750                   | 37.55%              |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | 18,833                   | 22,809                   | 22,552                   | 22,552                      | 22,552                      | 19,643                   | -12.90%             |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>355,299</b>           | <b>323,450</b>           | <b>374,290</b>           | <b>395,426</b>              | <b>394,649</b>              | <b>345,706</b>           | <b>-7.64%</b>       |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages is reduced due to reduction of allocated personnel.

**Contractual:**

Minor decrease in contractual paving repair.

**Commodities:**

Increase in material for in-house paving repair.

| <b>Full Time Equivalent Employees</b>   | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|-----------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Facilities Maintenance Division Manager | 0.100         | 0.100         | 0.100         | 0.100         | 0.100         |
| Streets/Parks Supervisor                | 0.110         | 0.110         | 0.110         | 0.110         | 0.135         |
| Street & Sign Painter                   | -             | -             | -             | -             | 0.008         |
| Equipment Operator I/Streets            | 1.500         | 1.800         | 1.800         | 1.800         | 1.310         |
| Irrigation and Spray Technician         | 0.010         | 0.010         | 0.010         | 0.010         | 0.010         |
|                                         | 1.720         | 2.020         | 2.020         | 2.020         | 1.563         |

|                                                                        |
|------------------------------------------------------------------------|
| Street Repair and Maintenance Program Fiscal Year 2013 Accomplishments |
|------------------------------------------------------------------------|

- |                                            |
|--------------------------------------------|
| ❖ Resurfaced 63,775 sq. yds. of Streets    |
| ❖ Cleaned and Inspected 1,640 Storm Inlets |

### Fiscal Year 2014 Goals and Performance Measures

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**Public Works Goal #4 - Ensure all paved streets and sidewalks are properly maintained to provide safe and smooth riding surfaces, to satisfy the residents and the public**

**OBJECTIVES:**

- Complete the multi-year roadway resurfacing program
- Sweep all streets and clean out storm drainage inlets to keep roads clear
- Respond in timely manner to roadway discrepancies to correct them

| Performance Measures |  |  |  |  |  |
|----------------------|--|--|--|--|--|
|----------------------|--|--|--|--|--|

| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Clean & Inspect Storm Inlets   | 1640        | 1640        | 1640        | 1640        | 1640           |

### Street Repair and Maintenance Productivity Measures

| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Inspect & Repair Sidewalks     | 200 sq yd   | 225 sq yd   | 270 sq yd   | -           | 300 sq yd      |
| Pot Holes Patched              | 80 sq yd    | 75 sq yd    | 72 sq yd    | 50 sq yd    | 50 sq yd       |

## PROGRAM: TRAFFIC CONTROL 523

**Mission:** This bureau exists to provide and maintain traffic signals and control signs to ensure safe, well marked street systems.

**Main Activities:** The most important things we do to fulfill the mission are:

- Preventive maintenance and inspection programs to proactively address issues
- Repair/replace signals and signs as necessary on Town's required level of service plan
- Upgrade signage and install new signs by required replacement schedule

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 73,009           | 83,835           | 96,597           | 96,597              | 96,597              | 99,764           | 3.28%         |
| Employee Benefits  | 36,134           | 33,134           | 36,887           | 36,887              | 36,887              | 52,419           | 42.11%        |
| Contractual        | 31,995           | 40,857           | 50,858           | 55,203              | 52,283              | 54,315           | 6.80%         |
| Commodities        | 48,443           | 52,455           | 30,785           | 32,191              | 31,439              | 46,950           | 52.51%        |
| Capital Outlay     | -                | -                | 7,045            | 7,045               | 6,500               | 7,045            | 0.00%         |
| Depreciation       | 5,114            | 5,063            | 5,063            | 5,063               | 5,063               | 4,504            | -11.04%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>194,695</b>   | <b>215,344</b>   | <b>227,235</b>   | <b>232,986</b>      | <b>228,769</b>      | <b>264,997</b>   | <b>16.62%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases.

### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

### Contractual:

Minor increase in contractual repairs.

### Commodities:

Purchase of material for programmed sign replacements.

| Full Time Equivalent Employees          | FY2009 | FY2010 | FY2011 | FY2013 | FY2014 |
|-----------------------------------------|--------|--------|--------|--------|--------|
| Facilities Maintenance Division Manager | 0.200  | 0.200  | 0.200  | 0.200  | 0.180  |
| Electrician Supervisor                  | 0.170  | 0.170  | 0.170  | 0.170  | 0.203  |
| Streets/Parks Supervisor                | 0.010  | 0.010  | 0.010  | 0.010  | 0.005  |
| General Maintenance Supervisor          | 0.010  | 0.010  | 0.010  | 0.010  | 0.090  |
| Parks Supervisor I                      | 0.110  | 0.110  | -      | -      | -      |
| Parks Laborer                           | 0.010  | 0.010  | -      | -      | -      |
| Electrician II                          | 0.420  | 0.420  | 0.420  | 0.280  | 0.528  |
| Building Maintenance Worker             | 0.040  | 0.040  | 0.040  | 0.040  | 0.040  |
| Street & Sign Painter                   | 0.470  | 0.470  | 0.470  | 0.470  | 0.500  |
|                                         | 1.440  | 1.440  | 1.320  | 1.180  | 1.546  |

| Traffic Control Program Fiscal Year 2013 Accomplishments |
|----------------------------------------------------------|
| ❖ Video Detection Installed at 3 New Intersections       |
| ❖ 100% of Preventative Maintenance Items Completed       |
| ❖ Town-wide Street Sign Replacement Program Completed    |

## Fiscal Year 2014 Goals and Performance Measures

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**Public Works Goal #5 - Provide all necessary traffic control devices and markings to ensure safe pedestrian and vehicle operation**

**OBJECTIVES:**

- Maintain proper signs and pavement markings to meet parking/traffic needs
- Operate/maintain traffic signals, including preventative maintenance and also responding to urgent call outs in timely manner
- Complete remaining video detection equipment installation at intersections
- Respond in timely manner to sign discrepancies to correct them

| Performance Measures                  |                       |
|---------------------------------------|-----------------------|
| <b>Effectiveness/Output Measures:</b> | <b>Projected FY14</b> |
| Perform Preventative Maintenance      | 100%                  |
| Repair Damaged Signs Promptly         | 100%                  |
| Annually Paint Control Lines          | 27,300                |

### Traffic Control Productivity Measures

| Effectiveness/Output Measures:   | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|----------------------------------|-------------|-------------|-------------|-------------|----------------|
| Replace Traffic Control Signs    | 391         | 373         | 416         | 68          | 450            |
| Traffic Signal Replacement (LED) | 37          | 37          | 44          | 67          | 39             |
| Control Lines Painted            | 26,448      | 26,448      | 27,300      | 27,300      | 27,300         |

## PROGRAM: STREET LIGHTING 524

**Mission:** This bureau exists to maintain reliable, safe and effective street lighting systems that contribute to safe streets in the Town and protect endangered sea turtles from light intrusion during nesting season.

**Main Activities:** The most important things we do to fulfill the mission are:

- Conduct preventive maintenance annually on the 1,251 street lights in Town.
- Perform “locates” for underground wiring to minimize the likelihood of damage due to digging.
- Replacement of older poles on predetermined schedule for uniform lighting.
- Surveillance - check every 2 months; July 1 - Sept. 30.
- Preventive maintenance, emergency repairs, and normal maintenance of the electrical system in all town buildings (554).
- Preventive maintenance, emergency repairs, and electrical maintenance of storm and sewer pump station controls, telemetry systems, and back-up generator systems (531 and 532).

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change    |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|----------------|
| Salaries and Wages | 138,908          | 157,262          | 123,167          | 123,167             | 123,167             | 74,228           | -39.73%        |
| Employee Benefits  | 41,587           | 41,175           | 58,265           | 58,265              | 58,265              | 34,771           | -40.32%        |
| Contractual        | 189,946          | 152,823          | 268,240          | 383,800             | 383,800             | 238,000          | -11.27%        |
| Commodities        | 40,942           | 42,666           | 42,514           | 42,807              | 42,807              | 47,240           | 11.12%         |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%          |
| Depreciation       | 24,636           | 24,386           | 24,386           | 24,386              | 24,386              | 24,386           | 0.00%          |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%          |
| <b>TOTALS</b>      | <b>436,019</b>   | <b>418,312</b>   | <b>516,572</b>   | <b>632,425</b>      | <b>632,425</b>      | <b>418,625</b>   | <b>-18.96%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages is reduced due to reduction of personnel allocation.

### Commodities:

Minor increase in fuel costs.

| Full Time Equivalent Employees          | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|-----------------------------------------|--------|--------|--------|--------|--------|
| Electrician Supervisor                  | 0.460  | 0.460  | 0.460  | 0.460  | 0.360  |
| Electrician II                          | 0.880  | 0.890  | 0.890  | 1.600  | 0.600  |
| Facilities Maintenance Division Manager | 0.100  | 0.100  | 0.100  | 0.100  | 0.100  |
|                                         | 1.440  | 1.450  | 1.450  | 2.160  | 1.060  |

**Street Lighting Program Fiscal Year 2013 Accomplishments**

|                                                                                        |
|----------------------------------------------------------------------------------------|
| ❖ Repaired Reported Light Outages Within An Average of (1) Day                         |
| ❖ Relocated Pole Mount Photo Cell Control Systems In (2) Locations                     |
| ❖ Changed Vehicle Maintenance Lighting from HPS to Energy Efficient Induction Lighting |

**Street Lighting Productivity Measures**

| <b>Effectiveness/Output Measures:</b> | <b>Projected<br/>FY14</b> |
|---------------------------------------|---------------------------|
| Bi-Monthly Street Light Surveying     | 6                         |
| Change Parking Lot Lighting to LED    | 3                         |

## PROGRAM: STORM SEWER MAINTENANCE 531

**Mission:** This bureau exists to protect the health, safety and property of residents and businesses by effectively operating and maintaining the storm system.

**Main Activities:** The most important things we do to fulfill the mission are:

- Perform highest level of preventive maintenance to provide 100% equipment readiness at all times
- Clean, inspect and repair storm water collection and pumping systems to keep them fully functional
- Respond quickly to rainfall and storm events
- Evaluate and improve systems to meet or exceed design standards
- Anticipate rainfall events in order to allocate proper resources
- Track rainfall and storm duration for analysis and future planning

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 230,256          | 295,413          | 343,651          | 343,651             | 343,651             | 371,709          | 8.16%         |
| Employee Benefits  | 161,451          | 134,162          | 145,696          | 145,696             | 145,696             | 194,610          | 33.57%        |
| Contractual        | 133,589          | 197,515          | 210,920          | 211,958             | 208,420             | 215,000          | 1.93%         |
| Commodities        | 43,164           | 69,155           | 60,910           | 65,779              | 65,779              | 70,925           | 16.44%        |
| Capital Outlay     | 9,293            | -                | 50,000           | 50,000              | 50,000              | 50,000           | 0.00%         |
| Depreciation       | 10,093           | 3,946            | 5,376            | 5,376               | 5,376               | 13,524           | 151.56%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>587,846</b>   | <b>700,191</b>   | <b>816,553</b>   | <b>822,460</b>      | <b>818,922</b>      | <b>915,768</b>   | <b>12.15%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

#### Contractual:

Planned refurbishment of older storm water pumps.

#### Commodities:

Anticipated increase in electricity usage for new electric storm pumps.

| Full Time Equivalent Employees  | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------|--------|--------|--------|--------|--------|
| Building Maintenance Worker     | 0.020  | 0.020  | 0.020  | 0.020  | 0.022  |
| Electrician II                  | 0.420  | 0.420  | 0.420  | 0.280  | 0.561  |
| Electrician Supervisor          | 0.100  | 0.100  | 0.100  | 0.100  | 0.143  |
| Equipment Operator I/WRD        | 1.250  | 0.250  | 0.250  | 0.400  | -      |
| Equipment Operator II/WRD       | 0.250  | 0.250  | 0.250  | 0.050  | -      |
| Equipment Operator I/Streets    | -      | -      | -      | -      | 0.074  |
| General Maintenance Supervisor  | -      | -      | -      | -      | 0.010  |
| Irrigation and Spray Technician | 0.010  | 0.010  | 0.010  | 0.010  | 0.010  |
| Laborer II/WRD                  | 0.250  | -      | -      | -      | -      |
| Mechanic I/WRD                  | 1.500  | 1.500  | 1.500  | 0.520  | -      |
| Mechanic II/WRD                 | 0.380  | 0.380  | 0.380  | 0.270  | -      |
| Operations Supervisor           | 0.380  | 0.380  | 0.380  | 0.380  | 0.500  |
| Parks Supervisor I              | 0.020  | -      | -      | -      | -      |
| Street/Parks Supervisor         | -      | -      | -      | -      | 0.010  |
| Tree Trimmer                    | 0.040  | 0.040  | 0.040  | -      | -      |
| Wastewater Operator I/WRD       | 1.250  | 1.750  | 2.000  | 2.140  | -      |
| Wastewater Operator II/WRD      | 0.380  | 0.380  | 0.380  | 0.500  | -      |
| Wastewater Technician I         | -      | -      | -      | 0.250  | -      |
| Water Resource Technician I     | -      | -      | -      | -      | 3.455  |
| Water Resource Technician II    | -      | -      | -      | -      | 1.055  |
| WRD Manager                     | 0.300  | 0.300  | 0.300  | 0.400  | 0.400  |
|                                 | 6.550  | 5.780  | 6.030  | 5.320  | 6.240  |

| Storm Sewer Maintenance Fiscal Year 2013 Accomplishments     |
|--------------------------------------------------------------|
| ❖ Completion of Town-wide Basin Inspection Program           |
| ❖ Successful Conversion of D-6 & D-7 Pumping Stations        |
| ❖ No Reported Flooding Due to Mechanical Service/Maintenance |



## Fiscal Year 2014 Goals and Performance Measures

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**Public Works Goal #6 - Protect the health, safety and property of residents and businesses to prevent or minimize flooding of the Town's rights-of-way and adjacent private property**

**OBJECTIVES:**

- Operate and maintain the storm water collection and pumping systems in a manner that reduces unexpected failures of the equipment, and respond to call-outs for reported flooding of streets and property.
- Assist in rehabilitation or construction of ACIP projects related to stormwater facilities.

### Storm Water Maintenance Productivity Measures

| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Pump Station Inspections       | 728         | 728         | 624         | 676         | 676            |
| Storm Pump Repairs             | 6           | 3           | 8           | 20          | 18             |
| Manhole Basin Inspections      | 247         | 214         | 60          | 1,316       | 200            |

## PROGRAM: SANITARY SEWER MAINTENANCE 532

**Mission:** This bureau exists to protect the health and well being of residents, businesses and visitors by operating a sanitary sewer system that prevents sewage back-up, spillage or odor impact and is 100% reliable.

**Main Activities:** The most important things we do to fulfill the mission are:

- Schedule and conduct proper preventive maintenance and repairs on all systems.
- Troubleshoot and repair all mechanical problems the “right way”, the first time.
- Televis gravity lines and repair as necessary.
- Closely monitor run time for pumps.
- Reduce inflow and infiltration into systems to reduce treatment costs.
- Upgrade stations to improve efficiency.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 653,678          | 640,053          | 722,649          | 722,649             | 722,649             | 690,118          | -4.50%       |
| Employee Benefits  | 327,219          | 262,440          | 309,786          | 309,786             | 309,786             | 334,325          | 7.92%        |
| Contractual        | 143,222          | 144,075          | 119,941          | 119,941             | 132,360             | 135,950          | 13.35%       |
| Commodities        | 87,678           | 84,506           | 78,240           | 78,240              | 78,240              | 97,450           | 24.55%       |
| Capital Outlay     | -                | -                | 42,000           | 42,000              | 30,000              | 46,300           | 10.24%       |
| Depreciation       | 57,226           | 73,433           | 73,740           | 73,740              | 73,740              | 50,625           | -31.35%      |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>1,269,023</b> | <b>1,204,507</b> | <b>1,346,356</b> | <b>1,346,356</b>    | <b>1,346,775</b>    | <b>1,354,768</b> | <b>0.62%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases, offset by savings due to employee turnover.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

#### Contractual:

Increased crane rental for planed pump replacements.

#### Commodities:

Purchase of replacement pumps and associated material.

#### Capital Outlay:

Minor increase in in-house rehabilitation of manholes and pipes.

| Full Time Equivalent Employees  | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------|--------|--------|--------|--------|--------|
| Building Maintenance Worker     | 0.020  | 0.020  | 0.020  | 0.020  | 0.022  |
| Electrician II                  | 0.600  | 0.630  | 0.630  | 0.420  | 0.732  |
| Electrician Supervisor          | 0.130  | 0.130  | 0.130  | 0.130  | 0.170  |
| Equipment Operator I/WRD        | 0.750  | 0.750  | 0.750  | 0.600  | -      |
| Equipment Operator II/WRD       | 0.750  | 0.750  | 0.750  | 0.950  | -      |
| Equipment Operator/Parks        | 0.060  | -      | -      | -      | -      |
| General Maintenance Supervisor  | 0.010  | 0.010  | 0.010  | 0.010  | 0.010  |
| Irrigation and Spray Technician | 0.010  | 0.010  | 0.010  | 0.010  | 0.005  |
| Laborer                         | 0.750  | -      | -      | -      | -      |
| Operations Supervisor/WRD       | 0.620  | 0.620  | 0.620  | 0.620  | 0.500  |
| Mechanic I/WRD                  | 1.500  | 1.500  | 1.500  | 1.480  | -      |
| Mechanic II/WRD                 | 0.620  | 0.620  | 0.620  | 0.730  | -      |
| Parks Laborer                   | 0.020  | -      | -      | -      | -      |
| Street & Sign Painter           | 0.010  | 0.010  | 0.010  | 0.010  | -      |
| Tree Trimmer                    | 0.040  | 0.040  | 0.040  | -      | -      |
| Wastewater Operator I/WRD       | 3.750  | 4.750  | 5.000  | 4.860  | -      |
| Wastewater Operator II/WRD      | 0.620  | 0.620  | 0.620  | 0.500  | -      |
| Water Resource Technician I     |        |        |        |        | 7.545  |
| Water Resource Technician II    |        |        |        |        | 1.945  |
| Wastewater Technician I         | -      | -      | -      | 0.750  | -      |
| WRD Manager                     | 0.700  | 0.700  | 0.700  | 0.600  | 0.600  |
|                                 | 10.960 | 11.160 | 11.410 | 11.690 | 11.529 |

| Sanitary Sewer Maintenance Fiscal Year 2013 Accomplishments |                                                     |
|-------------------------------------------------------------|-----------------------------------------------------|
| ❖                                                           | Successful Conversion of Master Pumping Station S-2 |
| ❖                                                           | Successful Conversion of Telemetry Scada System     |
| ❖                                                           | Only One (1) Minor Sanitary Overflow (<300 Gallons) |

### **Fiscal Year 2014 Goals and Performance Measures**

**Public Works Goal #7 - Protect the health and welfare of residents, businesses, general public and the environment to collect, transport and dispose of the Town's sewage in an efficient and cost effective manner**

#### **OBJECTIVES:**

- Operate and maintain the sanitary sewer collection and pumping systems in a manner that reduces unexpected failures of the equipment, and respond to call-outs for reported problems associated with clogs, backups, spills or equipment. Assist in rehabilitation or construction of ACIP projects related to sanitary sewer facilities and infrastructure.
- Implement a new chemical feed system at the master pump station to treat sewage effluent to meet necessary standards in accordance with applicable agreements, before pumping the effluent to the ECR plant.

### **Sanitary Sewer Maintenance Productivity Measures**

| <b>Effectiveness/Output Measures:</b> | <b>Actual FY10</b> | <b>Actual FY11</b> | <b>Actual FY12</b> | <b>Actual FY13</b> | <b>Projected FY14</b> |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| Residential Service Calls             | 41                 | 51                 | 56                 | 43                 | 40                    |
| Mainline Cleaning (Feet)              | 114,012            | 156,502            | 117,592            | 176,535            | 229,495               |
| Utility Locates                       | 1,024              | 2,317              | 2,638              | 2,797              | 2,797                 |
| Televised Inspections (Feet)          | 0                  | 14,383             | 3,851              | 10,532             | 15,800                |
| Pump Station Inspections              | 3,592              | 3,592              | 4,160              | 2,600              | 2,600                 |
| Manhole Inspections/Repairs           | 235                | 262                | 273                | 385                | 423                   |

**PROGRAM: SANITARY SEWAGE TREATMENT 533**

This program reflects the costs of treating the Town's sanitary sewage at the East Central Regional Water Reclamation Facility or to the East Central Regional Water Reclamation Facility (ECR).

**Expenditure Summary**

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change    |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|----------------|
| Salaries and Wages | -                | -                | -                | -                   | -                   | -                | 0.00%          |
| Employee Benefits  | -                | -                | -                | -                   | -                   | -                | 0.00%          |
| Contractual        | 1,294,048        | 1,285,689        | 1,920,100        | 2,760,500           | 2,637,400           | 1,600,000        | -16.67%        |
| Commodities        | -                | -                | -                | -                   | -                   | -                | 0.00%          |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%          |
| Depreciation       | -                | -                | -                | -                   | -                   | -                | 0.00%          |
| Other              | 123,120          | 123,120          | -                | -                   | -                   | -                | 0.00%          |
| <b>TOTALS</b>      | <b>1,417,168</b> | <b>1,408,809</b> | <b>1,920,100</b> | <b>2,760,500</b>    | <b>2,637,400</b>    | <b>1,600,000</b> | <b>-16.67%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Contractual:**

Anticipated savings for routing all flows through co-owned system to the ECR, avoiding cost for secondary transmission via the City of Lake Worth.

## PROGRAM: RESIDENTIAL COLLECTION 541

**Mission:** This bureau exists to promote the health of the community through the efficient and effective removal of residential waste on a regular schedule prescribed by ordinance.

**Main Activities:** The most important things we do to fulfill the mission are:

- Collect garbage four days per week and recyclable materials once per week.
- Minimize the impact of garbage odors, pest attraction and unpleasant appearance.
- Collect with the least disruption possible.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 452,391          | 445,157          | 485,949          | 485,949             | 485,949             | 513,125          | 5.59%        |
| Employee Benefits  | 299,030          | 229,222          | 271,121          | 271,121             | 271,121             | 337,735          | 24.57%       |
| Contractual        | 18               | 369              | 800              | 800                 | 900                 | 1,650            | 106.25%      |
| Commodities        | 46,647           | 51,333           | 55,750           | 55,750              | 55,250              | 57,022           | 2.28%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 35,834           | 86,211           | 86,211           | 86,211              | 86,211              | 73,357           | -14.91%      |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>833,920</b>   | <b>812,292</b>   | <b>899,831</b>   | <b>899,831</b>      | <b>899,431</b>      | <b>982,889</b>   | <b>9.23%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

#### Contractual:

Minor building repairs.

#### Commodities:

Minor increase in anticipated fuel costs.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Building Maintenance Worker    | 0.020  | 0.020  | 0.020  | 0.020  | 0.022  |
| Electrician II                 | -      | -      | -      | -      | 0.015  |
| Electrician Supervisor         | -      | -      | -      | -      | 0.005  |
| Equipment Operator I/6 yd      | 7.200  | 6.200  | 6.200  | 7.200  | 7.200  |
| Equipment Operator 20/60 yd    | 0.880  | 0.880  | 0.880  | 0.750  | 0.750  |
| Equipment Operator III /60 yd  | 0.750  | 0.750  | 0.750  | 0.750  | 0.750  |
| General Maintenance Supervisor | 0.010  | 0.010  | 0.010  | 0.010  | 0.010  |
| Laborer I/Trash                | 1.000  | 0.500  | 0.500  | -      | -      |
| Laborer I/Sanitation           | -      | -      | -      | -      | 1.000  |
| Parks Laborer                  | -      | 0.050  | 0.050  | 0.050  | 0.050  |
| Street & Sign Painter          | -      | -      | -      | -      | 0.025  |
| Streets/Parks Supervisor       | -      | -      | -      | -      | 0.005  |
| Sanitation Supervisor          | 0.400  | 0.400  | 0.400  | 0.400  | 0.400  |
| Services Manager               | 0.280  | 0.280  | 0.280  | 0.280  | 0.280  |
|                                | 10.540 | 9.090  | 9.090  | 9.460  | 10.512 |

## Residential Collection Program Fiscal Year 2013 Accomplishments

- ❖ Complete collection routes on schedule and minimize disruptions

**Residential Collection Productivity Measures**

| <b>Effectiveness/Output Measures:</b> | <b>Actual<br/>FY10</b> | <b>Actual<br/>FY11</b> | <b>Actual<br/>FY12</b> | <b>Actual<br/>FY13</b> | <b>Projected<br/>FY14</b> |
|---------------------------------------|------------------------|------------------------|------------------------|------------------------|---------------------------|
| Tons collected                        | 6435                   | 6362                   | 6341                   | 6320                   | 6300                      |
| Reported Misses                       | 10                     | 22                     | 8                      | 11                     | 5                         |

## PROGRAM: COMMERCIAL COLLECTION 542

**Mission:** This bureau exists to serve the commercial and business garbage collection and disposal needs of the community.

**Main Activities:** The most important things we do to fulfill the mission are:

- Steady, consistently excellent scheduled service without missing pickups.
- Maintain positive customer relationships with commercial customers.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 425,282          | 397,085          | 441,180          | 441,180             | 441,180             | 432,794          | -1.90%       |
| Employee Benefits  | 231,721          | 163,509          | 169,693          | 169,693             | 169,693             | 199,250          | 17.42%       |
| Contractual        | 224,925          | 228,685          | 244,700          | 244,700             | 244,900             | 268,800          | 9.85%        |
| Commodities        | 34,533           | 34,312           | 38,000           | 38,000              | 37,800              | 38,000           | 0.00%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 41,229           | 69,898           | 69,994           | 69,994              | 69,994              | 65,912           | -5.83%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>957,690</b>   | <b>893,489</b>   | <b>963,567</b>   | <b>963,567</b>      | <b>963,567</b>      | <b>1,004,756</b> | <b>4.27%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases, offset by reduction of allocated personnel.

### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

### Contractual:

Increase due to budgeting for rental of garbage truck and contractual employees during peak season, and anticipated increase in compacted garbage contract cost.

| Full Time Equivalent Employees  | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------|--------|--------|--------|--------|--------|
| Equipment Operator 20/60 yd     | 0.120  | 0.120  | 0.120  | 0.250  | 0.250  |
| Equipment Operator II/20 yd     | 2.000  | 2.000  | 2.000  | 2.000  | 1.800  |
| Equipment Operator III 20/60 yd | 0.250  | 0.250  | 0.250  | 0.250  | 0.250  |
| Laborer I/Sanitation            | 4.000  | 3.000  | 3.000  | 3.000  | 3.000  |
| Sanitation Supervisor           | 0.400  | 0.400  | 0.400  | 0.400  | 0.400  |
| Services Division Manager       | 0.150  | 0.150  | 0.150  | 0.150  | 0.150  |
|                                 | 6.920  | 5.920  | 5.920  | 6.050  | 5.850  |

| Commercial Collection Program Fiscal Year 2013 Accomplishments |                                               |
|----------------------------------------------------------------|-----------------------------------------------|
| ❖                                                              | Completed scheduled collection routes on time |
| ❖                                                              | Purchase of new refuse collection vehicle     |
| ❖                                                              | Complete transfer station renovation project  |

### Commercial Collection Productivity Measures

| Effectiveness/Output Measures: | Actual<br>FY10 | Actual<br>FY11 | Actual<br>FY12 | Actual<br>FY13 | Projected<br>FY14 |
|--------------------------------|----------------|----------------|----------------|----------------|-------------------|
| Tons Collected                 | 2144           | 2120           | 2113           | 2091           | 2113              |
| Reported Misses                | 0              | 0              | 1              | 6              | 3                 |

**PROGRAM: REFUSE DISPOSAL 543**

**Mission:** This program exists to serve the community's health and welfare by transporting residential and commercial garbage to the county solid waste authority for appropriate processing disposal.

**Main Activities:** The most important things we do to fulfill the mission are:

- Operate transfer station to efficiently and effectively transport all residential and commercial garbage to the Solid Waste Authority for disposal.
- Function as part of the team that collects garbage and delivers it to the transfer station to assure proper coordination and efficiency.

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Employee Benefits  | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Contractual        | 31,365                   | 52,737                   | 100,000                  | 100,000                     | 33,675                      | 100,000                  | 0.00%               |
| Commodities        | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Other              | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>31,365</b>            | <b>52,737</b>            | <b>100,000</b>           | <b>100,000</b>              | <b>33,675</b>               | <b>100,000</b>           | <b>0.00%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Contractual:**

No anticipated change.

## PROGRAM: YARD TRASH COLLECTION 544

**Mission:** This bureau exists to collect yard trash from streets, rights of way and off road 'stash' areas in a safe, timely, efficient and effective manner to keep the Town attractive and drainage inlets clear.

**Main Activities:** The most important things we do to fulfill the mission are:

- Provide weekly curbside collection, transport and disposal of yard waste from all properties in the Town.
- Perform our job with commitment to leaving the pick up site clean and free of waste residue.
- Keep storm drains clear for proper drainage.
- Partner with other Public Works divisions to serve community drainage needs.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 833,735          | 743,403          | 825,067          | 825,067             | 822,067             | 845,084          | 2.43%        |
| Employee Benefits  | 545,119          | 399,042          | 472,196          | 472,196             | 472,196             | 540,070          | 14.37%       |
| Contractual        | 89,452           | 144,879          | 99,100           | 194,003             | 196,503             | 170,032          | 71.58%       |
| Commodities        | 124,268          | 130,265          | 133,800          | 133,800             | 133,800             | 138,650          | 3.62%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 130,508          | 150,371          | 150,434          | 150,434             | 150,434             | 125,022          | -16.89%      |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>1,723,082</b> | <b>1,567,960</b> | <b>1,680,597</b> | <b>1,775,500</b>    | <b>1,775,000</b>    | <b>1,818,858</b> | <b>8.23%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases.

### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

### Contractual:

Increased costs for permit requirements at landfill sites.

### Commodities:

Anticipated increase in fuel costs.

| Full Time Equivalent Employees  | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------|--------|--------|--------|--------|--------|
| Building Maintenance Worker     | 0.020  | 0.020  | 0.020  | 0.020  | 0.022  |
| Crane Operator/Trash            | 3.000  | 3.000  | 3.000  | 3.000  | 3.000  |
| Electrician Supervisor          | 0.010  | 0.010  | 0.010  | 0.010  | 0.005  |
| Electrician II                  | 0.010  | 0.010  | 0.010  | -      | 0.015  |
| Equipment Operator I/Streets    | 0.250  | -      | -      | -      | 0.116  |
| Equipment Operator I/Trash      | 8.000  | 8.000  | 8.000  | 9.000  | 9.000  |
| General Maintenance Supervisor  | 0.010  | 0.010  | 0.010  | 0.010  | 0.010  |
| Irrigation and Spray Technician | 0.010  | 0.010  | 0.010  | 0.010  | 0.010  |
| Laborer I/Trash                 | 6.000  | 4.500  | 4.500  | 4.000  | 4.000  |
| Refuse Disposal Operator        | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Services Manager                | 0.300  | 0.300  | 0.300  | 0.300  | 0.300  |
| Streets Division Supervisor     | 0.250  | -      | -      | -      | -      |
| Street & Sign Painter           | -      | -      | -      | -      | 0.010  |
| Streets/Parks Supervisor        | 0.020  | 0.020  | 0.020  | 0.020  | 0.010  |
| Trash Supervisor                | 0.900  | 0.900  | 0.900  | 0.900  | 0.900  |
|                                 | 19.780 | 17.780 | 17.780 | 18.270 | 18.398 |

| Yard Trash Collection Fiscal Year 2013 Accomplishments    |
|-----------------------------------------------------------|
| ❖ Completed all routes within schedule                    |
| ❖ Responded timely to assist with drainage issues         |
| ❖ Assisted in collection of Town tree trimming activities |



## Fiscal Year 2014 Goals and Performance Measures

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**Public Works Goal #8 - Provide timely yard waste collection and disposal services, by providing the desired level of service in an efficient and cost effective manner**

**OBJECTIVES:**

- Continue to seek renewal of the Town's permits to operate two vegetative landfills.
- Investigate and study alternative means of reducing the volume of vegetative debris at these sites, to prolong the useful life of the landfills. Participate in SWA Rulemaking workshops for solid waste disposal.

### Yard Trash Collection Productivity Measures

| Effectiveness/Output Measures:          | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|-----------------------------------------|-------------|-------------|-------------|-------------|----------------|
| CY collected and disposed of yard waste | 189,180     | 169,500     | 163,622     | 162,480     | 164,000        |

## PROGRAM: RECYCLING 545

**Mission:** This bureau exists to provide premier collection services to the residents, businesses and visitors in an efficient, safe and courteous manner.

**Main Activities:** The most important things we do to fulfill the mission are:

- Collect and dispose of recyclables on schedule.
- Demonstrate excellent customer service in all we do.
- Publicize and encourage participation in recycling programs.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 153,979          | 150,989          | 158,365          | 158,365             | 158,365             | 118,920          | -24.91%       |
| Employee Benefits  | 98,697           | 70,135           | 90,182           | 90,182              | 90,182              | 76,848           | -14.79%       |
| Contractual        | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| Commodities        | 16,545           | 19,172           | 18,800           | 18,800              | 18,800              | 18,800           | 0.00%         |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| Depreciation       | 34,103           | 23,197           | 25,441           | 25,441              | 25,441              | 52,409           | 106.00%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>303,324</b>   | <b>263,493</b>   | <b>292,788</b>   | <b>292,788</b>      | <b>292,788</b>      | <b>266,977</b>   | <b>-8.82%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages is reduced due to reduction of allocated personnel.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Equipment Operator I/6 yd      | 1.800  | 1.800  | 1.800  | 1.800  | 1.800  |
| Equipment Operator I/Trash     | 1.000  | -      | -      | -      | -      |
| Equipment Operator II/20 yd    | -      | -      | -      | -      | 0.200  |
| Laborer I/Sanitation           | -      | 1.000  | 1.000  | 1.000  | -      |
| Sanitation Supervisor          | 0.200  | 0.200  | 0.200  | 0.200  | 0.200  |
| Services Manager               | 0.170  | 0.170  | 0.170  | 0.170  | 0.170  |
|                                | 3.170  | 3.170  | 3.170  | 3.170  | 2.370  |

|                                            |
|--------------------------------------------|
| Recycling Fiscal Year 2013 Accomplishments |
|--------------------------------------------|

- |                                                   |
|---------------------------------------------------|
| ❖ Completed commercial/residential routes on time |
|---------------------------------------------------|

## Fiscal Year 2014 Goals and Performance Measures

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**Public Works Goal #9 - Provide timely collection of recyclable materials, by providing the desired level of service in an efficient and cost effective manner**

**OBJECTIVES:**

- Initiate customer survey to determine the type and quantity of materials being recycled by commercial customers
- Educate residents and businesses on the benefits of recycling, and strive to increase the amount of material being recycled by 10%.
- Participate in SWA Rulemaking workshops for recovered/recycled material

### Recycling Productivity Measures

| Effectiveness/Output Measures: | Actual<br>FY10 | Actual<br>FY11 | Actual<br>FY12 | Actual<br>FY13 | Projected<br>FY14 |
|--------------------------------|----------------|----------------|----------------|----------------|-------------------|
| Tons Collected                 | 1644           | 1629           | 1705           | 1596           | 1755              |

**PROGRAM: BEACH CLEANING 546**

**Mission:** This bureau exists to positively contribute to the quality of life in Palm Beach by keeping the public beaches clean, safe and attractive by removing litter and debris.

**Main Activities:** The most important things we do to fulfill the mission are:

- Remove trash and litter from designated public beach areas as scheduled.
- Determine ways to be most efficient and effective in our work.
- Report and assist as applicable with the removal of any beach hazards.

**Expenditure Summary**

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 46,684           | 46,863           | 53,846           | 53,846              | 53,846              | 55,863           | 3.75%        |
| Employee Benefits  | 35,649           | 25,732           | 31,435           | 31,435              | 31,435              | 25,215           | -19.79%      |
| Contractual        | -                | -                | -                | -                   | -                   | 500              | 100.00%      |
| Commodities        | 6,449            | 6,829            | 6,990            | 6,990               | 6,990               | 7,050            | 0.86%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 11,521           | 7,150            | 14,656           | 14,656              | 14,656              | 18,487           | 26.14%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>100,303</b>   | <b>86,574</b>    | <b>106,927</b>   | <b>106,927</b>      | <b>106,927</b>      | <b>107,115</b>   | <b>0.18%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan. Reduction in cost due to employee entering the DROP program.

**Contractual:**

Budget added to cover permit expenses.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Equip Opr I / Beach Cleaner    | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Trash Supervisor               | 0.100  | 0.100  | 0.100  | 0.100  | 0.100  |
|                                | 1.100  | 1.100  | 1.100  | 1.100  | 1.100  |

**Beach Cleaning Program Fiscal Year 2013 Accomplishments**

- ❖ Cleaned all Public Beach Weekly
- ❖ No reported public complaints or safety issues

**Beach Cleaning Productivity Measures**

| Effectiveness/Output Measures:  | Actual<br>FY10 | Actual<br>FY11 | Actual<br>FY12 | Actual<br>FY13 | Projected<br>FY14 |
|---------------------------------|----------------|----------------|----------------|----------------|-------------------|
| Beach Wrack Line Cleaned Weekly | 52             | 52             | 52             | 52             | 52                |
| Tons of Non-Bio Waste Collected | 20             | 17.3           | 14.95          | 15.73          | 15                |

## PROGRAM: LANDSCAPE MAINTENANCE 551

**Mission:** This bureau exists to maintain all Town parks, green spaces, and entry ways into the Town of Palm Beach to the highest standards.

**Main Activities:** The most important things we do to fulfill the mission are:

- Maintain public areas to optimum condition adhering to established work program.
- Trim palm trees on regular schedule.
- Provide light maintenance to some privately owned historic/specimen trees.
- Manage contractor to inoculate 2600 +/- palm trees 3x yearly that are susceptible to lethal yellowing disease.
- Continually seek new approaches and improved systems to enhance efficiency and effectiveness.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 247,708          | 168,571          | 244,731          | 244,731             | 244,731             | 227,587          | -7.01%        |
| Employee Benefits  | 173,803          | 125,987          | 117,833          | 117,833             | 117,833             | 146,505          | 24.33%        |
| Contractual        | 587,307          | 626,826          | 739,701          | 770,848             | 771,348             | 892,782          | 20.69%        |
| Commodities        | 44,539           | 34,574           | 54,905           | 56,062              | 54,212              | 48,000           | -12.58%       |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| Depreciation       | 32,372           | 46,976           | 42,420           | 42,420              | 42,420              | 31,239           | -26.36%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>1,085,729</b> | <b>1,002,934</b> | <b>1,199,590</b> | <b>1,231,894</b>    | <b>1,230,544</b>    | <b>1,346,113</b> | <b>12.21%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases, offset by savings due to turnover of personnel.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

#### Contractual:

Increased level of service for landscape maintenance. New whitefly treatment program.

#### Commodities:

Decrease in anticipated fuel usage.

| Full Time Equivalent Employees  | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------|--------|--------|--------|--------|--------|
| Building Maintenance Worker     | 0.160  | 0.160  | 0.160  | 0.160  | 0.068  |
| Electrician II                  | 0.040  | 0.060  | 0.060  | 0.040  | 0.051  |
| Electrician Supervisor          | 0.010  | 0.010  | 0.010  | 0.010  | 0.011  |
| Equipment Operator/Parks        | 1.930  | -      | -      | -      | -      |
| Equipment Operator I/Streets    | -      | 0.200  | 0.200  | 0.200  | 0.500  |
| Facilities Maintenance Manager  | 0.350  | 0.350  | 0.350  | 0.350  | 0.330  |
| General Maintenance Supervisor  | 0.030  | 0.030  | 0.030  | 0.030  | 0.035  |
| Irrigation and Spray Technician | 0.910  | 0.910  | 0.910  | 0.910  | 0.941  |
| Nursery Worker                  | 0.900  | -      | -      | -      | -      |
| Parks Laborer                   | 1.980  | 1.850  | 1.850  | 1.850  | 1.850  |
| Parks Supervisor I              | 0.840  | -      | -      | -      | -      |
| Street & Sign Painter           | 0.010  | 0.010  | 0.010  | 0.010  | 0.013  |
| Streets/Parks Supervisor        | 0.810  | 0.810  | 0.810  | 0.810  | 0.809  |
| Tree Trimmer                    | 1.800  | 1.800  | 1.800  | -      | -      |
| Wastewater Operator I/WRD       | -      | 0.500  | -      | -      | -      |
|                                 | 9.770  | 6.690  | 6.190  | 4.370  | 4.608  |

| Landscape Maintenance Fiscal Year 2013 Accomplishments |                                                                    |
|--------------------------------------------------------|--------------------------------------------------------------------|
| ❖                                                      | New Irrigation Systems At Phipps Plaza & Memorial Fountain         |
| ❖                                                      | Relocated 3 Canary Date Palms & 4 Jamaica Cocanuts to Bradley Park |
| ❖                                                      | Modified Irrigation Heads at Memorial Fountain to Low-Flow Type    |

## Fiscal Year 2014 Goals and Performance Measures

**Public Works Goal #10 - Maintain the landscaping and grounds of the Town in an efficient and cost effective manner, while striving to improve its appearance**

### OBJECTIVES:

- Investigate and study alternatives to improve irrigation systems Town-wide, and to standardize equipment and materials. Implement upgrades or replacements in larger parks and medians as appropriate.
- Consolidate grounds maintenance functions (mowing, edging, weed control, etc.) to more efficiently administer those services.

| Performance Measures                                   |                                               |
|--------------------------------------------------------|-----------------------------------------------|
| <b>Effectiveness/Output Measures:</b>                  | <b>Projected FY14</b>                         |
| Install New Irrigation Controls & Low Water Flow Heads | (2) Locations – Midtown & Royal Poinciana Way |

### Landscape Maintenance Productivity Measures

| Effectiveness/Output Measures: | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|----------------|
| Inspect Irrigation Systems     | -           | -           | 288            |
| Inspect Historic Trees         | 102         | 99          | 97             |

## PROGRAM: FACILITY MAINTENANCE 554

**Mission:** This bureau's main function is to maintain Town facilities to a high standard, providing timely repairs and making residents proud of the Town.

**Main Activities:** The most important things we do to fulfill the mission are:

- Ensure a clean, safe, and positive work environment for staff and visitors.
- Set and follow maintenance schedules.
- Repair, maintain and inspect all Town structures.
- Do our work efficiently always seeking better tools, techniques and methods.
- Ensure a clean, safe and positive work environment.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 213,380          | 219,730          | 216,474          | 216,474             | 220,474             | 202,363          | -6.52%       |
| Employee Benefits  | 89,654           | 76,421           | 89,957           | 89,957              | 89,957              | 95,041           | 5.65%        |
| Contractual        | 484,195          | 535,421          | 627,421          | 711,143             | 707,048             | 690,081          | 9.99%        |
| Commodities        | 52,782           | 45,463           | 45,795           | 46,085              | 46,085              | 45,795           | 0.00%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 17,611           | 13,306           | 8,789            | 8,789               | 8,789               | 14,488           | 64.84%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>857,622</b>   | <b>890,341</b>   | <b>988,436</b>   | <b>1,072,448</b>    | <b>1,072,353</b>    | <b>1,047,768</b> | <b>6.00%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases, offset by savings due to turnover of personnel.

### Contractual:

Locker room replacements at two facilities. Planned painting of the exterior of PD facility.

| Full Time Equivalent Employees        | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------------|--------|--------|--------|--------|--------|
| Building Maintenance Worker           | 1.220  | 0.220  | 0.220  | 1.220  | 1.226  |
| Electrician II                        | 0.420  | 0.420  | 0.420  | 0.280  | 0.429  |
| Electrician Supervisor                | 0.080  | 0.080  | 0.080  | 0.080  | 0.080  |
| Facility Maintenance Division Manager | 0.250  | 0.250  | 0.250  | 0.250  | 0.250  |
| General Maintenance Supervisor        | 0.780  | 0.780  | 0.780  | 0.780  | 0.645  |
| Irrigation and Spray Technician       | 0.010  | 0.010  | 0.010  | 0.010  | 0.008  |
| Nursery Worker                        | 0.090  | -      | -      | -      | -      |
| Parks Laborer                         | -      | 0.100  | 0.100  | 0.100  | 0.100  |
| Streets/Parks Supervisor              | -      | -      | -      | -      | 0.010  |
| Street & Sign Painter                 | 0.440  | 0.410  | 0.410  | 0.410  | 0.418  |
|                                       | 3.290  | 2.270  | 2.270  | 3.130  | 3.166  |

| Facility Maintenance Fiscal Year 2013 Accomplishments               |
|---------------------------------------------------------------------|
| ❖ Roof Repairs At Public Works Facility                             |
| ❖ Repairs At Police Department: Stairs, Bathrooms, Flooring in Jail |

### **Fiscal Year 2014 Goals and Performance Measures**

**Public Works Goal #11 - Maintain the buildings, structures, and facilities of the Town in an efficient, safe and cost effective manner for the general public and Town employees.**

**OBJECTIVES:**

- Accomplish the replacement of the existing roof at the South Fire Station.
- Accomplish the replacement of essential HVAC systems at the Town Hall Council Chambers and the Police Department.

#### **Facility Maintenance Productivity Measures**

| Effectiveness/Output Measures:              | Projected FY14 |
|---------------------------------------------|----------------|
| New Maintenance at All Town Buildings       | 288            |
| Quarterly Inspections at All Town Buildings | 96             |

## PROGRAM: METER MAINTENANCE AND COLLECTION 558

**Mission:** This bureau exists to provide revenue collection and maintenance of metered parking system in order to maximize revenue.

**Main Activities:** The most important things we do to fulfill the mission are:

- Keep all meters reliable, accurate and in service through a regular maintenance program.
- Collect meter revenue on a scheduled basis.
- Maximize efficiency of operations by inspecting mechanical and electrical systems with each collection.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 30,990           | 20,506           | 28,923           | 28,923              | 28,923              | 30,071           | 3.97%         |
| Employee Benefits  | 15,677           | 10,931           | 12,319           | 12,319              | 12,319              | 12,102           | -1.76%        |
| Contractual        | 73,287           | 62,785           | 65,215           | 65,215              | 65,215              | 66,900           | 2.58%         |
| Commodities        | 26,451           | 15,487           | 18,797           | 18,797              | 18,790              | 22,140           | 17.78%        |
| Capital Outlay     | -                | -                | -                | 13,180              | 13,180              | -                | 0.00%         |
| Depreciation       | 15,881           | 51,007           | 51,007           | 51,007              | 51,007              | 44,323           | -13.10%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>162,286</b>   | <b>160,716</b>   | <b>176,261</b>   | <b>189,441</b>      | <b>189,434</b>      | <b>175,536</b>   | <b>-0.41%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan. Reduction is due to employee entering the DROP program.

#### Contractual:

Anticipated increase in service charges and kiosk fees.

#### Commodities:

Spare parts and supplies for kiosks that are no longer under warranty.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| General Maintenance Supervisor | 0.100  | 0.100  | 0.100  | 0.100  | 0.100  |
| Building Maintenance Worker    | 0.390  | 0.400  | 0.400  | 0.400  | 0.400  |
|                                | 0.490  | 0.500  | 0.500  | 0.500  | 0.500  |

## PROGRAM: GENERAL ENGINEERING SERVICES 561

**Mission:** This division exists to apply sound engineering and architectural principles to plan, budget, design, and build infrastructure that maximizes functionality and minimizes maintenance, repair and replacement costs.

**Main Activities:** The most important things we do to fulfill the mission are:

- Prepare budget estimates for infrastructure projects.
- Plan, design and oversee construction of public facilities.
- Complete design, cost estimates, and construction of miscellaneous minor projects not planned or budgeted elsewhere.
- Coordinate with other entities to address engineering issues and address complaints.
- Continually seek new and better ways to provide our services.
- Conduct development review and contract administration.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 287,373          | 355,710          | 481,606          | 481,606             | 481,606             | 421,165          | -12.55%       |
| Employee Benefits  | 113,812          | 98,228           | 139,630          | 139,630             | 139,630             | 145,456          | 4.17%         |
| Contractual        | 9,927            | 23,317           | 13,300           | 32,992              | 31,500              | 28,300           | 112.78%       |
| Commodities        | 8,093            | 8,232            | 8,800            | 8,800               | 8,800               | 10,700           | 21.59%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| Depreciation       | 8,755            | 8,062            | 9,954            | 9,954               | 9,954               | 11,053           | 11.04%        |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>427,960</b>   | <b>493,549</b>   | <b>653,290</b>   | <b>672,982</b>      | <b>671,490</b>      | <b>616,674</b>   | <b>-5.60%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

### Salaries and Wages:

Savings is due to turnover of the Town Engineer position.

### Contractual:

Increase in anticipated expenses for contractual engineering services.

### Commodities:

Minor increase in office supply costs.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Assistant Director             | 0.900  | -      | -      | -      | -      |
| Construction Manager           | 1.000  | -      | -      | -      | -      |
| Senior Project Engineer        | -      | 1.000  | 1.000  | 1.000  | 1.000  |
| Project Engineer               | 1.000  | 2.000  | 2.000  | 2.000  | 2.000  |
| Project Manager                | 1.000  | -      | -      | -      | -      |
| Town Engineer                  | -      | -      | 0.500  | 1.000  | 1.000  |
|                                | 3.900  | 3.000  | 3.500  | 4.000  | 4.000  |

### Engineering Program Fiscal Year 2013 Accomplishments

|                                                                      |
|----------------------------------------------------------------------|
| ❖ Achieved Smooth Transition to New Town Engineer                    |
| ❖ Completed the Design & Construction of ACIP Project - \$35,000,000 |
| ❖ Programmed & Budgeted Phase 2 ACIP - \$40,000,000                  |

### Fiscal Year 2014 Goals and Performance Measures

**Town Council Budget Priority #2 – Decide the scope and timing of Phase 2 of the Accelerated Capital Improvement Program, and if appropriate, begin implementation by issuing bonds to fund the program and designing projects to be constructed during FY15.**

**Public Works Goal #2: Begin to Implement Phase 2 of Accelerated Capital Improvement Program.**

#### OBJECTIVES:

- Complete and close out Phase 1 projects from ACIP program
- Initiate design scopes of services for Phase 2 projects
- Participate in assisting with bond issuance with input as required

#### • Performance Measures

| Effectiveness/Output Measures:               | Projected FY14 |
|----------------------------------------------|----------------|
| Complete Phase 1 of ACIP (\$ Million)        | \$12.1 M       |
| Initiate Design Phase 2 (# of Projects)      | 16             |
| Complete New Phase 2 Project (# of Projects) | 2              |

**Town Council Budget Priority #3 – Monitor the ongoing effects from the closure of Flagler Memorial Bridge. Promote public safety and the efficient movement of traffic, take action to mitigate impacts to residents and the business community, and maximize communication with FDOT on the course of construction and completion timeline.**

**Public Works Goal #3: Monitor the ongoing effects from the closure of the Flagler Memorial Bridge. Take action to mitigate impacts to residents and the business community, and maximize communication with FDOT on the course of construction and completion timeline.**

#### OBJECTIVES:

- Attend periodic meetings with FDOT/contractor project teams
- Coordinate negative traffic impacts with other Town departments as well as affected residents/businesses, assist in developing mitigation strategies

#### Performance Measures

| Effectiveness/Output Measures:      | Projected FY14 |
|-------------------------------------|----------------|
| Attend Weekly Progress Meetings (%) | 90%            |
| Resolve Town Issues (%)             | 100            |

**Engineering Productivity Measures**

| <b>Effectiveness/Output Measures:</b> | <b>Projected<br/>FY14</b> |
|---------------------------------------|---------------------------|
| Projects on Budget (%)                | 100                       |
| Projects on Time (%)                  | 100                       |
| Projects During Season                | 0                         |
| Injuries on Job-Site                  | 0                         |
| Continuing Education (# /Person)      | 2                         |

## PROGRAM: RIGHT OF WAY INSPECTIONS 565

**Mission:** This bureau exists to contribute to the well-being of the community by permitting, overseeing and inspecting work activities in the Town's rights of way and easements to ensure quality work with minimal disruption.

**Main Activities:** The most important things we do to fulfill the mission are:

- Adhere to all guidelines set by the Town.
- Issue permits in compliance with the Town's ROW manual.
- Minimize inconvenience to the public.
- Make sure contractors restore to Town standards and regulate to that end.
- Provide permit and inspection service in a timely manner.
- Observe work activities to ensure compliance with permit conditions and ROW manual regulations.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 71,277           | 71,003           | 101,368          | 101,368             | 101,368             | 102,976          | 1.59%        |
| Employee Benefits  | 36,403           | 25,914           | 33,402           | 33,402              | 33,402              | 44,362           | 32.81%       |
| Contractual        | 462              | 480              | 1,000            | 1,000               | 1,000               | 1,300            | 30.00%       |
| Commodities        | 1,118            | 768              | 1,548            | 1,548               | 1,548               | 2,298            | 48.45%       |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 1,934            | 1,945            | 1,945            | 1,945               | 1,945               | 1,945            | 0.00%        |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>111,194</b>   | <b>100,110</b>   | <b>139,263</b>   | <b>139,263</b>      | <b>139,263</b>      | <b>152,881</b>   | <b>9.78%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan.

#### Contractual:

Minor increases in phone and data expenses.

#### Commodities:

Minor increase in office supply costs.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Assistant Director             | 0.100  | -      | -      | -      | -      |
| Public Works Inspector         | 1.000  | 1.000  | 1.000  | 1.500  | 1.500  |
|                                | 1.100  | 1.000  | 1.000  | 1.500  | 1.500  |

## PROGRAM: EQUIPMENT OPERATION & MAINTENANCE 571

**Mission:** This bureau exists to maintain the Town's fleet of vehicles and equipment in top condition at the lowest operating cost.

**Main Activities:** The most important things we do to fulfill the mission are:

- Schedule and perform preventive maintenance inspections for the Town's vehicles and equipment.
- Service and repair equipment to optimize operating time.
- Prepare specifications and plan for new vehicle purchases on a scheduled replacement.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | 225,094          | 194,811          | 261,407          | 261,407             | 261,407             | 277,347          | 6.10%        |
| Employee Benefits  | 127,566          | 91,339           | 119,118          | 119,118             | 119,118             | 107,683          | -9.60%       |
| Contractual        | 50,017           | 97,520           | 72,300           | 92,371              | 93,863              | 94,350           | 30.50%       |
| Commodities        | 104,423          | 114,565          | 138,650          | 138,916             | 139,150             | 144,845          | 4.47%        |
| Capital Outlay     | 34,569           | -                | 4,000            | 4,000               | 4,000               | 4,500            | 12.50%       |
| Depreciation       | 10,689           | 9,417            | 15,551           | 15,551              | 15,551              | 7,032            | -54.78%      |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>552,358</b>   | <b>507,652</b>   | <b>611,026</b>   | <b>631,363</b>      | <b>633,089</b>      | <b>635,757</b>   | <b>4.05%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

#### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases.

#### Employee Benefits:

Employee benefit costs include the health insurance program and the hybrid pension plan. Reduction is due to employee entering the DROP program.

#### Contractual:

Increase in contractual repairs and contractual employees.

#### Commodities:

Anticipated increase in material and supply costs.

#### Capital Outlay:

Replacement shop compressor.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Mechanic I                     | -      | 0.500  | 0.500  | 0.500  | 0.500  |
| Mechanic III                   | 3.500  | 2.000  | 2.000  | 2.000  | 2.000  |
| Mechanic IV                    | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Office Assistant II            | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Services Division Manager      | 0.100  | 0.100  | 0.100  | 0.100  | 0.100  |
|                                | 5.600  | 4.600  | 4.600  | 4.600  | 4.600  |

| Equipment Operation and Maintenance Fiscal Year 2013 Accomplishments |
|----------------------------------------------------------------------|
| ❖ Shop and work flow organization                                    |
| ❖ Blanket purchase order procedure for parts procurement             |
| ❖ Parts staging process                                              |

## Fiscal Year 2014 Goals and Performance Measures

---

**Public Works Goal #12 - Maintain the vehicles and equipment of the Town's non-public-safety fleet in an efficient, safe and cost effective manner.**

### OBJECTIVES:

- Maintain high level of equipment availability and reduce down-time by performing necessary and proactive preventive maintenance, and repairs as required. Acquire new vehicles and equipment through planning and budgeting from the Equipment Replacement Fund, to provide newer and more efficient fleet that meets the requirements of the users.

### Equipment Operation and Maintenance Productivity Measures

| Effectiveness/Output Measures:   | Actual<br>FY11 | Actual<br>FY12 | Actual<br>FY13 | Projected<br>FY14 |
|----------------------------------|----------------|----------------|----------------|-------------------|
| Repairs                          | 749            | 871            | 987            | 900               |
| Preventive Maintenance Scheduled | 1001           | 771            | 826            | 840               |

**PROGRAM: COASTAL MANAGEMENT 581**

**Mission:** This division exists to provide increased storm protection to upland structures.

**Main Activities:** The most important things we do to fulfill the mission are:

- Effectively and efficiently implement the Town's Comprehensive Coastal Management Plan (CCMP).
- Review and revise the CCMP to ensure that it addresses current conditions and is consistent with Federal and State regulations.
- Permit and construct beach restoration projects and conduct coastal monitoring identified in the CCMP.
- Maintain and operate the Palm Beach Inlet Sand Transfer Plant and all inlet dredging activities.
- Ensure the Town receives the maximum benefit of inlet dredging activities.
- Increase public awareness on related issues.

**Expenditure Summary**

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|---------------|
| Salaries and Wages | 148,248          | 153,302          | 97,653           | 97,653              | 97,653              | 97,864           | 0.22%         |
| Employee Benefits  | 47,244           | 41,193           | 37,570           | 37,570              | 37,570              | 44,728           | 19.05%        |
| Contractual        | 450,872          | 159,443          | 275,250          | 651,293             | 619,094             | 235,293          | -14.52%       |
| Commodities        | 830              | 1,147            | 2,600            | 2,600               | 2,600               | 2,600            | 0.00%         |
| Capital Outlay     | -                | -                | -                | 18,696              | 18,757              | 800              | 100.00%       |
| Depreciation       | -                | -                | -                | -                   | -                   | 1,870            | 100.00%       |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%         |
| <b>TOTALS</b>      | <b>647,194</b>   | <b>355,085</b>   | <b>413,073</b>   | <b>807,812</b>      | <b>775,674</b>      | <b>383,155</b>   | <b>-7.24%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Two peer review projects and the biological mapping effort were completed in FY13.

**Capital Outlay:**

Maintenance of survey equipment.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Coastal Projects Coordinator   | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Town Engineer                  | 0.500  | 0.500  | 0.500  | -      | -      |
|                                | 1.500  | 1.500  | 1.500  | 1.000  | 1.000  |

### Coastal Management Program Fiscal Year 2013 Accomplishments

- ❖ Coordinated with USACE Civil Works for 420,000cy on dry beach in Reach 1
- ❖ Woods Hole Peer Review & Endorsement for 10-year Coastal Mgmt. Program
- ❖ FDEP Beach Management Agreement has been signed
- ❖ Reach 8 Environmental Impact Statement underway

## Fiscal Year 2014 Goals and Performance Measures

**Town Council Budget Priority #1 – Begin Implementation of a long term coastal protection plan (consistent with scope and funding decisions to be made during the remainder of FY13).**

**Public Works Goal #1: Begin Implementation of a long term coastal protection plan.**

#### OBJECTIVES:

- Participate in cost allocation modeling to determine funding process
- Continue to pursue required permits in accordance with BMA

#### Performance Measures

| Effectiveness/Output Measures:                                       | Actual FY13 | Projected FY14 |
|----------------------------------------------------------------------|-------------|----------------|
| Participate in cost allocation modeling to determine funding process | Complete    | Not applicable |
| Continue to pursue required permits in accordance with the BMA       | Ongoing     | Ongoing        |

#### Coastal Management Productivity Measures

| Effectiveness/Output Measures:                            | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|-----------------------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Lake Worth Inlet Management Plan (volume in cubic yards)  | 344,440     | 130,800     | 135,675     | 420,000     |                |
| Regulatory Required Monitoring/Compliance (No. of Events) | 5           | 5           | 5           | 5           | 5              |



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# Other



**PROGRAM: LIBRARY SERVICES 321**

The Town contracts with The Society of the Four Arts Library to provide library services to its residents. The library maintains exceptional collection of books, audio, and video tapes and periodicals on the arts. It also sponsors special events and activities for its patrons. This annual appropriation takes the place of, and is substantially less than, property taxes that would be levied upon the residents by the Palm Beach County Library District.

**Expenditure Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Employee Benefits  | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Contractual        | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Commodities        | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Depreciation       | -                        | -                        | -                        | -                           | -                           | -                        | 0.00%               |
| Other              | 272,400                  | 272,400                  | 288,989                  | 288,989                     | 288,989                     | 297,659                  | 3.00%               |
| <b>TOTALS</b>      | <b>272,400</b>           | <b>272,400</b>           | <b>288,989</b>           | <b>288,989</b>              | <b>288,989</b>              | <b>297,659</b>           | <b>3.00%</b>        |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**PROGRAMS: TRANSFERS 611 TO 625**

The following are transfers made from the general fund into other funds within the Town.

**Expenditure Summary**

|                                | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Adjusted*</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|---------------------|
| Capital Improvement Fund (307) | 500,000                  | 1,000,000                | 1,000,000                | 1,000,000                   | 1,000,000                   | 1,000,000                | 0.00%               |
| Coastal Protection Fund (309)  | 3,090,000                | 3,960,000                | 2,765,099                | 4,765,099                   | 4,765,099                   | 4,200,000                | 51.89%              |
| Debt Service Fund (205)        | 3,500,000                | 3,500,000                | 3,500,000                | 3,500,000                   | 3,500,000                   | 6,100,000                | 74.29%              |
| Group Health Retirees (610)    | 1,533,000                | 1,493,000                | 1,769,000                | 1,769,000                   | 1,769,000                   | 1,506,000                | -14.87%             |
| Risk - W/C, Liab, Prop         | 1,896,226                | 1,791,507                | 1,892,780                | 1,892,780                   | 1,892,780                   | 1,876,000                | -0.89%              |
| <b>TOTALS</b>                  | <b>10,519,226</b>        | <b>11,744,507</b>        | <b>10,926,879</b>        | <b>12,926,879</b>           | <b>12,926,879</b>           | <b>14,682,000</b>        | <b>34.37%</b>       |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders w written against the FY12 budget but spent against the FY13 budget.

## PROGRAM: EMERGENCY MANAGEMENT 710

**Mission:** This division exists to ensure the Town is at an acceptable level of readiness for response to hazards affecting Palm Beach in accordance with the National Incident Management System (NIMS) guidelines.

**Main Activities:** The most important things we do to fulfill the mission are:

- Conduct NIMS compliancy training to Town officials, employees, volunteers and contractors as needed
- Maximize coordination and cooperation for emergency response planning among the different departments through the Emergency Planning Team (EPT).
- Assist in the development and coordination of emergency plans for more effective response efforts as needed.
- Assist with any community outreach programs relating to public emergency preparations and awareness.

### Expenditure Summary

|                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Adjusted* | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|--------------------|------------------|------------------|------------------|---------------------|---------------------|------------------|--------------|
| Salaries and Wages | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Employee Benefits  | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Contractual        | 16,956           | 19,471           | 46,400           | 49,086              | 46,400              | 46,400           | 0.00%        |
| Commodities        | 40               | 401              | 600              | 600                 | 600                 | 600              | 0.00%        |
| Capital Outlay     | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| Depreciation       | 1,700            | 1,700            | 950              | 950                 | 1,700               | 950              | 0.00%        |
| Other              | -                | -                | -                | -                   | -                   | -                | 0.00%        |
| <b>TOTALS</b>      | <b>18,696</b>    | <b>21,572</b>    | <b>47,950</b>    | <b>50,636</b>       | <b>48,700</b>       | <b>47,950</b>    | <b>0.00%</b> |

\*FY13 Adjusted includes FY13 adopted budget plus purchase orders written against the FY12 budget but spent against the FY13 budget.

**PROGRAM: CONTINGENT APPROPRIATIONS 711**

This program contains the budget for the General Fund Contingency account.

The budget for the General Fund Contingency Account is established at 1.5% of the proposed budget and is adjusted throughout the year by Town Council approved transfers. Appropriations are transferred out of this line item and into line items designated by Town Council. Expenditures are not reflected in this program, but in the program approved by Town Council.

The Contingent Appropriations Program reflects expenditures which are not readily identifiable to a Program, and are not under the direction of any one Department.

**Expenditure Summary**

|                    | <b>FY2011<br/>Budget</b> | <b>FY2012<br/>Budget</b> | <b>FY2013<br/>Budget</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------|
| Salaries and Wages | -                        | -                        | -                        | -                        | 0.00%               |
| Employee Benefits  | -                        | -                        | -                        | -                        | 0.00%               |
| Contractual        | -                        | -                        | -                        | -                        | 0.00%               |
| Commodities        | -                        | -                        | -                        | -                        | 0.00%               |
| Capital Outlay     | -                        | -                        | -                        | -                        | 0.00%               |
| Depreciation       | -                        | -                        | -                        | -                        | 0.00%               |
| Other              | 929,468                  | 807,397                  | 843,000                  | 860,000                  | 6.52%               |
| <b>TOTALS</b>      | <b>929,468</b>           | <b>807,397</b>           | <b>843,000</b>           | <b>860,000</b>           | <b>6.52%</b>        |
| Percent of Budget  | 1.5%                     | 1.5%                     | 1.5%                     | 1.5%                     |                     |



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### General Obligation Bonds

General Obligation Bonds offer maximum security to investors through the pledge of the municipality's full faith and credit, which for the Town of Palm Beach requires voter approval. The Town has a 5% debt limit as a percent of assessed valuation per Section 7.01 of the Town Charter. At this time, no General Obligation Bonds are outstanding.

### Revenue Bonds

During 2010, the Town paid the 2003A bonds in full. In addition, the Town issued 2010A Public Improvement Revenue and Refunding Bonds in the principal amount of \$57,035,000, and 2010B Worth Avenue Commercial District Project bonds in the principal amount of \$14,770,000.

The 2010A bonds refunded the 2003B bonds (\$5,310,000), the 2008 Revenue Note (\$10,000,000), and a 2009 Line of Credit (\$600,000) which was issued for the Worth Avenue Project. The balance of the proceeds is to be used to fund a portion of the Town's Accelerated Capital Improvement Program totaling \$41,232,000 and \$1,740,844 is to be used to reimburse the Town for the Town's portion of the Par 3 Golf Course Project.

The 2010B bonds were used to fund the Worth Avenue Commercial District streetscape project. The Town imposed a capital special assessment against real property in the Worth Avenue Commercial District to pay the costs of the Worth Avenue Projects. The assessments will be payable over a thirty year period. The assessments will be security for the 2010B bonds.

The Revenue Bonds are revenue obligations of the Town payable solely from and secured solely by the pledged revenues. Pledged revenues shall consist primarily of Non-Ad Valorem Revenues budgeted and appropriated annually by the Town for the purpose of paying debt service on the Bonds. The Town covenants that in each fiscal year while any bonds are outstanding, the total non-self-supporting debt service in any fiscal year of the Town will not exceed 50% of Non-Ad Valorem Revenues of the Town.

The Town has covenanted and agreed that it will not incur any indebtedness payable from or supported by a pledge of the Non-Ad Valorem Revenues unless the Town can show that following the incurrence of such additional indebtedness, (i) the total amount of Non-Ad Valorem Revenues (based upon the most recent Fiscal Year) will be greater than twice the then maximum debt service and (ii) the total amount of Non-Ad Valorem Revenues in each Fiscal Year in which Bonds are outstanding will be greater than 2.00 times the non self supporting debt in each such fiscal year.

As part of the preparation for the 2010 Revenue Bond, the Town's issuer's and Revenue Bond ratings were reviewed by both Moody's and Standard & Poor's. The Town's conservative financial policies and strong management of its financial resources were recognized, and it resulted in Moody's Investors Service issuing a rating of Aa1 for the 2010 Revenue bonds and a Aaa issuer's rating. Standard and Poor's issued a Revenue bond rating of AA+ and a AAA issuer's rating. The ratings for both the Bond and issuer credit are the highest ratings these two rating services issue and represent the highest quality investment grade debt.

On January 1, 2012, the Town used excess funds remaining after completion of the Worth Avenue Project to redeem \$1,485,000 of the 2010B Bonds.

The Town Council authorized an additional \$2,600,000 appropriation in the FY14 budget for debt service for the upcoming issuance of debt for the second phase of the Accelerated Capital Improvement Program.

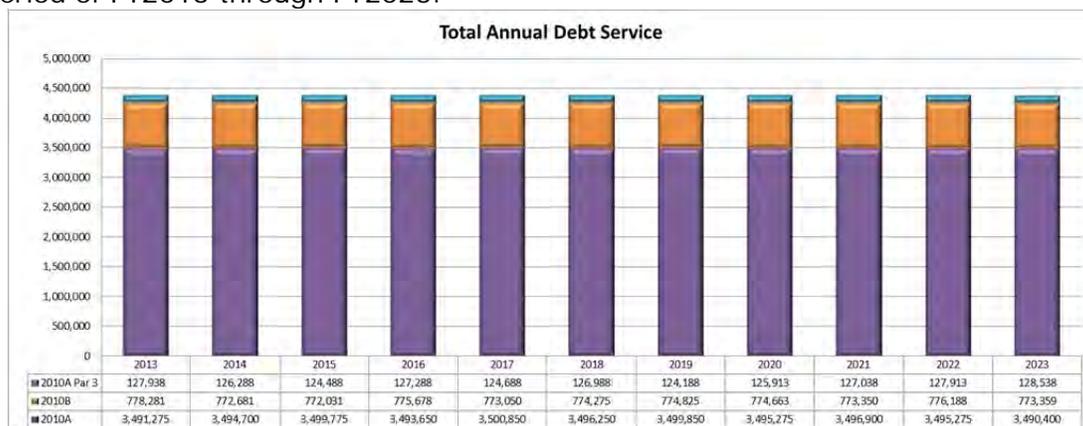
For perspective regarding the future debt obligations, a 10 year summary of debt service, outstanding debt, and debt per capita is provided below.

### Debt Service Payments

Principal payments are due on January 1, and interest payments are due on January 1 and July 1 of each year. The annual debt service requirements for the outstanding revenue bonds through 2022 are shown below:

| Fiscal Year | 2010A Revenue Bond  | 2010A Revenue Bond -Par 3 | 2010B Revenue Bond | Total               |
|-------------|---------------------|---------------------------|--------------------|---------------------|
| 2013        | 3,491,275           | 127,938                   | 778,281            | 4,397,494           |
| 2014        | 3,494,700           | 126,288                   | 772,681            | 4,393,669           |
| 2015        | 3,499,775           | 124,488                   | 772,031            | 4,396,294           |
| 2016        | 3,493,650           | 127,288                   | 775,678            | 4,396,616           |
| 2017        | 3,500,850           | 124,688                   | 773,050            | 4,398,588           |
| 2018        | 3,496,250           | 126,988                   | 774,275            | 4,397,513           |
| 2019        | 3,499,850           | 124,188                   | 774,825            | 4,398,863           |
| 2020        | 3,495,275           | 125,913                   | 774,663            | 4,395,850           |
| 2021        | 3,496,900           | 127,038                   | 773,350            | 4,397,288           |
| 2022        | 3,495,275           | 127,913                   | 776,188            | 4,399,375           |
| 2023        | <u>3,490,400</u>    | <u>128,538</u>            | <u>773,359</u>     | <u>4,392,297</u>    |
| Total       | <u>\$38,454,200</u> | <u>\$1,391,263</u>        | <u>\$8,518,382</u> | <u>\$48,363,844</u> |

The chart below shows the Town's total annual debt service for the 2010 Revenue bond for the period of FY2013 through FY2023.



**Legal Debt Margin**

The Town of Palm Beach has a 5% debt limit as a percent of assessed valuation per Section 7.01 of the Town Charter. The following is a computation of the Town of Palm Beach Legal Debt Margin:

|                                        |                         |
|----------------------------------------|-------------------------|
| Preliminary Assessed Valuation         | <u>\$12,529,723,136</u> |
| Legal Debt Margin:                     |                         |
| Debt Limitation - 5% of assessed value | <u>\$ 626,486,157</u>   |

**Debt Summary**

Outstanding debt as of September 30, 2013

Gross bonded debt (all debt with a General Obligation Pledge) \$ 0

**General Fund Pledge Obligations:**

Non-Ad Valorem Revenue Bonds 66,475,000

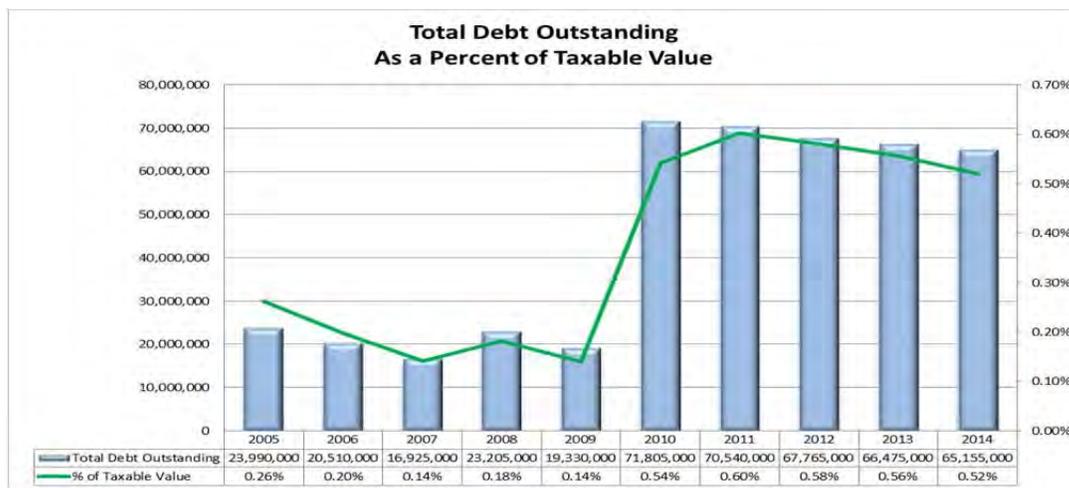
Total Gross Debt \$66,475,000

**Debt Ratios**

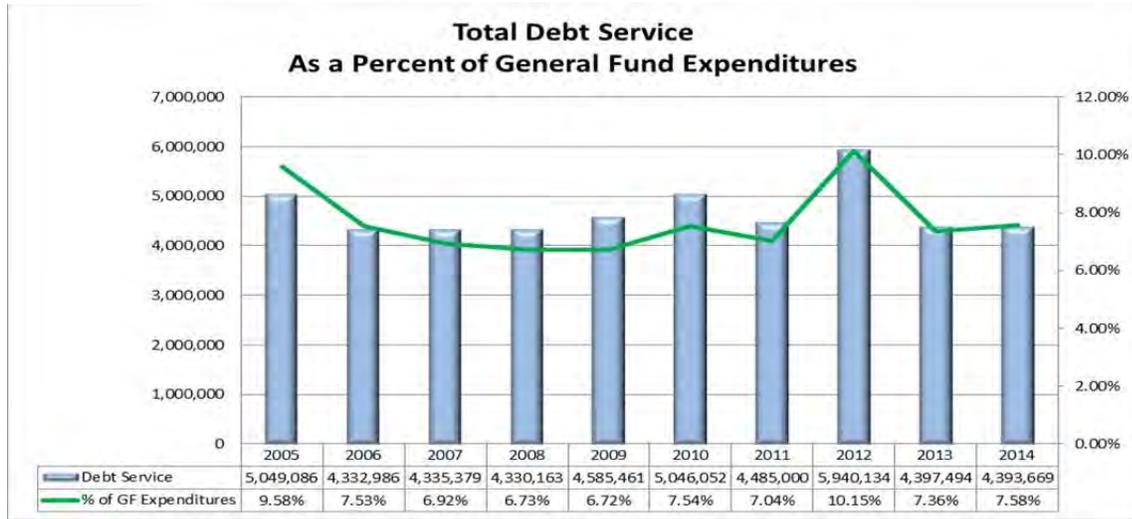
**Per Capita**

|                  |                  |           |
|------------------|------------------|-----------|
| Population       | 8,358            |           |
| Taxable Value    | \$12,529,723,136 | 1,499,129 |
| Total Gross Debt | 66,475,000       | 7,953     |

The chart below shows the ratio of total debt outstanding as a percent of taxable value.



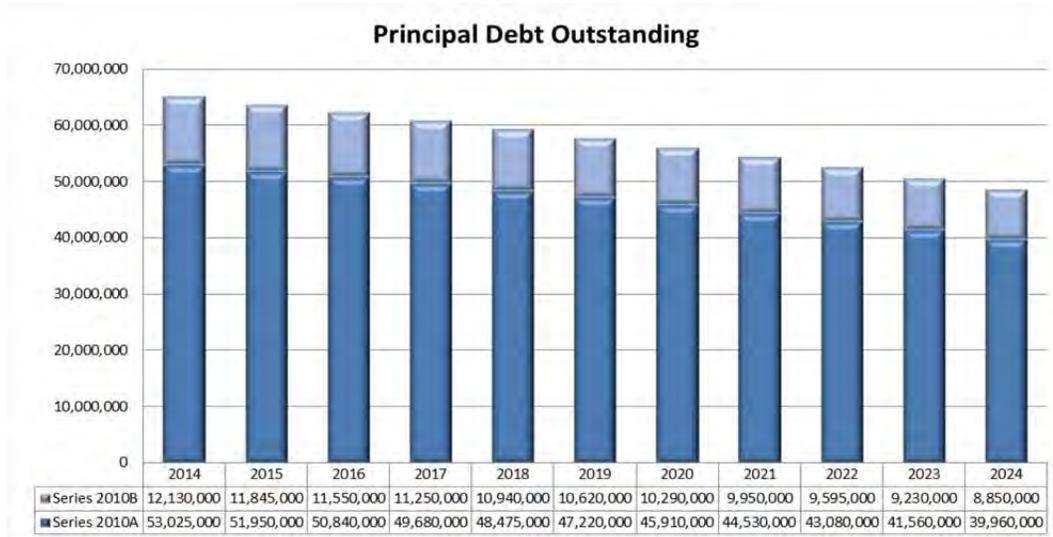
The chart below shows total debt service as a percentage of general fund expenditures.



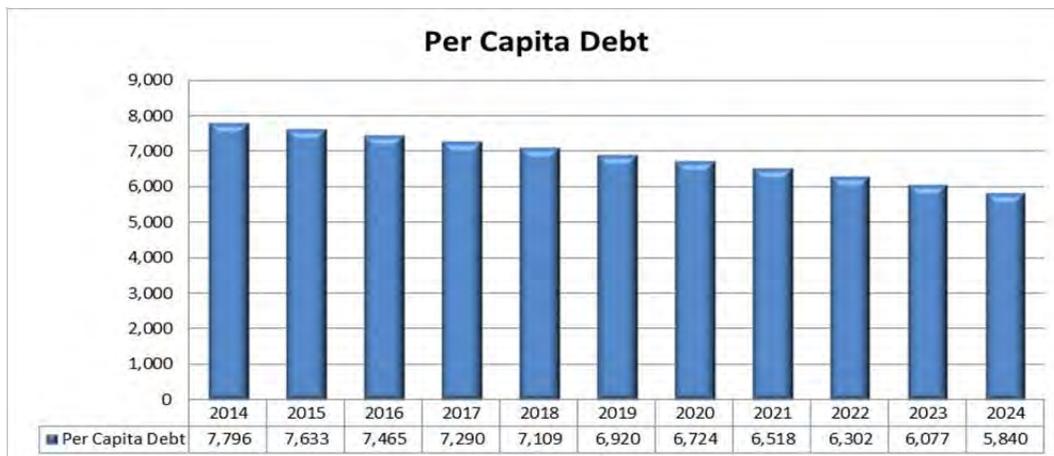
**Town of Palm Beach  
Principal Debt Outstanding  
FY2014 - FY2024**

| Fiscal Year Ending | 2010A Revenue Bond | 2010B Revenue Note | Total Debt Outstanding | Debt Per Capita (8,358 Population) |
|--------------------|--------------------|--------------------|------------------------|------------------------------------|
| 2014               | 53,025,000         | 12,130,000         | 65,155,000             | 7,796                              |
| 2015               | 51,950,000         | 11,845,000         | 63,795,000             | 7,633                              |
| 2016               | 50,840,000         | 11,550,000         | 62,390,000             | 7,465                              |
| 2017               | 49,680,000         | 11,250,000         | 60,930,000             | 7,290                              |
| 2018               | 48,475,000         | 10,940,000         | 59,415,000             | 7,109                              |
| 2019               | 47,220,000         | 10,620,000         | 57,840,000             | 6,920                              |
| 2020               | 45,910,000         | 10,290,000         | 56,200,000             | 6,724                              |
| 2021               | 44,530,000         | 9,950,000          | 54,480,000             | 6,518                              |
| 2022               | 43,080,000         | 9,595,000          | 52,675,000             | 6,302                              |
| 2023               | 41,560,000         | 9,230,000          | 50,790,000             | 6,077                              |
| 2024               | 39,960,000         | 8,850,000          | 48,810,000             | 5,840                              |

The chart below shows the total principal debt outstanding for FY14 through FY24.



The chart below shows total outstanding debt per capita for FY14 through FY24.



## Fund 205 - 2010A CIP Revenue Bond Revenue and Expenditure Summary

|                                                         | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget | % Change      |
|---------------------------------------------------------|------------------|------------------|------------------|---------------------|------------------|---------------|
| <b><u>Revenues</u></b>                                  |                  |                  |                  |                     |                  |               |
| Interest Earnings                                       | 68               | 289              | 1,000            | 200                 | 500              | -50.00%       |
| Transfer from General Fund                              | 3,500,000        | 3,500,000        | 3,500,000        | 3,500,000           | 6,100,000        | 74.29%        |
| Transfer from REF                                       | 125,338          | 124,238          | 128,000          | 128,000             | 126,300          | -1.33%        |
| Transfer from Debt Serv<br>Funds                        | 115,264          | 0                | 0                | 0                   | 0                | 0%            |
| <b>TOTALS</b>                                           | <b>3,740,602</b> | <b>3,624,527</b> | <b>3,629,000</b> | <b>3,628,200</b>    | <b>6,226,800</b> | <b>71.58%</b> |
| <b><u>Expenditures</u></b>                              |                  |                  |                  |                     |                  |               |
| Debt Service Interest                                   | 2,651,338        | 2,631,738        | 2,609,300        | 2,609,300           | 2,581,000        | -.97%         |
| Debt Service Principal                                  | 970,000          | 990,000          | 1,010,000        | 1,010,000           | 3,640,000        | 260.40%       |
| Other Expenses                                          | 7,901            | 3,840            | 10,000           | 5,000               | 10,000           | 0.00%         |
| <b>TOTALS</b>                                           | <b>3,629,239</b> | <b>3,625,578</b> | <b>3,629,300</b> | <b>3,624,300</b>    | <b>6,231,000</b> | <b>71.69%</b> |
| <b>TOTAL REVENUES<br/>OVER/(UNDER)<br/>EXPENDITURES</b> | <b>111,431</b>   | <b>(1,051)</b>   | <b>(300)</b>     | <b>3,900</b>        | <b>(4,200)</b>   |               |
| Beginning Fund Balance                                  | 147,230          | 258,661          | 257,610          | 257,610             | 261,510          |               |
| <b>ENDING FUND BALANCE</b>                              | <b>258,661</b>   | <b>257,610</b>   | <b>257,310</b>   | <b>261,510</b>      | <b>257,310</b>   |               |

**REVENUES****Interest Earnings:**

Represents interest earned on reserves of fund.

**EXPENDITURES****Debt Service Interest/Principal:**

Represents the amount of interest/principal due on the 2010A and 2014 Revenue Bonds.

**Other Bond Expenses:**

Represents amounts due for expenses for fund.

## Fund 206 - 2010B Worth Avenue Revenue Bond Revenue and Expenditure Summary

|                                                          | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget | % Change      |
|----------------------------------------------------------|------------------|------------------|------------------|---------------------|------------------|---------------|
| <b><u>Revenues</u></b>                                   |                  |                  |                  |                     |                  |               |
| Interest Earnings                                        | 0                | 0                | 500              | 0                   | 500              | 0.00%         |
| Non Ad Valorem<br>Assessment Revenue                     | 0                | 0                | 0                | 0                   | 775,000          | 100.00%       |
| Transfer from Worth<br>Avenue Maintenance Fund<br>(311)  | 865,163          | 864,300          | 779,800          | 779,800             | 0                | -100.00%      |
| Transfer from Worth<br>Avenue Construction Fund<br>(313) | 0                | 1,485,000        | 61,909           | 61,909              | 28,563           | -53.86%       |
| Miscellaneous Revenue                                    |                  | 5,190            | 0                | 5,538               | 0                | 0.00%         |
| <b>TOTALS</b>                                            | <b>865,163</b>   | <b>2,354,490</b> | <b>842,209</b>   | <b>847,247</b>      | <b>804,063</b>   | <b>-4.53%</b> |
| <b><u>Expenditures</u></b>                               |                  |                  |                  |                     |                  |               |
| Debt Service Interest                                    | 569,013          | 533,396          | 498,300          | 498,300             | 492,700          | -1.12%        |
| Debt Service Principal                                   | 295,000          | 1,785,000        | 280,000          | 280,000             | 280,000          | -0.00%        |
| Other Expenses                                           | 0                | 710              | 1,500            | 1,000               | 1,500            | 0.00%         |
| <b>TOTALS</b>                                            | <b>864,013</b>   | <b>2,319,106</b> | <b>779,800</b>   | <b>779,300</b>      | <b>774,200</b>   | <b>-0.71%</b> |
| <b>TOTAL REVENUES<br/>OVER/(UNDER)<br/>EXPENDITURES</b>  | <b>1,150</b>     | <b>35,384</b>    | <b>62,409</b>    | <b>67,947</b>       | <b>29,863</b>    |               |
| Beginning Fund Balance                                   | 6                | 1,156            | 36,540           | 36,540              | 104,487          |               |
| <b>ENDING FUND BALANCE</b>                               | <b>1,156</b>     | <b>36,540</b>    | <b>98,949</b>    | <b>104,487</b>      | <b>134,350</b>   |               |

**REVENUES****Interest Earnings:**

Represents interest earned on reserves of fund.

**Non Ad Valorem Assessment Revenue**

Assessments for debt service (Recorded in Worth Avenue Maintenance Fund prior to FY14)

**Transfers from Worth Avenue Maintenance and Construction Funds:**

Transfers of assessment revenue to cover debt payments.

**EXPENDITURES****Debt Service Interest:**

Represents the amount of interest due on the 2010B Revenue Bond. On January 1, 2012, the Town used excess funds remaining after the worth Avenue Project was completed to redeem \$1,485,000 of the 2010B Bonds.

**Debt Service Principal:**

Represents the amount of principal due on the 2010B Revenue Bond. On January 1, 2012, the Town used excess funds remaining after the worth Avenue Project was completed to redeem \$1,485,000 of the 2010B Bonds.

**Other Bond Expenses:**

Represents amounts due for expenses for fund.



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## Capital Funds

### **Introduction:**

The Capital Improvement Fund section includes accomplishments for the current fiscal year by fund as well as summary schedules that reflect each ongoing project and/or projects with carry-over funds from prior years that will be utilized at some point in the future for a designated purpose.

### **Description of Funds:**

The Town accounts for six Capital Funds as described below:

#### **1) Capital Improvement Program - Pay-as-you-go (307)**

This fund accounts for capital projects not covered by the remaining five capital funds. While the Capital Improvement Program encompasses a five year period, only the first year of the Program is actually adopted each year by the Town Council for funding and implementation. The out years of the Program are not a budget but provides appropriate financial information for prudent budget and planning recommendations and assists the Town's Elected Officials and Management Staff in the decision making process. Through budgetary action, the first year of the Program becomes the Capital Projects allocation which is funded from the General Operating Budget for the Town.

#### **2) Comprehensive Coastal Management Plan (CCMP) (309)**

This fund accounts for the Beach Restoration Project construction costs financed with proceeds from the 2000 Revenue Bond (refunded in 2003). The proceeds of the Bonds are being used for beach improvement, restoration and renourishment through the placement of sand and possible construction of groin fields and environmental mitigation for beach stabilization in all or a portion of the beaches located in Town.

#### **3) Town Facilities (310)**

This fund accounted for construction costs for the Central Fire-Rescue Station and Town Hall Renovations with proceeds from the 2003 and 2008 Revenue Bonds and transfers from the Capital Improvement and General Funds. The proceeds of the bonds were used for financing the acquisition, construction and equipping of the Central Fire-Rescue facility (including an emergency operations center) and the renovation of Town Hall (including security upgrades).

#### **4) Worth Avenue Assessment District (311)**

This fund was initially established to account for the Worth Avenue Assessment District pre-construction costs. This fund currently accounts for maintenance costs associated with the district.

**5) Accelerated Capital Improvement Fund 2010A Bond Issue (312)**

This fund was established as result of the 2010A bond issue to account for storm water, sanitary sewer and other projects outlined in the bond document.

**6) Worth Avenue Assessment District Construction Fund 2010B Bond Issue (313)**

This fund was established as a result of the 2010B bond issue to account for Worth Avenue Assessment District construction costs.

# Town of Palm Beach



Capital Improvement Fund (307)

| Description                              | FY2013<br>Carry-over<br>Budget | Proposed<br>Year 1<br>FY2014 | Subtotal         | Projected Requirements |                  |                   |                   |                   |
|------------------------------------------|--------------------------------|------------------------------|------------------|------------------------|------------------|-------------------|-------------------|-------------------|
|                                          |                                |                              |                  | Year 2<br>FY2015       | Year 3<br>FY2016 | Year 4<br>FY 2017 | Year 5<br>FY 2018 | Through<br>FY2018 |
| <i>Expenditures:</i>                     |                                |                              |                  |                        |                  |                   |                   |                   |
| <i>Storm Water System</i>                | 1,846,876                      | 100,000                      | 1,946,876        | 100,000                | 100,000          | 100,000           | 100,000           | 2,346,876         |
| FY2013 Carry-over                        | 1,846,876                      | 0                            | 1,846,876        | 0                      | 0                | 0                 | 0                 | 1,846,876         |
| General Repairs                          | 0                              | 100,000                      | 100,000          | 100,000                | 100,000          | 100,000           | 100,000           | 500,000           |
| <i>Sanitary Sewer System</i>             | 1,215,026                      | 150,000                      | 1,365,026        | 150,000                | 150,000          | 150,000           | 150,000           | 1,965,026         |
| FY2013 Carry-over                        | 1,215,026                      | 0                            | 1,215,026        | 0                      | 0                | 0                 | 0                 | 1,215,026         |
| General Repairs                          | 0                              | 150,000                      | 150,000          | 150,000                | 150,000          | 150,000           | 150,000           | 750,000           |
| <i>Streets and Roads</i>                 | 557,484                        | 500,000                      | 1,057,484        | 500,000                | 500,000          | 500,000           | 600,000           | 3,157,484         |
| FY2013 Carry-over                        | 557,484                        | 0                            | 557,484          | 0                      | 0                | 0                 | 0                 | 557,484           |
| Milling & Resurfacing Program            | 0                              | 490,000                      | 490,000          | 500,000                | 150,000          | 150,000           | 0                 | 1,290,000         |
| Curb & Sidewalk                          | 0                              | 0                            | 0                | 0                      | 100,000          | 100,000           | 100,000           | 300,000           |
| Roadway Rebuilding                       | 0                              | 10,000                       | 10,000           | 0                      | 250,000          | 250,000           | 500,000           | 1,010,000         |
| <i>Bury FPL Overhead Lines</i>           | 242,343                        | 0                            | 242,343          | 0                      | 0                | 0                 | 0                 | 242,343           |
| <i>Bulkheads &amp; Seawalls</i>          | 22,798                         | 50,000                       | 72,798           | 50,000                 | 50,000           | 50,000            | 50,000            | 272,798           |
| Bulkheads & Seawalls                     | 22,798                         | 50,000                       | 72,798           | 50,000                 | 50,000           | 50,000            | 50,000            | 272,798           |
| <i>Water Main Improvements WPB (1)</i>   | 0                              | 800,000                      | 800,000          | 800,000                | 800,000          | 800,000           | 800,000           | 4,000,000         |
| <i>Facilities</i>                        | 410,955                        | 450,000                      | 860,955          | 450,000                | 450,000          | 225,000           | 125,000           | 2,110,955         |
| FY2013 Carry-over                        | 410,955                        | 0                            | 410,955          | 0                      | 0                | 0                 | 0                 | 410,955           |
| Class III Landfills Site Maintenance     | 0                              | 100,000                      | 100,000          | 25,000                 | 25,000           | 25,000            | 25,000            | 200,000           |
| General Building Maintenance             | 0                              | 350,000                      | 350,000          | 225,000                | 25,000           | 200,000           | 100,000           | 900,000           |
| Old Purchasing                           | 0                              | 0                            | 0                | 0                      | 200,000          | 0                 | 0                 | 200,000           |
| North Fire Station Roof                  | 0                              | 0                            | 0                | 0                      | 200,000          | 0                 | 0                 | 200,000           |
| North Fire Emergency Generator           | 0                              | 0                            | 0                | 200,000                | 0                | 0                 | 0                 | 200,000           |
| <i>Memorial Fountain</i>                 | 37,000                         | 0                            | 37,000           | 0                      | 0                | 0                 | 0                 | 37,000            |
| <b>Total Expenditures</b>                | <b>4,332,482</b>               | <b>2,050,000</b>             | <b>6,382,482</b> | <b>2,050,000</b>       | <b>2,050,000</b> | <b>1,825,000</b>  | <b>1,825,000</b>  | <b>14,132,482</b> |
| <i>Offsetting Revenues:</i>              |                                |                              |                  |                        |                  |                   |                   |                   |
|                                          |                                | <i>FY2014</i>                |                  | <i>FY2015</i>          | <i>FY2016</i>    | <i>FY2017</i>     | <i>FY2018</i>     | <i>Total</i>      |
| Interest                                 |                                | 25,000                       |                  | 25,000                 | 25,000           | 25,000            | 25,000            | 125,000           |
| Transfer from Town Facilities Fund (310) |                                | 225,000                      |                  | 225,000                | 225,000          | 0                 | 0                 | 675,000           |
| WPB - Water Main Improvements (1)        |                                | 800,000                      |                  | 800,000                | 800,000          | 800,000           | 800,000           | 4,000,000         |
| <b>Total Offsetting Revenues</b>         |                                | <b>1,050,000</b>             |                  | <b>1,050,000</b>       | <b>1,050,000</b> | <b>825,000</b>    | <b>825,000</b>    | <b>4,800,000</b>  |
| <b>Net Transfer from General Fund</b>    |                                | <b>1,000,000</b>             |                  | <b>1,000,000</b>       | <b>1,000,000</b> | <b>1,000,000</b>  | <b>1,000,000</b>  |                   |

## Revenue and Expense Summary

|                                                     | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|-----------------------------------------------------|------------------|------------------|------------------|---------------------|------------------|---------------|
| <b>Revenues</b>                                     |                  |                  |                  |                     |                  |               |
| Transfer from General Fund (001)                    | 500,000          | 1,000,000        | 1,000,000        | 1,000,000           | 1,000,000        | 0.00%         |
| Transfer from Town Facilities Fund (310)            | -                | -                | 200,000          | 200,000             | 225,000          | 12.50%        |
| Interest on Investments                             | 49,586           | 46,786           | 10,000           | 25,000              | 25,000           | 150.00%       |
| Grants/Local Revenue                                | 20,025           | 244,320          | 800,000          | 123,000             | 800,000          | 0.00%         |
| <b>TOTALS</b>                                       | <b>569,611</b>   | <b>1,291,106</b> | <b>2,010,000</b> | <b>1,348,000</b>    | <b>2,050,000</b> | <b>1.99%</b>  |
| <b>Expenses</b>                                     |                  |                  |                  |                     |                  |               |
| Projects                                            | 1,753,444        | 1,061,102        | 6,916,500        | 1,600,000           | 6,382,482        | -7.72%        |
| Transfer to General Fund (001)                      | 1,400,000        | -                | -                | -                   | -                | 0.00%         |
| Contingency                                         | -                | -                | -                | -                   | 205,000          | 100.00%       |
| Transfer to 2010B Worth Ave Construction Fund (313) | 268,685          | -                | -                | -                   | -                | 0.00%         |
| <b>TOTALS</b>                                       | <b>3,422,129</b> | <b>1,061,102</b> | <b>6,916,500</b> | <b>1,600,000</b>    | <b>6,587,482</b> | <b>-4.76%</b> |
| Total Revenues                                      |                  |                  |                  |                     |                  |               |
| Over/(Under) Expenses                               | (2,852,518)      | 230,004          | (4,906,500)      | (252,000)           | (4,537,482)      |               |
| Beginning Fund Equity                               | 8,246,442        | 5,393,924        | 5,623,928        | 5,623,928           | 5,371,928        |               |
| <b>ENDING NET ASSETS</b>                            | <b>5,393,924</b> | <b>5,623,928</b> | <b>717,428</b>   | <b>5,371,928</b>    | <b>834,446</b>   |               |

**Revenues****Transfer from General Fund (001):**

Annual pay-as-you-go funding transferred from the General Fund to the Capital Fund.

**Transfer from Town Facilities Fund (310):**

Transfer from the Town Facilities Fund for projects relating to Town Facilities.

**Interest on Investments:**

The interest revenue is based upon the financial market conditions and funds available for investment.

**Grants/Local Revenue:**

Revenue from Florida Dept of Transportation, Palm Beach County and City of West Palm Beach

**Expenses****Projects:**

A detailed schedule of projects can be found in this section.

**Transfer to General Fund (001):**

This represents the return of the unexpended balance from the original \$2,600,000 transferred from Undesignated General Fund Balance in FY2010.

**Contingency:**

10% of current year projects per Town policy..

**Transfer to 2010B Worth Avenue Construction Fund (313):**

This transfer represents the City of West Palm Beach share of Water Main Improvements for Worth Avenue.

# Town of Palm Beach



## Comprehensive Coastal Management Plan

Bond Proceeds Construction Fund (309)

## COMPREHENSIVE COASTAL MANAGEMENT PROGRAM FY13 ACCOMPLISHMENTS & FY14 ACTION PLAN

### SHORE PROTECTION BOARD

On July 8, 2008, the Town Council created the Shore Protection Board (SPB) to “act in an advisory capacity to the Town Council and shall make recommendations to the Town Council on all matters relating to shore protection in the Town of Palm Beach.” On December 9, 2008, Town Council appointed seven (7) Board members who held their first meeting on December 17, 2008.

#### Coastal Management Work Plan

On February 11, 2009, the Town Council directed the Board “to accelerate its meetings, identify a contingency plan for Reach 7 and 8, and provide a long term plan of action (with options) for Town Council consideration in November 2009.” Per direction of the Town Council, the Shore Protection Board submitted a Coastal Management Work Plan on November 9, 2009, which the Town Council accepted as a “blue print” for future coastal management activities in the Town of Palm Beach.

During the 2010, 2011, and 2012 calendar years, the Board has continued an adaptive management approach to their 10-year Work Plan. As more information has become available, some items originally suggested for FY 2011, FY 2012, or FY 2013 were adjusted for future years.

The Board’s FY13 Coastal Management Program budget and 10-Year Plan was peer reviewed by Woods Hole Group between August 2012 and June 2013. Based on the recommendations from Woods Hole Group, a FY14 program budget and 10-year plan was developed and approved by Town Council for funding and implementation.

The current status of the Town’s Coastal Management Program is set forth below and the 10-year plan summary is presented at the end of this report.

### COASTAL PROJECTS UPDATES

Included as an element of the Comprehensive Coastal Management Plan, the Town’s shoreline was divided into eight (8) segments, or “reaches”. Each reach has a unique set of characteristics, based on upland uses, existing armoring, shoreline condition, shoreline orientation, and previous coastal management projects constructed, among others. The Board planned projects are specific for each reach. The information provided below has been separated and is consistent with the work currently being performed, or to be performed, within each reach.

#### **Reach 1 (LAKE WORTH INLET TO ONONDAGA AVENUE)**

##### Current Action

Continue Inlet Maintenance Dredging; to include settling basin, harbor channel, and turning basins. Placement of all beach-compatible sand will be placed on the dry beach and within the permitted beach profile.

Town continues to work with the U.S. Army Corps of Engineers on the various Federally-participated inlet maintenance dredging activities.

Ensure operation and maintenance the Sand Transfer Plant.

2012 Townwide Physical Monitoring Report, dated April 2013

Reach 1 experienced a net loss of 2.9 feet of shoreline position and volumetric gain of 17,388 cubic yards over the past year. These gains are primarily attributable to the placement of material from the maintenance dredging of Lake Worth Inlet in 2011. Overall, this reach has exhibited a long term substantial net shoreline advance of 116.3 feet and volumetric gain (to -26.2 feet NAVD) of 684,446 cubic yards since 1990 and prior to Hurricane Sandy. This advance in shoreline and volume is associated with ongoing placement by the Sand Transfer Plant (STP) within this reach and direct placement of material from inlet maintenance.

Hurricane Sandy resulted in a significant movement of sand from Reach 1 into Reach 2. In total, Reach 1 lost 119,072 cubic yards and experienced a shoreline recession of 105.4 feet. Losses primarily occurred from the upper beach and immediate nearshore.

FDEP Strategic Beach Management Plan, May 2010 Update

Strategy: Bypass an average annual volume of 202,000 cubic yards of sand to the downdrift beaches; place all beach compatible material dredged during channel maintenance on downdrift beaches in areas of greatest need; extension of the discharge pipeline to increase bypassing efficiency with discharge points located at the south jetty, and approximately 1,000 feet and 2,500 feet south of the south jetty.

Comprehensive Coastal Management Plan, 1998 Update

Reach 1 has been subjected to direct sand placement in recent years as a result of dredged sand disposal from the maintenance of Lake Worth Inlet. With the continued Sand Transfer Plant discharge of sand onto the north end of Palm Beach Island and placement of beach-quality maintenance dredge sand by the U.S. Corps of Engineers, two principal Lake Worth Inlet Management Plan objectives of sand bypassing across the Inlet and maintenance of the navigation channel are partially satisfied.

Reach 1 Related Shore Protection Board Recommended Actions, November 2009

Sand Transfer Plant, Phase I Construction - The rehabilitation of the mechanical and electrical systems with structural restoration of the plant itself.

The Town recently completed renovation of the 52-year-old sand bypassing plant. Although the structural and exterior restoration was not completed until May 2010, the mechanical components were all replaced in time for the plant to resume operations in late December 2009. The total cost of the project was approximately \$2,200,000. Town staff was able to secure a \$300,000 grant from the Florida Inland Navigation District, which brought the net Town cost down to approximately \$1,900,000.

STATUS: Completed in April 2010.

Engineered Beach Designation - The SPB requested that the Town hire a consultant to prepare the necessary documentation to potentially qualify Reach 1 as an "Engineered Beach" as defined by FEMA.

STATUS: Report ready for submittal to FEMA should an emergency declaration get issued which includes the Town of Palm Beach.

## Reach 2 (ONONDAGA AVENUE TO EL MIRASOL)

Due to the extensive amount of hardbottom in Reach 2, is it unlikely that a JCP permit for beach restoration could be obtained. In lieu of a beach restoration project, Town staff has identified alternative projects that would introduce additional sand to Reach 2. The addition of a second discharge for the Sand Transfer Plant would dispose beach quality sand on the dry beach. The purpose of placing sand in Reach 2 is to continue the natural southerly flow of sand that has been interrupted by the channel and inlet jetties. The 3,500-foot pipeline extension south of the inlet is expected to assist the Reach 2 beaches with modest accretion. Town staff is working with FDEP and USACE Civil Works staff to potentially expand the footprint of the Lake Worth Inlet's maintenance dredging project into Reach 2.

Should the second discharge, or an expanded inlet maintenance placement area, create a small stable beach throughout Reach 2, a dune project may be considered to add high quality sand with vegetation to create a more natural beach and dune cross shore profile. Dune projects provide a line of defense from storms and benefit the Town's entire coastal system.

### Current Action

Beach Management Agreement Physical and Biological Monitoring.

Continued evaluation and monitoring of existing coastal structures as requested by the SPB.

### 2012 Townwide Physical Monitoring Report, dated April 2013

Over the past year and prior to Hurricane Sandy the Reach 2 shoreline receded an average of 1.9 feet. Volumetric gains occurred throughout the beach profile with the greatest gains occurring in the nearshore. In total, the reach gained 59,718 cubic yards (to -26.2 feet NAVD).

Since 1990, and inclusive of Sandy, the reach has exhibited a net shoreline advance of 14.2 feet though this gain is largely limited to the northernmost portion of the reach. Overall, this reach has lost 308,598 cubic yards (to -26.2 feet NAVD) since 1990 and is the only reach within the Town that has exhibited a net long-term volumetric loss.

Sandy resulted in both shoreline recession and volumetric gain within the reach. Shoreline position receded 22.5 feet and the reach gained 60,889 cubic yards. Gains primarily occurred in the deeper portions of the active profile in depths greater than 13.1 feet.

### FDEP Strategic Beach Management Plan, May 2010 Update

Strategy: Place all beach compatible material dredged during channel maintenance on downdrift beaches in areas of greatest need; extension of the discharge pipeline to increase bypassing efficiency with discharge points located at the south jetty, and approximately 1,000 feet and 2,500 feet south of the south jetty; maintain the projects through monitoring and nourishment using sand from offshore sources; construct a feeder beach to reestablish littoral transport for Reach 2.

### Comprehensive Coastal Management Plan, 1998 Update

Because of high erosion rates in Reach 2, supplemental sand placement must occur.

Reach 2 Related Shore Protection Board Recommended Actions, November 2009

Sand Transfer Plant, Phase II - Installation of a second discharge to be located in Reach 2, south of Reef Road.

STATUS: FDEP BMA signed by all applicable parties. State permit authorization for Phase II received with signed BMA. Federal permit authorization has not been received.

Groin Analysis - Following the Groin Assessment performed, a Town consultant analyzed the functionality of the Town's groin system. A plan to prioritize rehabilitation was developed for SPB consideration.

STATUS: Report submitted in 2011. The SPB has incorporated analysis considerations within the Plan B budget document. Groin rehabilitation in Reach 2 is not included in the SPB's most recent 10-year plan. In September 2012, a peer review of a consultant proposed "Coastal Structures Plan" was performed. The recommendations from the peer review include the initiation of a Groin Rehabilitation Program as a long-term capital improvement project. The FY14 Coastal Management Program Budget and 10-Year Plan includes line item No. 8 to appropriate \$500,000 annually (between FY 2015 and FY 2023) for Groin Rehabilitation.

Maintenance Dredge Sand Permitting, Placement Extension - Previous maintenance dredging events performed by the U.S. Corps of Engineers have been conducted under an agreement with the Town of Palm Beach to place sand on the dry beach at the incremental cost versus placing the sand in the nearshore. The dry beach placement has been restricted to Reach 1 and the northern portion of Reach 2. The SPB would like to expand the dry beach placement areas to include other sections of Town, such as the remainder of Reach 2.

STATUS: The USACE has requested State permit authorization to renew their existing permit for inlet maintenance activities. Details of the renewal include the placement of sand further to the south into Reach 2 to approximately R-80. An EIS will likely need to be completed to extend the dry beach placement area beyond the current limits of placement near R-79 or beyond the limits of the Palm Beach Harbor EIS at approximately R-80.

### **Reach 3 (EL MIRASOL TO VIA BETHESDA)**

Current Action

Continued Physical Monitoring and implementation of BMA-required monitoring.

Continued evaluation and monitoring of existing coastal structures as requested by the SPB.

Beach Nourishment construction planned for Winter of 2013/Spring of 2014.

2012 Townwide Physical Monitoring Report, dated April 2013

*Reaches 3 & 4*

This segment comprises both the north and south segments of the Mid-Town Beach Renourishment project. Over the past year, this reach has exhibited a net shoreline loss of 25.6 feet and loss of 67,070 cubic yards above MHW. Overall, this area experienced a net volumetric loss of 98,032 cubic yards (to -26.2 feet NAVD) over the past year before Sandy. Losses were most prominent above MHW.

Since 1990, and inclusive of Sandy, this shoreline segment has exhibited a net increase in volume of 593,720 cubic yards and gain in shoreline position of 37.1 feet due to direct sand placement.

This segment receded approximately 0.8 feet on average due to Sandy and lost a total volume of 238,159 cubic yards. Losses occurred within the submerged portions of the profile.

Inclusive of Hurricane Sandy impacts the immediate Mid-Town project area has lost a net volume greater than the total volume placed in 2011 and 2006 and contains a volume roughly 49,810 cubic yards less than it did following the impacts from Hurricane Frances and Jeanne.

FDEP Strategic Beach Management Plan, May 2010 Update

Strategy: Maintain the projects through monitoring and nourishment using sand from offshore sources.

Comprehensive Coastal Management Plan, 1998 Update

The management solution for Reach 3 is beach restoration to occur simultaneously with the renourishment of the Mid-Town project.

Reach 3 Related Shore Protection Board Recommended Actions, November 2009

Beach Nourishment Permitting - The permitting for the next beach project in Mid-Town is scheduled to begin in 2012, with expected construction in Winter of 2013/Spring of 2014.

STATUS: Town Council appropriated funds in the FY 2014 budget for construction of the next Mid-Town Beach Nourishment Project. State permitting has been completed through the Palm Beach Island Beach Management Agreement Pilot Project. Federal permitting is still underway, but is expected to be completed in time for an estimated construction start in January 2014. Bid solicitation for construction contracting is underway.

Groin Analysis - Following the Groin Assessment performed, a Town consultant analyzed the functionality of the Town's groin system. A plan to prioritize rehabilitation was developed for SPB consideration.

STATUS: The FY14 Coastal Management Program Budget and 10-Year Plan includes line item No. 8 to appropriate \$500,000 annually (between FY 2015 and FY 2023) for Groin Rehabilitation.

## **Reach 4 (VIA BETHESDA TO 270 FEET SOUTH OF BANYAN ROAD)**

Current Action

Continued Physical Monitoring and implementation of BMA-required monitoring.

Continued evaluation and monitoring of existing coastal structures as requested by the SPB.

Beach Nourishment construction planned for Winter of 2013/Spring of 2014. Mitigation implementation activities for influences from the 2006 Mid-Town Beach Nourishment Project are underway.

2012 Townwide Physical Monitoring Report, dated April 2013

*Reaches 3 & 4*

This segment comprises both the north and south segments of the Mid-Town Beach Renourishment project. Over the past year, this reach has exhibited a net shoreline loss of 25.6 feet and loss of 67,070 cubic yards above MHW. Overall, this area experienced a net volumetric loss of 98,032 cubic yards (to -26.2 feet NAVD) over the past year before Sandy. Losses were most prominent above MHW.

Since 1990, and inclusive of Sandy, this shoreline segment has exhibited a net increase in volume of 593,720 cubic yards and gain in shoreline position of 37.1 feet due to direct sand placement.

This segment receded approximately 0.8 feet on average due to Sandy and lost a total volume of 238,159 cubic yards. Losses occurred within the submerged portions of the profile.

Inclusive of Hurricane Sandy impacts the immediate Mid-Town project area has lost a net volume greater than the total volume placed in 2011 and 2006 and contains a volume roughly 49,810 cubic yards less than it did following the impacts from Hurricane Frances and Jeanne.

FDEP Strategic Beach Management Plan, May 2010 Update

Strategy: Maintain the projects through monitoring and nourishment using sand from offshore sources.

Comprehensive Coastal Management Plan, 1998 Update

The management solution is the renourishment of the Mid-Town project. The Mid-Town groin field should be inspected and maintained to support to the beachfill project.

Reach 4 Related Shore Protection Board Recommended Actions, November 2009

FEMA Dune/Beach Sand - To be conducted simultaneously with the FEMA project in Reach 7, the Mid-Town beach (Clarke Avenue Beach to the south end of the Municipal Beach) will receive sand appreciable to the losses attributed from Tropical Storm Fay.

The dune project will serve as an interim measure until the next Mid-Town renourishment project is constructed. The Shore Protection Board is requesting an appropriation in the proposed FY 2011 coastal budget to begin the permitting effort for beach renourishment in Mid-Town.

STATUS: Construction completed in January 2011.

Beach Nourishment Permitting - The permitting for the next beach project in Mid-Town began in 2012, with expected construction in late 2013/early 2014.

STATUS: Town Council appropriated funds in the FY 2014 budget for construction of the next Mid-Town Beach Nourishment Project. State permitting has been completed through the Palm Beach Island Beach Management Agreement Pilot Project. Federal permitting is still underway, but is expected to be completed in time for an estimated construction start in January 2014. Bid solicitation for construction contracting is underway.

**Reach 5 (270 FEET SOUTH OF BANYAN ROAD TO 170 FEET NORTH OF WIDENER'S CURVE)**

Reach 5 continues to benefit from repeated restorations of Reaches 3 and 4.

Current Action

Continued evaluation and monitoring of existing coastal structures as requested by the SPB.

Continue physical monitoring per BMA-requirement.

2012 Townwide Physical Monitoring Report, dated April 2013

Over the current monitoring period, Reach 5 has experienced a net average gain of 53,573 cubic yards. Net losses of 26,871 cubic yards occurred on the dry beach above MHW. Net shoreline position recession over the past year was approximately 17.2 feet. Overall, this behavior suggests that there was a cross-shore movement of sand from the upper beach to deeper portions of the profile.

Long term (including Sandy), this area has experienced a net shoreline advance of 51.6 feet since 1990. Since 1990, Reach 5 has gained approximately 598,463 cubic yards (above -26.2 feet NAVD) throughout the entire shoreline segment. Gains are directly attributable to the movement of material into Reach 5 from the Mid-Town beach projects within Reaches 3 and 4. Reach 5 has exhibited long term gains in both shoreline and volume due to the movement of material from the beach nourishment projects within Reaches 3 and 4. These trends are likely to continue provided the nourishment source remains. Lacking this source, this reach would likely revert to a net erosion/recession condition consistent with conditions present prior to the initiation of the beach nourishment program.

Sandy resulted in a reach loss of 338,372 cubic yards and average shoreline recession of 21.8 feet. Losses were most prominent within the immediate nearshore in depths less than 13.1 feet.

FDEP Strategic Beach Management Plan, May 2010 Update

Strategy: Maintain the projects through monitoring and nourishment using sand from offshore sources; construct restoration projects in environmentally suitable areas of Reach 5.

Comprehensive Coastal Management Plan, 1998 Update

Proposed improvements include beachfill and a groin field at the south terminus of the reach.

Reach 5 Related Shore Protection Board Recommended Actions, November 2009

Groin Analysis - Following the Groin Assessment performed, a Town consultant analyzed the functionality of the Town's groin system. A plan to prioritize rehabilitation was developed for SPB consideration.

STATUS: The FY14 Coastal Management Program Budget and 10-Year Plan includes line item No. 8 to appropriate \$500,000 annually (between FY 2015 and FY 2023) for Groin Rehabilitation.

Dune Restoration – The SPB recognizes that Reach 5 has maintained a healthy beach due to the sand moving down from Reaches 3 and 4. The SPB may recommend adding sand into the beach and dune

system in Reach 5. Placement of sand in the form of dunes will create a line of defense for the beachfront owners to improve the storm protection to South Ocean Boulevard. This action will add more sand to naturally be added into the littoral drift during a storm event, eventually bringing sand into the Reach 6 area.

STATUS: Physical Monitoring is to continue, per BMA-requirement. No dune restoration projects are planned for Reach 5 per the most recent 10-Year Plan for the Coastal Management Program (for FY14).

## **Reach 6 (170 FEET NORTH OF WIDENER'S CURVE TO SLOAN'S CURVE)**

### Current Action

Continued evaluation and monitoring of existing coastal structures as requested by the SPB.

Continue physical monitoring.

### 2012 Townwide Physical Monitoring Report, dated April 2013

Over the past year, Reach 6 exhibited a net shoreline recession of -6.4 feet and a net gain of 16,382 cubic yards (above -26.2 feet NAVD).

Since 1990, Reach 6 has exhibited a net shoreline advance of 5.2 feet and volumetric gain of 301,419 cubic yards (above -26.2 feet NAVD).

Sandy resulted in a net volume loss of 21,039 cubic yards with the majority of the loss occurring in depths less than 13.1 feet. A slight volumetric gain of 4,247 cubic yards occurred on the upper beach and the shoreline receded 0.5 feet on average.

### FDEP Strategic Beach Management Plan, May 2010 Update

Strategy: Maintain the projects through monitoring and nourishment using sand from offshore sources.

### Comprehensive Coastal Management Plan, 1998 Update

Due to high longshore transport energies evident in this Reach, coupled with the large trough located between 70 and 350 feet from shore and the extensive hardbottom resources, direct placement of sand in this shoreline segment is not recommended.

### Reach 6 Related Shore Protection Board Recommended Actions, November 2009

Groin Analysis - Following the Groin Assessment performed, a Town consultant analyzed the functionality of the Town's groin system. A plan to prioritize rehabilitation was developed for SPB consideration.

STATUS: The FY14 Coastal Management Program Budget and 10-Year Plan includes line item No. 8 to appropriate \$500,000 annually (between FY 2015 and FY 2023) for Groin Rehabilitation.

Dune Restoration - Because of the limited amount of sand going into Reach 7 from Reach 6, the condition of the Reach 7 beaches is a SPB concern. With most of the Reach 6 shoreline consisting of nearshore hardbottom resources, a beach nourishment project is not practical. A thought to be

considered by the SPB is to cover the revetment with sand, or place dune sand east of the revetment where the opportunity presents itself. Creating a more natural beach and dune profile in Reach 6 may provide a volume of sand during storm events to assist the north end of Reach 7 with storm recovery.

STATUS: Physical Monitoring is to continue, per BMA-requirement. No dune restoration projects are planned for Reach 6 per the most recent 10-Year Plan for the Coastal Management Program (for FY14)..

## **Reach 7 (SLOAN'S CURVE TO THE AMBASSADOR HOTEL)**

The Shore Protection Board has made the Reach 7 beaches a top priority for additional coastal management activities.

### Current Action

2011 Dune Restoration Construction completed in January 2011 - March 2011 and project performance monitoring, including environmental monitoring, is being conducted.

Engineering and design for the next beach renourishment project has been completed. State permitting, through the FDEP BMA process, has been completed. Federal permitting is underway.

Continue Physical Monitoring per BMA-requirement. Construction of a FY 2014 Partial Beach Nourishment and Dune Restoration Project in Reach 7 in late 2013/early 2014.. Construct full beach nourishment in Reach 7 with a project in Reach 8 following completion of the Federal-mandated EIS effort and subsequent permitting.

### 2012 Townwide Physical Monitoring Report, dated April 2013

Reach 7 encompasses the boundaries of the Phipps Nourishment Project which was initially constructed in 2006 and was partially renourished in early 2011. Over the past year, Reach 7 experienced a loss of 19.9 feet of shoreline position and volumetric loses above MHW of 47,610 cubic yards. Despite losses in the upper beach, the reach as a whole exhibited a net volumetric gain (to -26.2 feet NAVD) of 63,003 cubic yards.

Since 1990, Reach 7 has exhibited a net average recession of 7.2 feet. This reach has experienced a net volumetric gain (to -26.2 feet NAVD) of 273,919 cubic yards since 1990 due largely to direct sand placement.

Sandy resulted in a shoreline recession of 22.6 feet and a total volumetric loss of 110,998 cubic yards. Losses occurred throughout the profile with the majority of the loss occurring in the nearshore. Impacts to the upper beach were significant with a loss above MHW of 74,909 cubic yards.

### FDEP Strategic Beach Management Plan, May 2010 Update

Strategy: Maintain the projects through monitoring and nourishment using sand from offshore sources.

### Comprehensive Coastal Management Plan, 1998 Update

Beach fill project and the construction of a groin field.

Reach 7 Related Shore Protection Board Recommended Actions, November 2009

FEMA Dune/Beach Sand - Constructed simultaneously with the FEMA project in Reach 4.

The dune project will serve as an interim measure until the next Phipps Ocean Park nourishment project is constructed.

STATUS: 2011 Dune Restoration Construction completed in January 2011 - March 2011 and project performance monitoring, including environmental monitoring, is being conducted.

Beach Nourishment - The 2006 beach restoration project life interval was interrupted by the tropical systems in 2007 and 2008. The SPB recommends renourishment of the 2006 project.

STATUS: The next full nourishment of Reach 7 is planned to occur with construction of a project in Reach 8 (following completion of Federal-mandated EIS effort and subsequent permitting). A partial beach nourishment and dune restoration project is planned for Reach 7 and Reach 8 for late 2013/early 2014. Bid solicitation for construction contracting is underway.

## **Reach 8 (THE AMBASSADOR HOTEL TO LA BONNE VIE)**

Based on the Final Order by Administrative Law Judge Robert Meale, FDEP Secretary Michael Sole issued a denial of the Reach 8 beach restoration project in 2009.

Although the project was denied, the Town was able to secure the state cost-share funding until June 2011 through a grant amendment. The purpose of the time extension was to provide ample time to develop a revised project. A permit application for South End Palm Beach Restoration was submitted to the regulatory agencies in September 2010. With this project in the permitting phase, the Town will again seek a grant amendment to extend the life of the agreement through the anticipated construction.

A revised project was designed in an innovative stepped approach to strategically place sand and allow the natural movement of sand to help sustain a minimum beach profile in Reach 8. The Town has received positive feedback from the Surfrider Foundation regarding the revised project. The design and volume of the revised project is consistent with recommendations by both Administrative Law Judge Robert Meale and the petitioners who opposed the Town in the previous Reach 8 beach project administrative hearing. (The Surfrider Foundation was the primary petitioner in that hearing.) The permit application for the revised proposed beach restoration project in Reach 8 was developed, and is currently on hold until completion of the Federal-mandated EIS effort that is underway.

### Current Action

2011 Dune Restoration Construction completed in March 2011 and project performance monitoring is being conducted

South End Palm Beach Restoration, Permitting

Central Palm Beach County Comprehensive Erosion Control Project, Managed by Palm Beach County ERM, Environmental Impact Statement (EIS) in development

Request for FDEP to further consider critical beach erosion designation in Reach 8

2012Townwide Physical Monitoring Report, April 2013

Over the past year, Reach 8 has exhibited a net shoreline loss of 5.3 feet and overall volumetric loss of 4,818 cubic yards (to a depth of -26.2 feet NAVD).

Since 1990, and inclusive of Sandy, Reach 8 exhibited a net average loss of 16.7 feet, though gains generally occurred at the north end of the reach and recession was evident at the southern boundary. Since 1990, the reach has exhibited a net gain of 275,181 cubic yards (to a depth of -26.2 feet NAVD).

During Sandy, the reach shoreline receded 19.7 feet reversing the long term trend of slight shoreline advance. The reach exhibited an overall net gain of 54,745 cubic yards though this gain occurred primarily within the deeper portions of the profile. This net gain is attributable to migration of sand into the reach from the Phipps project to the immediate north. The upper beach above MHW lost 86,361 cubic yards, of which 45,168 cubic yards occurred within the dune system.

FDEP Strategic Beach Management Plan, May 2010 Update

Strategy: Maintain the projects through monitoring and nourishment using sand from offshore sources; construct restoration projects in environmentally suitable areas of Reach 8; conduct dune restoration where feasible.

Comprehensive Coastal Management Plan, 1998 Update

Beach fill project, and the construction of a groin field within the last 2,000 feet of Reach 8.

Reach 8 Related Shore Protection Board Recommended Actions, November 2009

FEMA Dune/Beach Sand - Constructed simultaneously with the FEMA project in Reach 4.

State and federal permitting has been underway and permits are expected to be received in time to construct a 25,000-cubic-yard dune project soon after November 1, 2010. Work needs to occur between November 1 and March 31 due to the sea turtle nesting season.

The dune project will serve as an interim measure until the potential Reach 8 beach restoration project is constructed.

STATUS: 2011 Dune Restoration Construction completed in January 2011 - March 2011.

Beach Restoration - A small scale beach nourishment project in Reach 8.

STATUS: Permit application submitted in September 2010. In permitting. EIS required by USACE for portions of the project south of the Lake Worth Pier. EIS is underway.

Structures Study - Palm Beach County has been pursuing a breakwater project to provide erosion control for the South Palm Beach/Lantana beaches. The SPB recommended that the Town Council join in the breakwater study with the County for the purpose of determining the long-term regional approach to shoreline management in this area. Subsequently, the Town Council signed two interlocal agreements with Palm Beach County on coastal projects.

A significant step in the permitting process is to conduct an Environmental Impact Statement (EIS) study. The expected time frame for this study is approximately 18 months. In February

2012, Palm Beach County discontinued the EIS process. The Town and the County are restarted the EIS process under the Town's project management. The EIS is not expected to be complete until September 2014.

Critical Beach Erosion Designation - The entire Town shoreline is considered "critically eroded" by the state, except for portions of Reach 8 south of the Lake Worth pier. Attempts have been made by Town consultants to have all of Reach 8 included in the "critically eroded" designation. Each attempt has resulted in the state failing to recognize this area as "critically eroded", although this designation is provided for beaches immediately north and south of the non-designation.

STATUS: During the BMA process, the FDEP designated Reach 8 as critically eroded.

## **Townwide**

### REGIONAL MONITORING

The Regional Monitoring program is ongoing and currently includes annual aerial cartographic photography used to monitor nearshore hardbottom, topographic and bathymetric surveys to monitor current sand movement throughout the Town, and a sediment budget analysis that provides long-term tracking of sand movement throughout the Town. As of September 2013, the BMA was signed and will serve as a regional approach to managing the shoreline along Palm Beach Island.

Additional monitoring activities in FY14 budget include:

- Biological monitoring related to the engineered beach projects in Reaches 3, 4, and 7
- Sea turtle monitoring in Reaches 1, 2, 3, 4, 7 and 8
- Annual tilling of the beaches within the nourishment areas

If necessary, escarpment reductions on engineered beaches during sea turtle nesting season

The above monitoring requirements will be adjusted for the FY15 budget to be reflective of the BMA.

### REVIEW OF SHORE PROTECTION BOARD RECOMMENDED COASTAL MANAGEMENT PLAN

Following receipt of the Shore Protection Board's (SPB) FY 2013 Coastal Management Program Budget and 10-Year Forecast, the Town Council requested that the Board's recommendation be independently peer reviewed. Woods Hole Group, Inc. (WHG) performed the peer review and provided their results and recommendations to Town Council in June 2013.

## Revenue and Expense Summary

|                                  | FY2011<br>Actual | FY2012<br>Actual  | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget  | %<br>Change    |
|----------------------------------|------------------|-------------------|------------------|---------------------|-------------------|----------------|
| <b>Revenues</b>                  |                  |                   |                  |                     |                   |                |
| Transfer from General Fund (001) | 3,090,000        | 3,960,000         | 4,739,514        | 4,739,514           | 4,200,000         | -11.38%        |
| Transfer from ERF (320)          | -                | -                 | -                | -                   | 2,858,913         | 100.00%        |
| Transfer from Risk Fund (501)    | -                | -                 | -                | -                   | 2,000,000         | 100.00%        |
| Bond/Loan Proceeds               | -                | -                 | -                | -                   | 11,960,000        | 100.00%        |
| Interest on Investments          | 62,682           | 75,695            | 20,000           | 30,000              | 30,000            | 50.00%         |
| Grants/Local Revenue             | 3,454,058        | 573,010           | -                | 26,000              | 200,000           | 100.00%        |
| <b>TOTALS</b>                    | <b>6,606,740</b> | <b>4,608,705</b>  | <b>4,759,514</b> | <b>4,795,514</b>    | <b>21,248,913</b> | <b>346.45%</b> |
| <b>Expenses</b>                  |                  |                   |                  |                     |                   |                |
| Current Year Projects            | -                | -                 | 869,000          | -                   | 22,136,000        | 2447.30%       |
| Projects                         | 6,276,950        | 1,173,714         | 6,063,000        | 1,874,470           | -                 | -100.00%       |
| <b>TOTALS</b>                    | <b>6,276,950</b> | <b>1,173,714</b>  | <b>6,932,000</b> | <b>1,874,470</b>    | <b>22,136,000</b> | <b>219.33%</b> |
| Total Revenues                   |                  |                   |                  |                     |                   |                |
| Over/(Under) Expenses            | 329,790          | 3,434,991         | (2,172,486)      | 2,921,044           | (887,087)         |                |
| Beginning Fund Equity            | 7,560,981        | 7,890,771         | 11,325,762       | 11,325,762          | 14,246,806        |                |
| <b>ENDING NET ASSETS</b>         | <b>7,890,771</b> | <b>11,325,762</b> | <b>9,153,276</b> | <b>14,246,806</b>   | <b>13,359,719</b> |                |

**Revenues****Transfer from General Fund (001):**

This line item represents money transferred from the General Fund for the Coastal Program.

**Transfer from Equipment Replacement Fund (320):**

This line item represents money transferred from the Equipment Replacement Fund for the Coastal Program.

**Transfer from Risk Fund (501):**

This line item represents money transferred from the Risk Fund for the Coastal Program.

**Bond/Loan Proceeds**

This line item represents potential bond/loan proceeds to finance the Coastal Program.

**Interest on Investments:**

The interest revenue is based upon the financial market conditions and funds available for investments.

**Grants/Local Revenue:**

FEMA/FDEP/Federal Government reimbursement for beach projects.

**Expenses****Current Year Projects:**

The FY14 budget per the attached Shore Protection Board's proposal.

**Projects:**

This line item represents unexpended carry over budgets from prior years.

**FY 2014 Proposed Coastal Management Program Budget**  
& 10-YEAR (FY 2015 - FY 2023 FORECAST)

| #                                  | Project                                                   | FY 2014           | FY 2015          | FY 2016           | FY 2017          | FY 2018          | FY 2019          | FY 2020          | FY 2021           | FY 2022          | FY 2023          |
|------------------------------------|-----------------------------------------------------------|-------------------|------------------|-------------------|------------------|------------------|------------------|------------------|-------------------|------------------|------------------|
| <b>ISLANDWIDE</b>                  |                                                           |                   |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 1                                  | Perform one-time supplemental analysis of historical data | 40,000            |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 2                                  | Apply and update island-wide sediment transport model     | 100,000           | 20,000           | 20,000            | 20,000           | 20,000           | 20,000           | 20,000           | 20,000            | 20,000           | 20,000           |
| 3                                  | ANNUAL SEDIMENT BUDGET REPORT                             | 75,000            | 25,000           | 25,000            | 25,000           | 25,000           | 25,000           | 25,000           | 25,000            | 25,000           | 25,000           |
| 4                                  | SEAWALL/LLOD FUNCTION/NON-STRUCTURAL ASSESS.              | 100,000           |                  |                   |                  |                  | 100,000          |                  |                   |                  |                  |
| 5                                  | SEAWALL/LLOD ENGINEERING/STRUCTURAL ANALYSIS              |                   | 100,000          |                   |                  |                  |                  |                  |                   |                  |                  |
| 6                                  | SEAWALL/LLOD REHABILITATION/REPLACEMENT                   |                   | 1,000,000        | 1,000,000         | 1,000,000        | 1,000,000        | 1,000,000        | 1,000,000        | 1,000,000         | 1,000,000        | 1,000,000        |
| 7                                  | GROIN ASSESSMENT                                          | 60,000            |                  |                   |                  |                  | 60,000           |                  |                   |                  |                  |
| 8                                  | GROIN REHABILITATION                                      |                   | 500,000          | 500,000           | 500,000          | 500,000          | 500,000          | 500,000          | 500,000           | 500,000          | 500,000          |
| 9                                  | Perform a flooding and climate change/SLR assessment      |                   | 50,000           |                   |                  |                  |                  |                  |                   |                  |                  |
| 10                                 | Commit a communications line item                         | 25,000            | 7,000            | 7,000             | 7,000            | 7,000            | 7,000            | 7,000            | 7,000             | 7,000            | 7,000            |
| 11                                 | Establish budget for dune vegetation maintenance          | 10,000            | 5,000            | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000            | 5,000            |
| 12                                 | REGIONAL SAND NEEDS / SAND SEARCH                         | 25,000            |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 13                                 | GENERAL COASTAL ENGINEERING                               | 50,000            | 50,000           | 50,000            | 50,000           | 50,000           | 50,000           | 50,000           | 50,000            | 50,000           | 50,000           |
| 14                                 | PHYSICAL MONITORING (NON-PROJECT AREAS)                   | 72,000            | 72,000           | 72,000            | 72,000           | 72,000           | 72,000           | 72,000           | 72,000            | 72,000           | 72,000           |
| 15                                 | COASTAL MANAGEMENT PROGRAM OPERATING EXPENS.              | 213,000           | 219,000          | 226,000           | 233,000          | 240,000          | 247,000          | 255,000          | 262,000           | 270,000          | 278,000          |
| <b>INLET MANAGEMENT ACTIVITIES</b> |                                                           |                   |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 16                                 | SAND TRANSFER PLANT OPERATING                             | 310,000           | 313,000          | 316,000           | 319,000          | 322,000          | 325,000          | 328,000          | 331,000           | 335,000          | 338,000          |
| 17                                 | MAINT. DREDGE SAND PERMIT, PLACEMENT EXTEN. (EIS)         |                   | 1,000,000        |                   |                  |                  |                  |                  |                   |                  |                  |
| 18                                 | LWI IMP PHYSICAL MONITORING                               | 19,000            | 19,000           | 19,000            | 19,000           | 19,000           | 19,000           | 19,000           | 19,000            | 19,000           | 19,000           |
| <b>REACH 1</b>                     |                                                           |                   |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 19                                 | SEA TURTLE MONITORING                                     | 33,000            | 33,000           | 33,000            | 33,000           | 33,000           | 33,000           | 33,000           | 33,000            | 33,000           | 33,000           |
| 20                                 | BEACH TILLING                                             | 10,000            | 5,000            | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000            | 5,000            |
| 21                                 | ESCARPMENT REMOVAL                                        | 10,000            | 5,000            | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000            | 5,000            |
| <b>REACH 2</b>                     |                                                           |                   |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 22                                 | NOB SEAWALL REPLACEMENT                                   | 5,600,000         |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| <b>REACH 3</b>                     |                                                           |                   |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 23                                 | Maintain Reach 3 part of Mid-Town project                 | 11,600,000        |                  |                   |                  |                  |                  |                  | 14,500,000        |                  |                  |
| 24                                 | MID-TOWN PHYSICAL MONITORING                              | 38,000            | 38,000           | 38,000            | 38,000           | 38,000           | 38,000           | 38,000           | 38,000            | 38,000           | 38,000           |
| 25                                 | MID-TOWN PROJECT ENGINEERING REPORT                       | 11,000            | 11,000           | 11,000            | 11,000           | 11,000           | 11,000           | 11,000           | 11,000            | 11,000           | 11,000           |
| <b>REACH 4</b>                     |                                                           |                   |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 26                                 | BEACH NOURISHMENT CONSTRUCTION MITIGATION                 | 150,000           | 100,000          | 100,000           | 100,000          | 100,000          | 100,000          | 100,000          | 100,000           | 100,000          | 100,000          |
| 27                                 | SEA TURTLE MONITORING                                     | 32,000            | 32,000           | 32,000            | 32,000           | 32,000           | 32,000           | 32,000           | 32,000            | 32,000           | 32,000           |
| 28                                 | BEACH TILLING                                             | 10,000            | 5,000            | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000            | 5,000            |
| 29                                 | ESCARPMENT REMOVAL                                        | 10,000            | 5,000            | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000            | 5,000            |
| 30                                 | BIOLOGICAL MONITORING                                     | 220,000           | 105,000          | 75,000            | 75,000           | 75,000           | 75,000           | 75,000           | 75,000            | 75,000           | 75,000           |
| <b>REACH 7</b>                     |                                                           |                   |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 31                                 | Renourish Phipps project                                  | 1,800,000         |                  | 15,100,000        |                  |                  |                  |                  | 2,300,000         |                  |                  |
| 32                                 | PHIPPS PHYSICAL MONITORING                                | 28,000            | 28,000           | 28,000            | 28,000           | 28,000           | 28,000           | 28,000           | 28,000            | 28,000           | 28,000           |
| 33                                 | PHIPPS PROJECT ENGINEERING REPORT                         | 11,000            | 10,000           | 10,000            | 10,000           | 10,000           | 10,000           | 10,000           | 10,000            | 10,000           | 10,000           |
| 34                                 | SEA TURTLE MONITORING                                     | 32,000            | 32,000           | 32,000            | 32,000           | 32,000           | 32,000           | 32,000           | 32,000            | 32,000           | 32,000           |
| 35                                 | BEACH TILLING                                             | 10,000            | 5,000            | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000            | 5,000            |
| 36                                 | ESCARPMENT REMOVAL                                        | 10,000            | 5,000            | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000            | 5,000            |
| 37                                 | BIOLOGICAL MONITORING                                     | 100,000           | 70,000           | 70,000            | 70,000           | 70,000           | 70,000           | 70,000           | 70,000            | 70,000           | 70,000           |
| <b>REACH 8</b>                     |                                                           |                   |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 38                                 | Proceed with Regional EIS                                 | 1,000,000         |                  |                   |                  |                  |                  |                  |                   |                  |                  |
| 39                                 | Construct first phase of project concurrently with Phipps | 950,000           |                  | 1,235,000         |                  |                  |                  |                  | 1,430,000         |                  |                  |
| 40                                 | REACH 8 PHYSICAL MONITORING                               | 28,000            | 28,000           | 28,000            | 28,000           | 28,000           | 28,000           | 28,000           | 28,000            | 28,000           | 28,000           |
| 41                                 | REACH 8 PROJECT ENGINEERING REPORT                        |                   |                  | 10,000            | 10,000           | 10,000           | 10,000           | 10,000           | 10,000            | 10,000           | 10,000           |
| 42                                 | SEA TURTLE MONITORING                                     | 32,000            | 32,000           | 32,000            | 32,000           | 32,000           | 32,000           | 32,000           | 32,000            | 32,000           | 32,000           |
| 43                                 | BEACH TILLING                                             | 10,000            | 5,000            | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000            | 5,000            |
| 44                                 | ESCARPMENT REMOVAL                                        | 10,000            | 5,000            | 5,000             | 5,000            | 5,000            | 5,000            | 5,000            | 5,000             | 5,000            | 5,000            |
| 45                                 | BIOLOGICAL MONITORING                                     |                   |                  | 20,000            | 20,000           | 20,000           | 20,000           | 20,000           | 20,000            | 20,000           | 20,000           |
|                                    |                                                           | <b>22,844,000</b> | <b>3,939,000</b> | <b>19,134,000</b> | <b>2,809,000</b> | <b>2,819,000</b> | <b>2,989,000</b> | <b>2,840,000</b> | <b>21,080,000</b> | <b>2,862,000</b> | <b>2,873,000</b> |

10-Year Total (Raw Cost)

84,189,000

# Town of Palm Beach



Town Facilities Project Fund (310)

### Revenue and Expense Summary

|                                      | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|--------------------------------------|------------------|------------------|------------------|---------------------|------------------|---------------|
| <b>Revenues</b>                      |                  |                  |                  |                     |                  |               |
| Interest on Investments              | 1,420            | 2,759            | 1,000            | 1,600               | 1,000            | 0.00%         |
| Miscellaneous                        | 3,764            | -                | -                | -                   | -                | 0.00%         |
| <b>TOTALS</b>                        | <b>5,184</b>     | <b>2,759</b>     | <b>1,000</b>     | <b>1,600</b>        | <b>1,000</b>     | <b>0.00%</b>  |
| <b>Expenses</b>                      |                  |                  |                  |                     |                  |               |
| Projects                             | 49,689           | 6,458            | -                | -                   | -                | 0.00%         |
| Transfer to Pay-as-you-go Fund (307) | -                | -                | 200,000          | 200,000             | 225,000          | 12.50%        |
| <b>TOTALS</b>                        | <b>49,689</b>    | <b>6,458</b>     | <b>200,000</b>   | <b>200,000</b>      | <b>225,000</b>   | <b>12.50%</b> |
| Total Revenues                       |                  |                  |                  |                     |                  |               |
| Over/(Under) Expenses                | (44,505)         | (3,699)          | (199,000)        | (198,400)           | (224,000)        |               |
| Beginning Fund Equity                | 1,017,639        | 973,134          | 969,435          | 969,435             | 771,035          |               |
| <b>ENDING NET ASSETS</b>             | <b>973,134</b>   | <b>969,435</b>   | <b>770,435</b>   | <b>771,035</b>      | <b>547,035</b>   |               |

### Revenues

#### Interest on Investments:

The interest revenue is based upon the financial market conditions and funds available for investment.

#### Miscellaneous:

This item represents revenue received for FPL rebates.

### Expenses

#### Projects:

This amount represents Town Facilities project expenditures.

#### Transfer to Pay-as-you-go Fund (307):

This budget item is intended to address projects in facilities that are beyond the routine capability of the operating (maintenance/repair) budget, but not large enough to be major capital projects of their own. Rehabilitation or renovation of different building components (roofs, interior finishes, plumbing, HVAC, etc) are anticipated.



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# Town of Palm Beach



Worth Avenue Assessment District (311)

### Revenue and Expense Summary

|                                                    | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget | %<br>Change    |
|----------------------------------------------------|------------------|------------------|------------------|---------------------|------------------|----------------|
| <b>Revenues</b>                                    |                  |                  |                  |                     |                  |                |
| Transfer from Worth Ave<br>Construction Fund (313) | -                | 41,400           | -                | -                   | -                | 0.00%          |
| Special Assessment<br>Revenue                      | 989,814          | 1,068,133        | 1,130,405        | 1,000,000           | 273,261          | -75.83%        |
| Interest on Investments                            | 2,907            | 702              | 1,000            | 400                 | 400              | -60.00%        |
| Donations/Miscellaneous                            | 3,546            | 11,003           | 10,000           | 12,000              | 10,000           | 0.00%          |
| <b>TOTALS</b>                                      | <b>996,267</b>   | <b>1,121,238</b> | <b>1,141,405</b> | <b>1,012,400</b>    | <b>283,661</b>   | <b>-75.15%</b> |
| <b>Expenses</b>                                    |                  |                  |                  |                     |                  |                |
| Transfer to Debt Service<br>2010B (206)            | 865,163          | 864,300          | 779,800          | 779,800             | -                | -100.00%       |
| Maintenance Costs                                  | 89,121           | 182,280          | 217,036          | 217,036             | 211,125          | -2.72%         |
| <b>TOTALS</b>                                      | <b>954,284</b>   | <b>1,046,580</b> | <b>996,836</b>   | <b>996,836</b>      | <b>211,125</b>   | <b>-78.82%</b> |
| Total Revenues                                     |                  |                  |                  |                     |                  |                |
| Over/(Under) Expenses                              | 41,983           | 74,658           | 144,569          | 15,564              | 72,536           |                |
| Beginning Fund Equity                              | 52,594           | 94,577           | 169,235          | 169,235             | 184,799          |                |
| <b>ENDING NET ASSETS</b>                           | <b>94,577</b>    | <b>169,235</b>   | <b>313,804</b>   | <b>184,799</b>      | <b>257,335</b>   |                |

### Revenues

#### **Transfer from Worth Avenue Construction Fund:**

Remaining balances to be transferred from the Worth Avenue Construction Fund.

#### **Special Assessment Revenue:**

Non Ad Valorem Revenue collected from property owners for Worth Avenue special assessments.

#### **Interest on Investments:**

The interest revenue is based upon the financial market conditions and funds available for investment.

#### **Donations/Miscellaneous:**

Represents donations received for Worth Avenue items.

### Expenses

#### **Transfer to Debt Service 2010B Fund (206):**

Annual debt service on 2010B Revenue Bonds. Decrease is related to the redemption of a portion of the Worth Avenue bonds on 1/1/12.

#### **Maintenance Costs:**

Annual maintenance costs for Worth Avenue.



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# Town of Palm Beach



Accelerated Capital Fund (312)

**Revenue and Expense Summary**

|                                          | <b>FY2011</b>     | <b>FY2012</b>     | <b>FY2013</b>      | <b>FY2013</b>     | <b>FY2014</b>    | <b>%</b>       |
|------------------------------------------|-------------------|-------------------|--------------------|-------------------|------------------|----------------|
|                                          | <b>Actual</b>     | <b>Actual</b>     | <b>Budget</b>      | <b>Projected</b>  | <b>Budget</b>    | <b>Change</b>  |
| <b>Revenues</b>                          |                   |                   |                    |                   |                  |                |
| Interest on Investments                  | 123,235           | 81,217            | 80,000             | 50,000            | 20,000           | -75.00%        |
| City of West Palm Beach                  | -                 | 762,620           | -                  | -                 | -                | 0.00%          |
| <b>TOTALS</b>                            | <b>123,235</b>    | <b>843,837</b>    | <b>80,000</b>      | <b>50,000</b>     | <b>20,000</b>    | <b>-75.00%</b> |
| <b>Expenses</b>                          |                   |                   |                    |                   |                  |                |
| Transfer 2010B Worth Ave Bond Fund (313) | 805,956           | -                 | -                  | -                 | -                | 0.00%          |
| Projects(a)                              | 2,428,899         | 15,526,064        | 24,797,910         | 18,000,000        | 5,013,683        | -79.78%        |
| <b>TOTALS</b>                            | <b>3,234,855</b>  | <b>15,526,064</b> | <b>24,797,910</b>  | <b>18,000,000</b> | <b>5,013,683</b> | <b>-79.78%</b> |
| Total Revenues                           |                   |                   |                    |                   |                  |                |
| Over/(Under) Expenses                    | (3,111,620)       | (14,682,227)      | (24,717,910)       | (17,950,000)      | (4,993,683)      |                |
| Beginning Fund Equity                    | 40,737,530        | 37,625,910        | 22,943,683         | 22,943,683        | 4,993,683        |                |
| <b>ENDING NET ASSETS</b>                 | <b>37,625,910</b> | <b>22,943,683</b> | <b>(1,774,227)</b> | <b>4,993,683</b>  | <b>-</b>         |                |

(a) FY2014 projects are funded with unexpended roll-over balances from FY2013 and/or appropriations of fund balances approved by Town Council resolution.

**Revenues****Interest on Investments:**

The interest revenue is based upon the financial market conditions and funds available for investment.

**City of West Palm Beach:**

Refund to West Palm for the unused advance for the subaqueous project.

**Expenses****Transfer 2010B Worth Avenue Bond Fund (313):**

This transfer represents the Town's share of Sanitary and Storm Sewer improvement for Worth Avenue.

**Projects:**

A detailed schedule of projects can be found in this section.

| Program Project                                                          | Original 2009 Cost Estimate | 2010A Bond Series        |                      |                  |
|--------------------------------------------------------------------------|-----------------------------|--------------------------|----------------------|------------------|
|                                                                          |                             | Updated Project Estimate | Amount Paid to-date  | Percent Complete |
| <b>Sanitary Pump Station Improvements</b>                                |                             |                          |                      |                  |
| Pump Station A-7 Inline Booster Station                                  | \$ 1,465,000                | \$ 2,226,000             | \$ 1,412,144         |                  |
| Pump Stations A-39 & A-41 Improvements                                   | \$ 400,000                  | \$ 744,000               | \$ 188,362           |                  |
| Pump Stations A-42 & A-43 Improvements                                   | \$ 1,020,000                | \$ 680,000               | \$ 200,201           |                  |
| Ejector Pump Stations Upgrades                                           | \$ 2,055,000                | \$ 4,835,000             | \$ 329,287           |                  |
| Pump Station S-2 Inline Booster Station                                  | \$ 2,300,000                | \$ 2,419,000             | \$ 2,008,024         |                  |
| Pump Stations A-5 & A-6 Improvements                                     | \$ 150,000                  | \$ 183,000               | \$ 41,326            |                  |
| Pump Stations A-39, A-41, A-42 & A-43 Emergency Generators - Design Only | \$ -                        | \$ 50,000                | \$ 42,666            |                  |
| E-6 Pump Station Improvements                                            |                             | \$ 286,000               | \$ 62,625            |                  |
| <b>Sub-Total Sanitary Pump Stations</b>                                  | <b>\$ 7,390,000</b>         | <b>\$ 11,423,000</b>     | <b>\$ 4,284,634</b>  | <b>38%</b>       |
| <b>Sanitary Piping Improvements</b>                                      |                             |                          |                      |                  |
| A-42 to A-41 & Par 3 to A-39 Force Main Replacement                      | \$ 1,200,000                | \$ 2,472,000             | \$ 1,348,517         |                  |
| A-7 to Hammon Avenue Force Main Replacement                              | \$ 575,000                  | \$ 1,030,000             | \$ 372,570           |                  |
| Pinewalk Force Main Replacement                                          | \$ 121,000                  | \$ 25,000                | \$ 24,998            |                  |
| E-3 & E-2 Force Main Replacement - Design Only                           | \$ 650,000                  | \$ 47,600                | \$ 33,035            |                  |
| E-6, Bradley Park to Tangier Avenue, Force Main Replacement              | \$ 890,000                  | \$ 981,000               | \$ 132,397           |                  |
| North Flagler Drive Force Main - Design Only                             | \$ -                        | \$ 167,300               | \$ 146,627           |                  |
| 23rd Street & Currie Park Force Main Improvements                        | \$ -                        | \$ 1,260,000             | \$ -                 |                  |
| Sanitary Gravity Main Replacement Program                                | \$ 1,000,000                | \$ 767,300               | \$ 554,275           |                  |
| Sanitary Sewer Force Main Lining - Design Only                           | \$ -                        | \$ 70,000                | \$ 46,568            |                  |
| A-6 to Royal Poinciana Way Force Main Replacement                        | \$ 1,200,000                | \$ -                     | \$ -                 |                  |
| Barton Avenue to Bradley Park Force Main Replacement                     | \$ 1,000,000                | \$ -                     | \$ -                 |                  |
| Cocoanut Row to S. Ocean Blvd. Force Main Replacement                    | \$ 505,000                  | \$ -                     | \$ -                 |                  |
| A-43 to A-42 Force Main Replacement - Deleted Project                    | \$ 517,000                  | \$ 3,722                 | \$ 3,722             |                  |
| S-2 Bypass at A-5 Force Main Replacement - Deleted Project               | \$ 55,000                   | \$ -                     | \$ -                 |                  |
| S-2 Force Main in West Palm Beach - Deleted Project                      | \$ 2,070,000                | \$ -                     | \$ -                 |                  |
| S-2 to Tangier Avenue Force Main Replacement - Deleted Project           | \$ 2,560,000                | \$ -                     | \$ -                 |                  |
| <b>Sub-Total Sanitary Collection System</b>                              | <b>\$ 12,343,000</b>        | <b>\$ 6,823,922</b>      | <b>\$ 2,662,710</b>  | <b>39%</b>       |
| <b>Stormwater Drainage Improvements</b>                                  |                             |                          |                      |                  |
| D-4 Pump Station Improvements - Design Only                              | \$ 105,000                  | \$ 165,000               | \$ 117,152           |                  |
| Stormwater Corrugated Pipe Replacement Program                           | \$ 1,000,000                | \$ 520,000               | \$ 374,161           |                  |
| D-3/D-4 Pump Station Electrical Upgrades                                 | \$ -                        | \$ 509,000               | \$ 53,709            |                  |
| <b>Sub-Total Drainage Improvements</b>                                   | <b>\$ 1,105,000</b>         | <b>\$ 1,194,000</b>      | <b>\$ 545,023</b>    | <b>46%</b>       |
| <b>Other Projects &amp; Misc.</b>                                        |                             |                          |                      |                  |
| Worth Avenue Improvements                                                | \$ 998,000                  | \$ 805,956               | \$ 805,956           |                  |
| Program Administration                                                   | \$ 720,000                  | \$ 719,960               | \$ 447,392           |                  |
| ECR Pelletizer - Biosolids Improvements                                  | \$ 1,241,000                | \$ -                     | \$ -                 |                  |
| Ocean Outfall Junction Box Rehabilitation                                | \$ 265,000                  | \$ 116,000               | \$ 86,943            |                  |
| Traffic Signal Improvements                                              | \$ 370,000                  | \$ 405,000               | \$ 359,587           |                  |
| Pre-Construction Phase Services for ACIP Force Main Projects             | \$ -                        | \$ 25,000                | \$ 3,992             |                  |
| Accounting and Auditing                                                  | \$ -                        | \$ 18,200                | \$ 13,155            |                  |
| General Engineering                                                      | \$ -                        | \$ 20,000                | \$ 295               |                  |
| Archaeological Consulting Services for ACIP                              | \$ -                        | \$ 10,000                | \$ -                 |                  |
| <b>Sub-Total Other Projects</b>                                          | <b>\$ 3,594,000</b>         | <b>\$ 2,120,116</b>      | <b>\$ 1,717,320</b>  | <b>81%</b>       |
| <b>Completed Projects</b>                                                |                             |                          |                      |                  |
| Subaqueous Force Main Crossing                                           | \$ -                        | \$ 1,084,023             | \$ 1,084,023         |                  |
| North Lake Way & Tangier Avenue Infrastructure Improvements              | \$ 1,215,000                | \$ 1,121,043             | \$ 1,121,043         |                  |
| Accelerated Capital Improvement Program Phasing Plan                     | \$ -                        | \$ 19,390                | \$ 19,390            |                  |
| North Lake Way & Laurian Lane Infrastructure Improvements                | \$ 885,000                  | \$ 881,286               | \$ 881,286           |                  |
| D-4 Pipe Repair                                                          | \$ 700,000                  | \$ 10,154                | \$ 10,154            |                  |
| D-15 (D-6 & D-7) Pump Station Rehabilitation                             | \$ 3,690,000                | \$ 6,600,000             | \$ 6,598,849         |                  |
| A-39 to A-7 Force Main Replacement                                       | \$ 5,000,000                | \$ 8,347,268             | \$ 8,347,268         |                  |
| Street Lighting Improvements                                             | \$ 1,780,000                | \$ 1,571,862             | \$ 1,571,862         |                  |
| D-10 Pump Station Improvements - Design                                  | \$ 50,000                   | \$ 120,740               | \$ 120,740           |                  |
| Telemetry System Improvements                                            | \$ -                        | \$ 420,113               | \$ 420,113           |                  |
| <b>Sub-Total Completed Projects</b>                                      | <b>\$ 13,320,000</b>        | <b>\$ 20,175,879</b>     | <b>\$ 20,174,727</b> | <b>100%</b>      |
| <b>Delayed Projects</b>                                                  |                             |                          |                      |                  |
| D-4 Pump Station Improvements - Construction                             | \$ 1,515,000                |                          |                      |                  |
| D-10 Pump Station Improvements - Construction                            | \$ 1,965,000                |                          |                      |                  |
| <b>Sub-Total - Future Projects</b>                                       | <b>\$ 3,480,000</b>         |                          |                      |                  |
| <b>CURRENT INTEREST</b>                                                  | <b>\$ 612,426</b>           |                          |                      |                  |
| <b>ACIP PROGRAM BUDGET</b>                                               | <b>\$ 41,844,426</b>        | <b>\$ 41,736,917</b>     | <b>\$ 29,384,413</b> | <b>70%</b>       |



# PUMP STATION A-7 INLINE BOOSTER STATION

## Budget

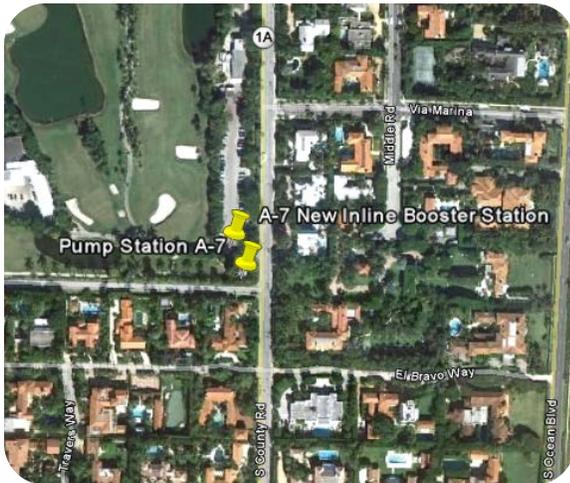
Cost Estimate: \$2,226,000

## Project Description

This project will rehabilitate the existing A-7 sanitary pump station including: replacement and upgrade of mechanical and electrical equipment and wetwell repairs to rehabilitate deteriorated concrete. This project also includes construction of a new in-line booster pump station and emergency by-pass pump.

## Benefit

Construction of a new in-line station will enable the Town to “boost” the pressure of flows being transmitted from the stations upstream of the A-7 pump station to reach another booster station that is planned for the S-2 master station site. This approach will allow the transportation of 100% of the south end sewage flows north to the shared force main with West Palm Beach and onto the East Regional Water Reclamation Facility.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

## Project Schedule

| Phase        | Time Frame                |
|--------------|---------------------------|
| Design       | July 2010 – January 2012  |
| Permitting   | September 2011 – May 2012 |
| Procurement  | February 2013 – May 2013  |
| Construction | May 2013 – November 2013  |

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# PUMP STATIONS A-39 & A-41 IMPROVEMENTS

## Budget

Cost Estimate: \$744,000

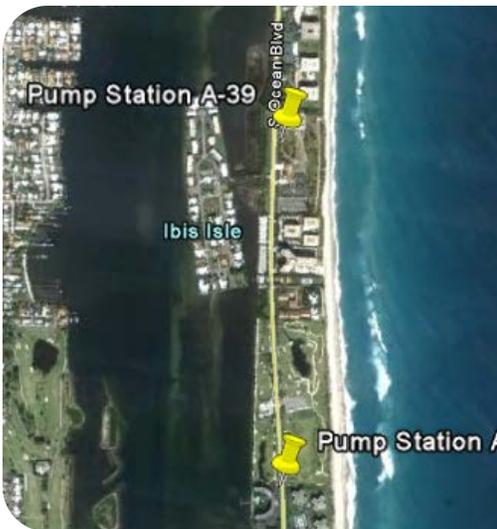
## Project Description

This project will rehabilitate sanitary pump stations A-39 and A-41 to increase pumping capacity, upgrade electrical and mechanical systems, complete structural repairs and convert from dry-pit to submersible stations.

## Benefit

This project will increase the reliability of these pump stations by upgrading the wastewater pumps and the electrical and mechanical systems. Completion of any necessary structural repairs and application of wet well coatings will extend the life of the stations. The project will also allow the transportation of 100% of the south end sewage flows north to the shared force main with West Palm Beach and onto the East Regional Water Reclamation Facility.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

| Project Schedule |                               |
|------------------|-------------------------------|
| Phase            | Time Frame                    |
| Design           | February 2011 – February 2012 |
| Procurement      | February 2013 – May 2013      |
| Construction     | May 2013 - November 2013      |



# PUMP STATIONS A-42 & A-43 IMPROVEMENTS

## Budget

Cost Estimate: \$680,000

## Project Description

This project will rehabilitate sanitary pump stations A-42 and A-43 including increase in pumping capacity, upgrade of the electrical and mechanical systems, minor structural repairs, and conversion from dry-pit to submersible stations.

## Benefit

This project will increase the reliability of these pump stations by upgrading the wastewater pumps and the electrical and mechanical systems. Completion of any necessary structural repairs and application of wet well coatings will extend the life of the stations. The project will also allow the transportation of 100% of the south end sewage flows north to the shared force main with West Palm Beach and onto the East Regional Water Reclamation Facility.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

## Project Schedule

| Phase        | Time Frame                 |
|--------------|----------------------------|
| Design       | November 2010 - July 2011  |
| Permitting   | February 2011 – April 2011 |
| Procurement  | February 2013 - May 2013   |
| Construction | May 2013 - November 2013   |



# EJECTOR PUMP STATIONS UPGRADES

## Budget

Cost Estimate: \$4,835,000

## Project Description

This project involves development and implementation of a plan to replace or upgrade existing E-stations located throughout the Town. The scope includes upgrading the existing pneumatic pumps and rehabilitation or replacement of stations. Associated force mains and air lines will also be replaced.

## Benefit

The existing sanitary neighborhood stations range in age from 50 to 55 years old. Upgrading these stations will reduce the operation and maintenance costs of the existing pneumatic pump stations.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

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M A I N T A I N A B L E T O M O R R O W  
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## Project Schedule

| Phase        | Time Frame                           |
|--------------|--------------------------------------|
| Design       | January 2012 – December 2012         |
| Procurement  | February 2013 - June 2013            |
| Construction | June – Nov. 2013 & April – Nov. 2014 |



# PUMP STATION S-2 INLINE BOOSTER STATION

## Budget

Cost Estimate: \$2,419,000

## Project Description

This project involves construction of a new in-line booster pump station at sanitary pump station S-2. The new station will replace the existing wetwell and submersible pump system.

## Benefit

Construction of a new in-line station will enable the Town to abandon Lift Station No. 22 located in West Palm Beach. This will result with operations and maintenance costs savings. The Town had previously budgeted \$1,000,000 to upgrade the existing station. By modernizing the station in lieu of upgrading it, the life of the station will be extended and operations costs further reduced.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

## Project Schedule

| Phase        | Time Frame                                      |
|--------------|-------------------------------------------------|
| Design       | April 2011 – January 2012                       |
| Permitting   | January 2012 – March 2012                       |
| Procurement  | January 2012 – April 2012                       |
| Construction | May – Dec. 2012, April – Aug. 2013, & Nov. 2013 |



# PUMP STATIONS A-5 & A-6 IMPROVEMENTS

## Budget

Cost Estimate: \$183,000

## Project Description

The project includes several structural, mechanical and electrical improvements at sanitary pump stations A-5 and A-6.

## Benefit

The improvements will extend the useful life of the pump stations and defer for many years a major rehabilitation project.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

## Project Schedule

| Phase        | Time Frame                               |
|--------------|------------------------------------------|
| Design       | Aug. 2011 – Feb. 2012 & June – Aug. 2013 |
| Procurement  | March – July 2012 & Jan - March 2014     |
| Construction | July – Sept 2012 & May - August 2014     |



# PUMP STATIONS A-39, A-41, A-42 & A-43 EMERGENCY GENERATORS

## Budget

Cost Estimate: \$50,000  
(Design Only)

## Project Description

The project will replace the existing standby water cooled generators with conventional air cooled generators at each pump station site. The air compressor at A-39 will also be upgraded.

## Benefit

This project will increase the reliability of the standby back up power at each pump station and improve the efficiency of the air system south of Pump Station A-7.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

## Project Schedule

| Phase        | Time Frame                 |
|--------------|----------------------------|
| Design       | January 2013 – August 2013 |
| Procurement  | Future                     |
| Construction | Future                     |



# E-6 PUMP STATION IMPROVEMENTS

## Budget

Cost Estimate: \$286,000

## Project Description

This project included evaluating and possibly upgrading the E-6 Pump Station. A hydraulic analysis will determine the magnitude of improvements needed to the existing pump station.

## Benefit

This project will allow the E-6 Pump Station to pump the north end sewage flows to Pump Station S-2 and through the existing subaqueous force main directly to the East Central Regional Water Reclamation Facility (ECR). The E-6 Pump Station will then allow the E-6 force main to be used as a backup route to the ECR giving the system redundancy.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

## Project Schedule

| Phase        | Time Frame                  |
|--------------|-----------------------------|
| Design       | February 2013 – May 2013    |
| Procurement  | April 2013 – July 2013      |
| Construction | July 2013, April – May 2014 |



# A-42 to A-41 & Par 3 to A-39 FORCE MAIN REPLACEMENT

## Budget

Cost Estimate: \$2,472,000

## Project Description

This project will replace an existing 4-inch force main with a 16-inch force main from the Par 3 golf course to pump station A-39 at Phipps Ocean Park. The project will also replace the existing 10-inch force main with a 12-inch force main from pump station A-42 at 3000 South Ocean Blvd to station A-41 at the Par 3 golf course.

## Benefit

This project will replace aging force mains before they break and disrupt the roadway and potentially results with environmental impacts. The project will also allow the transportation of 100% of the south end sewage flows north to the shared force main with West Palm Beach and onto the East Central Regional Water Reclamation Facility.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

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## Project Schedule

| Phase        | Time Frame                          |
|--------------|-------------------------------------|
| Design       | Oct 2010 – May 2011, Feb – Aug 2012 |
| Permitting   | February 2011 - October 2011        |
| Procurement  | February 2013 - May 2013            |
| Construction | June 2013 – November 2013           |



# A-7 to HAMMON AVENUE FORCE MAIN REPLACEMENT

## Budget

Cost Estimate:  
\$1,030,000

## Project Description

This project will replace an existing pre-stressed concrete cylinder force main extending from sanitary pump station A-7 to Hammon Avenue. The project will be constructed with the Pinewalk Force Main Replacement project.

## Benefit

This project will replace an aging force main before it breaks and disrupts the roadway and potentially results with environmental impacts.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

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## Project Schedule

| Phase        | Time Frame                   |
|--------------|------------------------------|
| Design       | April 2012 – January 2013    |
| Permitting   | November 2012 – January 2013 |
| Procurement  | February 2013 – June 2013    |
| Construction | July 2013 – November 2013    |



# PINEWALK FORCE MAIN REPLACEMENT

## Budget

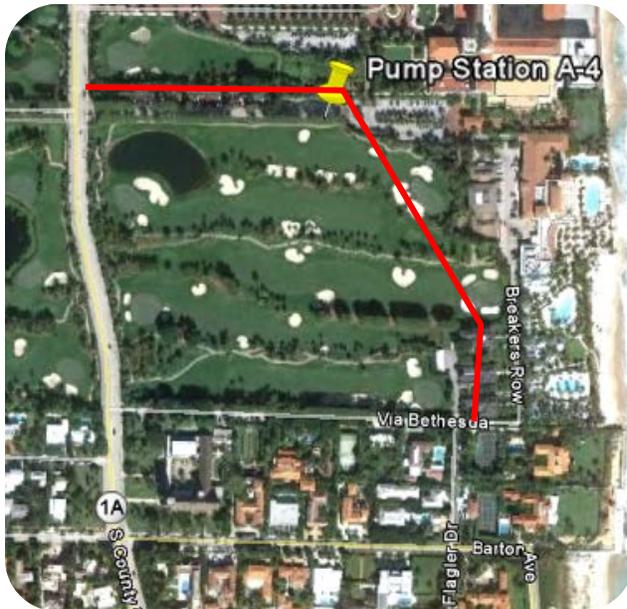
Cost Estimate: \$25,000  
(Design Only; Const. included with A-7 to Hammon Ave FM)

## Project Description

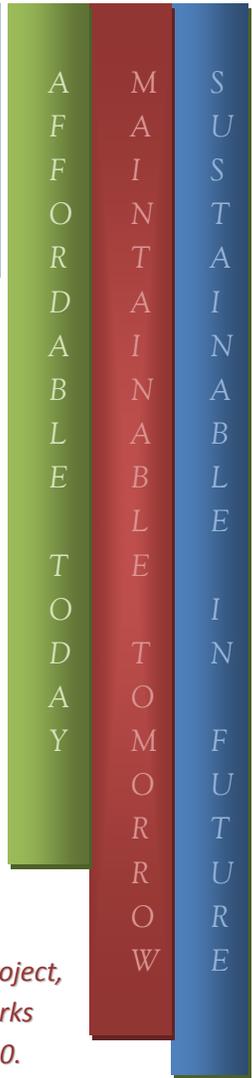
This project will replace an existing 8-inch diameter force main crossing at the Breakers golf course with a new force main along Pinewalk to the 20-inch diameter force main in South County Road. This project will be constructed with the A-7 to Hammon Avenue Force Main Replacement project.

## Benefit

This project will replace an aging force main before it breaks and disrupts the roadway and potentially results with environmental impacts.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*



## Project Schedule

| Phase        | Time Frame                     |
|--------------|--------------------------------|
| Design       | September 2012 – December 2012 |
| Permitting   | December 2012                  |
| Procurement  | May 2013 – June 2013           |
| Construction | July 2013 – November 2013      |



# E-3, GARDEN RD to CHERRY LN, & E-2, EL PUEBLO WAY TO MONTEREY RD, FORCE MAIN LINING

## Budget

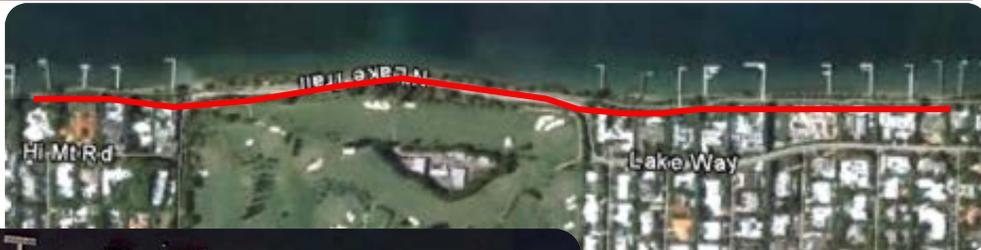
Cost Estimate: \$47,600  
(Design Only)

## Project Description

This project will line an existing 12-inch diameter force main with a new 12-inch force main on North Lake Trail north of Garden Avenue to south of Hi-Mount Access Trail and 8-inch force main on North Lake Trail from El Pueblo Way to Monterey Road.

## Benefit

This project will replace an aging force main before it breaks and disrupts the roadway and potentially results with environmental impacts.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

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## Project Schedule

| Phase        | Time Frame                             |
|--------------|----------------------------------------|
| Study        | December 2012 – March 2013             |
| Design       | April – July 2013, Nov 2013 – Jan 2014 |
| Permitting   | Future                                 |
| Construction | Future                                 |



# E-6, BRADLEY PARK to TANGIER AVENUE, FORCE MAIN LINING

## Budget

Cost Estimate: \$981,000

## Project Description

This project will line an existing 12-inch diameter force main along Lake Trail at 325 Tangier Avenue to the Station S-2 in Bradley Park.

## Benefit

This project will renew an aging force main before it breaks and disrupts the roadway and potentially results with environmental impacts. In addition, it will allow all flow from the north to be pumped to Pump Station S-2 and then directly to the East Coast Regional Water Reclamation Facility.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

## Project Schedule

| Phase        | Time Frame                  |
|--------------|-----------------------------|
| Design       | April 2012 – December 2012  |
| Permitting   | June 2012 – August 2012     |
| Procurement  | May 2013 – August 2013      |
| Construction | August 2013 – November 2013 |



# NORTH FLAGLER DRIVE FORCE MAIN

## Budget

Cost Estimate: \$167,300  
(Design Only)

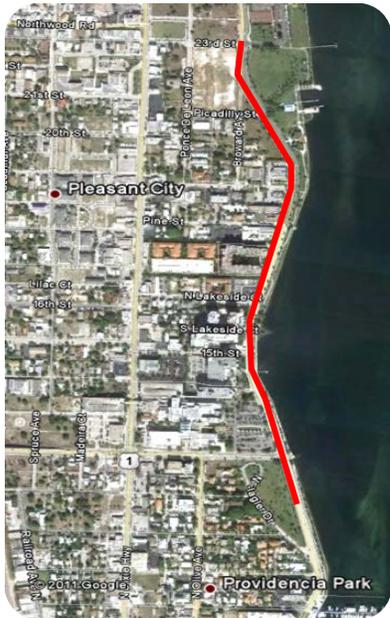
## Project Description

This involves construction of a new force main in West Palm Beach from Providencia Park to 23<sup>rd</sup> Street and North Flagler Drive.

## Benefit

This project will provide a link between the new subaqueous Intracoastal Waterway force main and the existing force main leading to the East Central Regional Water Reclamation Facility. The project also serves to provide a redundant route to direct the Town's sewage off the Island.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

| Project Schedule |                               |
|------------------|-------------------------------|
| Phase            | Time Frame                    |
| Design           | July 2011 – March 2013        |
| Permitting       | December 2012 – February 2013 |
| Procurement      | Future                        |
| Construction     | Future                        |



# 23<sup>RD</sup> STREET AND CURRIE PARK FORCE MAIN IMPROVEMENTS

## Budget

Cost Estimate: \$1,260,000

## Project Description

This project involves the construction of a new force main in West Palm Beach along 23<sup>rd</sup> Street between Tamarind Avenue and the City's Lift Station No. 22. The work also includes an interconnect in Currie Park for the future North Flagler Drive Force Main as well as upgrades to existing air release manholes along 23<sup>rd</sup> Street.

## Benefit

This project will allow the Town to remove its existing force main across the City's property at Lift Station No. 22 to free up the property for future use. The project also allows for installation of new air release valves along the existing 30-inch force main to keep the main in proper condition.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

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## Project Schedule

| Phase        | Time Frame                           |
|--------------|--------------------------------------|
| Design       | Feb – Aug 2012, Sept 2013 – Jan 2014 |
| Permitting   | February 2011 - October 2011         |
| Procurement  | February 2014 – March 2014           |
| Construction | March 2014 – July 2014               |



# SANITARY GRAVITY MAIN REPLACEMENT PROGRAM

## Budget

Cost Estimate: \$767,300

## Project Description

This project will replace deteriorated sanitary gravity sewer pipes at various locations throughout the Town.

## Benefit

This on-going project offers many benefits including: elimination of groundwater infiltration and the cost to treat water at the sewage treatment facility; and elimination of roadway depressions and the associated roadway repair costs.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

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## Project Schedule

| Phase        | Time Frame                                  |
|--------------|---------------------------------------------|
| Design       | July 2011 – Feb. 2012 & April – August 2013 |
| Procurement  | March – July 2012 & Jan – March 2014        |
| Construction | June – Nov 2012 & May – June 2014           |



# A-6 to ROYAL POINCIANNA WAY FORCE MAIN LINING

## Budget

Cost Estimate: \$70,000\*  
(Design Only)

## Project Description

This project will line the existing force main from the A-6 sanitary pump station in Lakeside Park to the intersection of Coconut Row and Royal Poinciana Way.

## Benefit

This project will replace an aging force main before it breaks and disrupts the roadway and potentially results with environmental impacts.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

\*Design included in the Sanitary Sewer Force Main Lining project along with the A-6, Coconut Row to South Ocean, Force Main and Barton Ave to Bradley Park Force Main Replacement projects.

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## Project Schedule

| Phase        | Time Frame                           |
|--------------|--------------------------------------|
| Design       | Feb – July 2013, Nov 2013 – Jan 2014 |
| Procurement  | Future                               |
| Construction | Future                               |



# BARTON AVENUE to BRADLEY PARK FORCE MAIN REPLACEMENT

## Budget

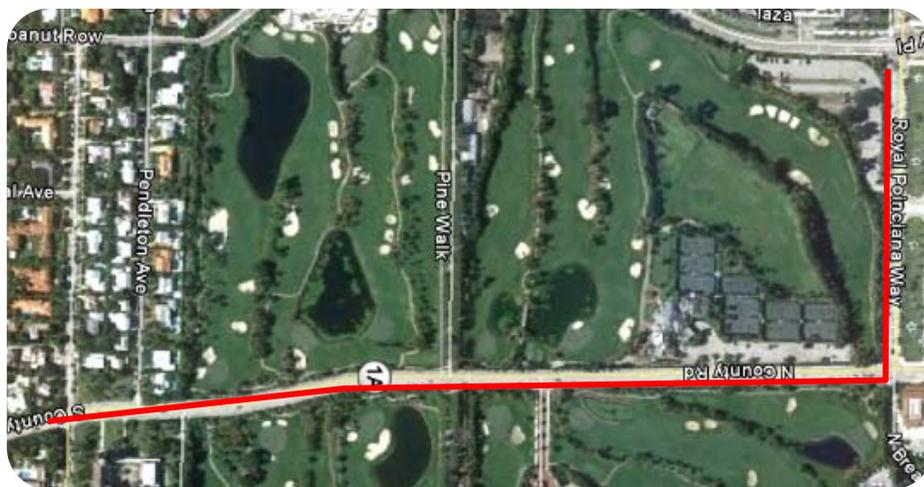
Cost Estimate: See A-6 to Royal Poinciana Way Force Main Replacement

## Project Description

This project will replace two sections of existing 20-inch diameter pre-stressed concrete cylinder force main with a new 20-inch force main between South County Road and Barton Avenue and Royal Poinciana Way and Coconut Row.

## Benefit

This project will replace an aging force main before it breaks and disrupts the roadway and potentially results with environmental impacts.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

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## Project Schedule

| Phase        | Time Frame                           |
|--------------|--------------------------------------|
| Design       | Feb – July 2013, Nov 2013 – Jan 2014 |
| Procurement  | Future                               |
| Construction | Future                               |



# A-6, Coconut Row to South Ocean Blvd, Force Main Replacement

**Budget**  
 Cost Estimate: See A-6 to Royal Poinciana Way Force Main Replacement

**Project Description**  
 This project will replace the force main along Royal Palm Way from Coconut Row to South Ocean Boulevard.

**Benefit**  
 This project will replace an aging force main before it breaks and disrupts the roadway and potentially results with environmental impacts.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

\*Design included in the Sanitary Sewer Force Main Lining project along with the A-6, Coconut Row to South Ocean, Force Main and Barton Ave to Bradley Park Force Main Replacement projects.

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 S U S T A I N A B L E I N F U T U R E

## Project Schedule

| Phase        | Time Frame                           |
|--------------|--------------------------------------|
| Design       | Feb – July 2013, Nov 2013 – Jan 2014 |
| Procurement  | Future                               |
| Construction | Future                               |



# D-4 PUMP STATION IMPROVEMENTS

**Budget**

Cost Estimate: \$165,000  
(Design Only)

**Project Description**

This project will replace hydraulically driven pumps with electric pumps; upgrade electrical and mechanical systems; and correct any structural deficiencies.

**Benefit**

Upgrading this stormwater pump station serves to improve the reliability of the Town's drainage system and reduces the potential for flooding.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

A F F O R D A B L E T O D A Y  
M A I N T A I N A B L E T O M O R R O W  
S U S T A I N A B L E I N F U T U R E

## Project Schedule

| Phase        | Time Frame                                 |
|--------------|--------------------------------------------|
| Design       | Nov. 2010 – Dec. 2011, Dec 2013 – Jan 2014 |
| Permitting   | Future                                     |
| Procurement  | Future                                     |
| Construction | Future                                     |



# STORMWATER CORRUGATED PIPE REPLACEMENT PROGRAM

## Budget

Cost Estimate: \$520,000

## Project Description

This project will replace deteriorated corrugated metal storm drainage pipes at various locations throughout the Town.

## Benefit

This on-going project offers many benefits including: reduce infiltration to pump stations; reduce sand infiltration and resultant loss in storm drainage efficiency; reduce maintenance costs to remove sand; and eliminates pavement depressions.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

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| Project Schedule |                                       |
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| Phase            | Time Frame                            |
| Design           | July – Dec. 2011 & June – August 2013 |
| Procurement      | March – August 2012 & Sept – Oct 2013 |
| Construction     | June – Nov 2012 & Oct – Nov 2013      |



# D-3 & D-4 PUMP STATIONS ELECTRICAL UPGRADES

## Budget

Cost Estimate: \$509,000

## Project Description

The project will include removal of the existing electrical service and the installation of new service and controls.

## Benefit

This project will provide direct electrical power to the D-3 stormwater pump station and the E-6 & E-7 waste water pump stations pump stations, replacing the current use of only a generator for power.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

A F F O R D A B L E T O D A Y  
M A I N T A I N A B L E T O M O R R O W  
S U S T A I N A B L E I N F U T U R E

## Project Schedule

| Phase        | Time Frame                    |
|--------------|-------------------------------|
| Design       | November 2012 – August 2013   |
| Permitting   | February 2013 – July 2013     |
| Procurement  | November 2013 – December 2013 |
| Construction | Dec 2013, April – August 2014 |



# OCEAN OUTFALL JUNCTION BOX REHABILITATION

## Budget

Cost Estimate: \$116,000

## Project Description

This project involves structural repairs to the ocean outfall junction box located at the flag pole at the intersection of South Ocean Boulevard and Royal Palm Way.

## Benefit

This project will preserve and protect the Town's outfall structure for emergency use.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

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## Project Schedule

| Phase        | Time Frame                            |
|--------------|---------------------------------------|
| Design       | October 2012 – January 2013           |
| Procurement  | April 2013 – June 2013                |
| Construction | September 2012 & June – November 2013 |



# TRAFFIC SIGNAL IMPROVEMENTS

## Budget

Cost Estimate: \$405,000

## Project Description

Existing traffic loops will be replaced with video detection cameras at various locations throughout the Town.

## Benefit

Systematically upgrading the traffic technology will benefit the Town by having a more reliable system capable of providing historical information as necessary.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

## Project Schedule

| Phase        | Time Frame                          |
|--------------|-------------------------------------|
| Procurement  | July 2010 - May 2011                |
| Construction | July – Oct 2011 & August – Nov 2013 |



# SUBAQUEOUS FORCE MAIN CROSSING

## Budget

Completed Project Cost:  
\$1,084,022.51

## Project Description

The project will replace the existing 30-inch force main with a 24-inch force main crossing the Intracoastal Waterway from Bradley Park to Providencia Park in West Palm Beach.

## Benefit

This project offers many benefits including: providing the Town with a second route for transferring sewage off the Island; replacement of an existing 35-year old force main; and capital costs savings realized through partnering with the City of West Palm Beach.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

## Project Schedule

| Phase                    | Time Frame                    |
|--------------------------|-------------------------------|
| Design                   | March 2010 – September 2010   |
| Permitting               | July 2010 – September 2010    |
| Procurement              | October 2010 – January 2011   |
| Construction - Completed | February 2011 – November 2011 |



# NORTH LAKE WAY & TANGIER AVENUE INFRASTRUCTURE IMPROVEMENTS

## Budget

Completed Project Cost:  
\$1,121,042.97

## Project Description

This project includes construction of a new 24-inch diameter storm water trunk line between El Dorado Lane to Plantation Road and along Tangier Avenue. Work specifically includes new drainage line, water main, gravity sanitary sewer, and curbing.

## Benefit

Sewer benefits include elimination of groundwater infiltration and the cost to treat water at the sewage treatment facility; elimination of roadway depressions and the associated roadway repair costs. The drainage construction will improve the drainage capabilities within the road.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

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## Project Schedule

| Phase                    | Time Frame                  |
|--------------------------|-----------------------------|
| Design                   | January 2010 – October 2010 |
| Procurement              | April 2011 – July 2011      |
| Construction - Completed | July 2011 – December 2011   |



# NORTH LAKE WAY & LAURIAN LANE INFRASTRUCTURE IMPROVEMENTS

## Budget

Completed Project Cost:  
\$881,286.08

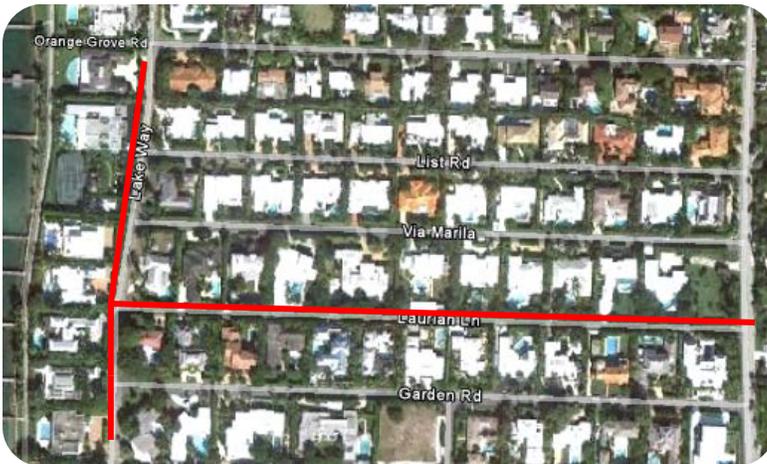
## Project Description

This project includes construction of a new storm sewer, new drainage structures with gutter/curbing, and a new sanitary sewer on Laurian Lane. Construction also includes work on North Lake Way - new 30-inch storm sewer from Garden Road to Via Marlia.

## Benefit

Sewer benefits include elimination of groundwater infiltration and the cost to treat water at the sewage treatment facility; elimination of roadway depressions and the associated roadway repair costs. The drainage construction will improve the drainage capabilities within the road.

AFFORDABLE TODAY  
 MAINTAINABLE TOMORROW  
 SUSTAINABLE FUTURE



*For more information on this project, please contact the Public Works Department at 561.838.5440.*

| Project Schedule         |                                    |
|--------------------------|------------------------------------|
| Phase                    | Time Frame                         |
| Design                   | January 2010 – April 2011          |
| Procurement              | April 2011 - July 2011             |
| Construction - Completed | August – Dec 2011, May – June 2012 |



# D-4 PIPE REPAIR

## Budget

Completed Project Cost:  
\$10,154.00  
(Analysis/Design Only)

## Project Description

This project will eliminate infiltration from a stormwater pipe along North Lake Way. This work was included in the Stormwater Corrugated Pipe Replacement Program project.

## Benefit

The project will reduce operation and maintenance costs by eliminating the need to pump groundwater. The study/analysis determined that it is more cost effective to continue to pumping groundwater in lieu of paying to have the pipes replaced in the D-4 Basin. The study recommended one point repair and repairs to five manholes.



*For more information on this project, please contact  
the Public Works Department at 561.838.5440.*

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## Project Schedule

| Phase        | Time Frame                   |
|--------------|------------------------------|
| Design       | October 2011 - December 2011 |
| Procurement  | March 2012 - May 2012        |
| Construction | June 2012 - August 2012      |



# D-15 (D-6 & D-7) PUMP STATION REHABILITATION

## Budget

Cost Estimate: \$6,600,000

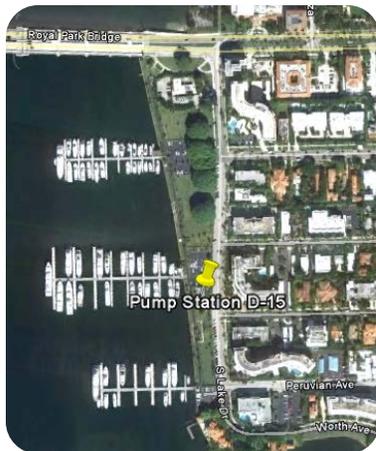
*For more information on this project, please contact the Public Works Department at 561.838.5440.*

## Project Description

This project will consolidate stormwater infrastructure in the Lakeside Park area. Specifically the existing wetwells will be rehabilitated in Pump Stations D-6 and D-7. The hydraulic driven pumps will be replaced with electric pumps served by new controls and new back-up generators. All new components for the D-6 Station will be consolidated into an existing pump station building. A new control building will be constructed for the D-7 Station near the Peruvian Docks. This will enable the Town to demolish the existing D-15 building located just south of Australian parking lot.

## Benefit

Upgrading this stormwater pump station provides the benefits of: increased reliability of the storm pumps; reduced operation and maintenance costs, and additional open space with the deletion of the D-15 building.



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## Project Schedule

| Phase        | Time Frame                 |
|--------------|----------------------------|
| Design       | October 2010 – June 2011   |
| Permitting   | November 2010 – March 2011 |
| Procurement  | February 2011 – March 2011 |
| Construction | April 2012 – January 2013  |



# A-39 to A-7 FORCE MAIN REPLACEMENT

## Budget

Completed Project Cost:  
\$8,347,268.29

## Project Description

This project will replace an existing 12-inch force main with a 18-inch force main from Phipps Ocean Park to the intersection of Clarendon Ave and South Ocean Blvd. From there, a new 18-inch force main to Pump Station A-7 at Everglades Golf Course.

## Benefit

This project will replace an aging force main before it breaks and disrupts the roadway and potentially results with environmental impacts. The project will also allow the transportation of 100% of the south end sewage flows north to the shared force main with West Palm Beach and onto the East Regional Water Reclamation Facility.



*For more information on this project, please contact the  
Public Works Department at 561.838.5440.*

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## Project Schedule

| Phase        | Time Frame                           |
|--------------|--------------------------------------|
| Design       | February 2010 – January 2012         |
| Permitting   | May 2011 – February 2012             |
| Procurement  | June 2011 – November 2011            |
| Construction | April – Nov. 2012 & April - May 2013 |



# STREET LIGHTING IMPROVEMENTS

## Budget

Completed Project Cost:  
\$1,571,861.81

## Project Description

This project involves replacement of the existing street lighting with new standard decorative fixtures at various locations throughout the Town.

## Benefit

Decorative light fixtures will be more consistent throughout Town limits. Aged lights will be replaced with new reducing operation and maintenance costs.

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*For more information on this project, please contact the Public Works Department at 561.838.5440.*

| Project Schedule |                                     |
|------------------|-------------------------------------|
| Phase            | Time Frame                          |
| Design           | November 2010 – April 2011          |
| Permitting       | March 2011 - April 2011             |
| Procurement      | April 2011 – August 2011            |
| Construction     | Oct. – Dec. 2011 & June – Nov. 2012 |



# D-10 PUMP STATION IMPROVEMENTS

## Budget

Completed Project Cost:  
\$120,739.59  
(Design Only)

## Project Description

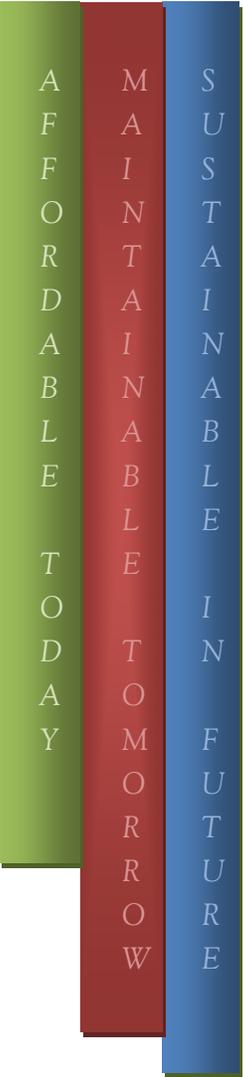
This project will replace hydraulically driven pumps with electric pumps; upgrade electrical and mechanical systems; and correct any structural deficiencies.

## Benefit

Upgrading this stormwater pump station serves to improve the reliability of the Town's drainage system and reduces the potential for flooding.



*For more information on this project, please contact the Public Works Department at 561.838.5440.*



## Project Schedule

| Phase        | Time Frame             |
|--------------|------------------------|
| Design       | March 2010 - June 2011 |
| Permitting   | Future                 |
| Construction | Future                 |



# TELEMETRY SYSTEM IMPROVEMENTS

## Budget

Completed Project Cost:  
\$420,112.97

## Project Description

This project involves assessment of the existing utility telemetry components to determine upgrades needed to improve the Town's ability to monitor, trend, and report overall system performance.

## Benefit

Having accurate real-time data available to operations and maintenance staff will result with quicker resolution of problems and implementation of a more efficient preventative maintenance program.

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*Telemetry is the heart of internal utility operations.*

*For more information on this project, please contact the Public Works Department at 561.838.5440.*

| Project Schedule |                                           |
|------------------|-------------------------------------------|
| Phase            | Time Frame                                |
| Study            | April – May 2011                          |
| RFP Preparation  | Dec. 2011 – March 2012 & Oct 2012         |
| Procurement      | March - July 2012 & Nov. 2012 – Jan. 2013 |
| Construction     | February 2013 – September 2013            |



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# Town of Palm Beach



Worth Avenue Construction Fund (313)

**Revenue and Expense Summary**

|                                              | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|----------------------------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|---------------------|
| <b>Revenues</b>                              |                          |                          |                          |                             |                          |                     |
| Interest on Investments                      | 2,104                    | 1,749                    | 200                      | 100                         | -                        | -100.00%            |
| Contributions                                | 66,415                   | -                        | -                        | -                           | -                        | 0.00%               |
| Miscellaneous Revenue                        | -                        | -                        | -                        | 6,440                       | -                        | 0.00%               |
| Transfer from Pay-as-you-go CIP Fund (307)   | 268,685                  | -                        | -                        | -                           | -                        | 0.00%               |
| Transfer from 2010A Bond Fund (312)          | 805,956                  | -                        | -                        | -                           | -                        | 0.00%               |
| <b>TOTALS</b>                                | <b>1,143,160</b>         | <b>1,749</b>             | <b>200</b>               | <b>6,540</b>                | <b>-</b>                 | <b>-100.00%</b>     |
| <b>Expenses</b>                              |                          |                          |                          |                             |                          |                     |
| Transfer to Worth Ave Maintenance Fund (311) | -                        | 41,400                   | -                        | -                           | -                        | 0.00%               |
| Transfer to 2010B Debt Service (206)         | -                        | 1,485,000                | 61,909                   | 61,909                      | 28,563                   | -53.86%             |
| Projects                                     | 2,915,491                | 151,217                  | -                        | -                           | -                        | 0.00%               |
| <b>TOTALS</b>                                | <b>2,915,491</b>         | <b>1,677,617</b>         | <b>61,909</b>            | <b>61,909</b>               | <b>28,563</b>            | <b>-53.86%</b>      |
| Total Revenues                               |                          |                          |                          |                             |                          |                     |
| Over/(Under) Expenses                        | (1,772,331)              | (1,675,868)              | (61,709)                 | (55,369)                    | (28,563)                 |                     |
| Beginning Fund Equity                        | 3,532,131                | 1,759,800                | 83,932                   | 83,932                      | 28,563                   |                     |
| <b>ENDING NET ASSETS</b>                     | <b>1,759,800</b>         | <b>83,932</b>            | <b>22,223</b>            | <b>28,563</b>               | <b>-</b>                 |                     |

Note: The 2010B outstanding debt was retired by \$1,485,000 in December 2011, thereby reducing special assessments to property owners. The remaining balance in this fund will be transferred to the 2010B Debt Service Fund in FY2014.

**Revenues****Interest on Investments:**

The interest revenue is based upon the financial market conditions and funds available for investment.

**Contributions:**

Represents contributions for the clock tower for the Worth Avenue project.

**Miscellaneous Revenue:**

Refund from AT&T.

**Transfer from 307 CIP Fund:**

Represents funding for City of West Palm Beach reimbursed water improvements relating to Worth Avenue renovations.

**Transfer from 312 2010A Bond Fund:**

Represents funding for Town owned infrastructure relating to Worth Avenue renovations.

**Expenses****Transfer to Worth Avenue Maintenance Fund (311):**

Additional funds to cover Worth Avenue maintenance costs.

**Transfer to 2010B Debt Service (206):**

Retirement of 2010B outstanding debt.

**Projects:**

Worth Avenue Construction Project costs.

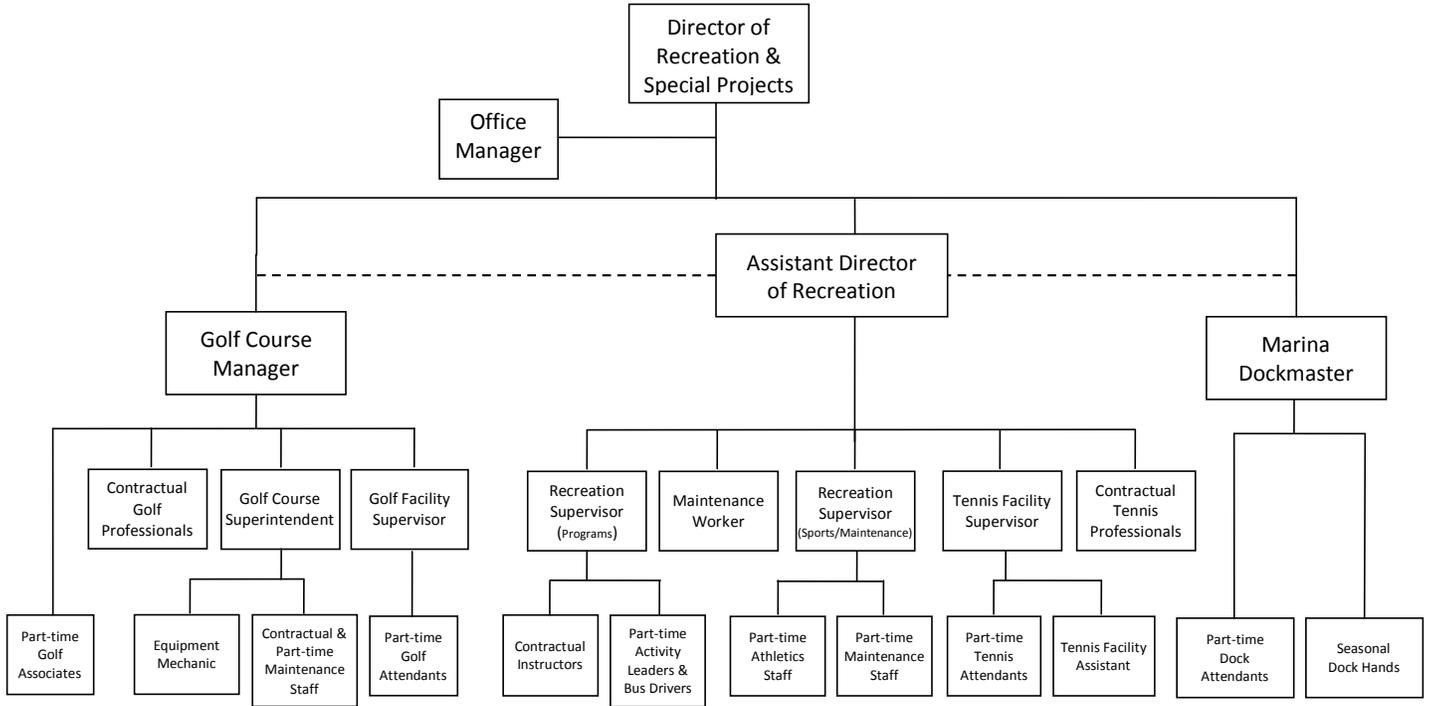


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# Recreation Enterprise Fund





## Recreation Enterprise Fund FY2014 Goals

### Recreation Department Goal #1: Take necessary steps to complete and successfully open the new Par 3 Golf Course Clubhouse

#### OBJECTIVES:

- Complete construction on-time and within budget
- Update staffing and operations plan to provide higher level of customer service
- Develop best practices maintenance procedures
- Improve recruitment and training of staff
- Provide appropriate support for food/beverage services vendor

### Recreation Department Goal #2: Increase annual/seasonal occupancy levels at Town Docks

#### OBJECTIVES:

- Expand advertising efforts to fill open slips
- Develop and implement strategies to retain current leaseholders
- Develop and implement strategies to upgrade current seasonal leaseholders to annual leases
- Develop and implement strategies to upgrade regular transients to seasonal or annual leases

### Recreation Department Goal #3: Complete electrical conduit repairs project, and revise rate structures for 480v slips and additional electrical cords at Town Docks

#### OBJECTIVES:

- Complete electrical conduit repairs project at all 3 docks
- Revise rate structure for 480v slips and additional electrical cords

### Recreation Department Goal #4: Implement new registration software at the Tennis Centers, Recreation Center and Town Docks

#### OBJECTIVES:

- Work with vendor to address department-wide issues, as well as the specific needs of each facility
- Train staff

### Recreation Department Goal #5: Increase participation and revenue at the Tennis Centers

#### OBJECTIVES:

- Develop and implement strategies for increasing participation
- Update electronic database to increase effectiveness for notifying customers of programs and specials
- Cultivate customer retention through improved customer service and new/enhanced programs

**RECREATION ENTERPRISE FUND - 403**

The goal of the Recreation Department is to provide outstanding recreational opportunities, excellent customer service, and safe, well-maintained facilities at the Town Docks, Palm Beach Par 3 Golf Course, Seaview Park and Phipps Ocean Park Tennis Centers, and the Recreation Center.

**Revenue and Expense Summary**

|                                         | <b>FY2011</b>    | <b>FY2012</b>    | <b>FY2013</b>    | <b>FY2013</b>    | <b>FY2014</b>    | <b>%</b>       |
|-----------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
|                                         | <b>Actual</b>    | <b>Actual</b>    | <b>Budget</b>    | <b>Projected</b> | <b>Budget</b>    | <b>Change</b>  |
| <b>Revenues</b>                         |                  |                  |                  |                  |                  |                |
| Marina                                  | 2,776,210        | 2,925,226        | 3,237,500        | 3,004,600        | 3,189,000        | -1.50%         |
| Par 3                                   | 934,186          | 914,333          | 1,069,000        | 940,800          | 1,200,000        | 12.25%         |
| Tennis                                  | 211,979          | 220,900          | 243,300          | 219,600          | 241,600          | -0.70%         |
| Recreation Center                       | 354,811          | 338,837          | 355,000          | 339,100          | 350,700          | -1.21%         |
| Investment Earnings                     | 26,922           | 13,211           | 16,500           | 3,100            | 3,100            | -81.21%        |
| Miscellaneous Revenue                   | 31,672           | 3,006            | 2,250,000        | 3,055,000        | -                | -100.00%       |
| <b>TOTALS</b>                           | <b>4,335,780</b> | <b>4,415,513</b> | <b>7,171,300</b> | <b>7,562,200</b> | <b>4,984,400</b> | <b>-30.50%</b> |
| <b>Expenses</b>                         |                  |                  |                  |                  |                  |                |
| Salaries and Wages                      | 1,226,627        | 1,245,692        | 1,296,582        | 1,230,227        | 1,297,373        | 0.06%          |
| Employee Benefits                       | 625,654          | 424,518          | 478,478          | 478,963          | 542,314          | 13.34%         |
| Contractual                             | 1,022,442        | 1,037,479        | 1,148,650        | 1,139,827        | 1,379,400        | 20.09%         |
| Commodities                             | 204,215          | 215,396          | 231,700          | 238,547          | 246,900          | 6.56%          |
| Capital Equipment                       | -                | -                | 116,648          | 151,648          | 80,200           | -31.25%        |
| Other                                   | -                | -                | -                | -                | -                | 0.00%          |
| <b>TOTALS</b>                           | <b>3,078,938</b> | <b>2,923,085</b> | <b>3,272,058</b> | <b>3,239,212</b> | <b>3,546,187</b> | <b>8.38%</b>   |
| Operating Revenues                      |                  |                  |                  |                  |                  |                |
| Over/(Under) Expenses                   | 1,256,842        | 1,492,428        | 3,899,242        | 4,322,988        | 1,438,213        |                |
| Capital Expenses                        | (12,828)         | (154,561)        | (2,250,000)      | (3,337,339)      | -                |                |
| Depreciation                            | (529,972)        | (523,507)        | (515,000)        | (515,000)        | (597,900)        |                |
| Gain/(Loss) on disposal of fixed assets | (200)            | -                | -                | -                | -                |                |
| Transfer to General Fund                | (764,338)        | (800,000)        | (885,000)        | (885,000)        | (885,000)        |                |
| Transfer to Debt Service                | 1                | (124,238)        | (128,000)        | (128,000)        | (126,300)        |                |
| Contingency                             | -                | -                | (235,600)        | -                | (249,220)        |                |
| <b>TOTAL REVENUES</b>                   |                  |                  |                  |                  |                  |                |
| <b>OVER/(UNDER) EXPENSES</b>            | <b>(50,495)</b>  | <b>(109,878)</b> | <b>(114,358)</b> | <b>(542,351)</b> | <b>(420,207)</b> |                |

|                                | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|--------------------------------|---------------|---------------|---------------|---------------|
| Full Time Equivalent Employees | 27.480        | 25.710        | 18.575        | 18.553        |

Change in FTEs:

- Reallocation of Public Works employees
- -.75 Equipment Operator
- +.75 Office Assistant I

**PROGRAM: MARINA**

Located at Lake Drive Park, the Town Marina has three main docks with a total of 88 slips. Slips are leased annually, seasonally, monthly, or daily. The docks provide berthing for power and sail yachts up to 260' in length.

The marina property offers a variety of amenities - three dock buildings, a waste oil collection site, electrical service panels for all vessels, fresh water, WiFi, cable TV and telephone services, Captain's lounge and showers, sewage pump-out systems, and security.

The Dockmaster is responsible for daily operations, supervision of employees, slip assignments, safety, and the collection of revenues in accordance with established policies.

**Revenue and Expense Summary**

|                         | <b>FY2011</b>    | <b>FY2012</b>    | <b>FY2013</b>    | <b>FY2013</b>    | <b>FY2014</b>    | <b>%</b>      |
|-------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                         | <b>Actual</b>    | <b>Actual</b>    | <b>Budget</b>    | <b>Projected</b> | <b>Budget</b>    | <b>Change</b> |
| <b>Revenues</b>         |                  |                  |                  |                  |                  |               |
| Annual Leases           | 2,119,591        | 2,202,844        | 2,415,000        | 2,285,700        | 2,403,000        | -0.50%        |
| Seasonal Leases         | 173,898          | 229,991          | 210,000          | 254,500          | 245,000          | 16.67%        |
| Transient Rental        | 392,698          | 406,226          | 525,000          | 365,700          | 450,000          | -14.29%       |
| Electricity             | 87,568           | 69,204           | 85,000           | 93,000           | 85,000           | 0.00%         |
| Waiting List Applic Fee | -                | 600              | 500              | 400              | 500              | 0.00%         |
| Ice Sales               | 196              | 233              | 200              | 200              | 200              | 0.00%         |
| Interest on Dock        |                  |                  |                  |                  |                  |               |
| Replacement Reserve     | 390              | 15,507           | 1,000            | 4,500            | 4,500            | 350.00%       |
| Sales Tax Commissions   | 481              | 550              | 400              | 500              | 400              | 0.00%         |
| Miscellaneous Revenue   | 1,388            | 71               | 400              | 100              | 400              | 0.00%         |
| <b>TOTALS</b>           | <b>2,776,210</b> | <b>2,925,226</b> | <b>3,237,500</b> | <b>3,004,600</b> | <b>3,189,000</b> | <b>-1.50%</b> |
| <b>Expenses</b>         |                  |                  |                  |                  |                  |               |
| Salaries and Wages      | 104,753          | 168,776          | 150,606          | 143,106          | 158,836          | 5.46%         |
| Employee Benefits       | 99,246           | 67,529           | 63,797           | 63,797           | 74,396           | 16.61%        |
| Contractual             | 525,876          | 542,332          | 616,950          | 620,479          | 720,300          | 16.75%        |
| Commodities             | 5,715            | 6,268            | 11,300           | 12,472           | 11,800           | 4.42%         |
| Capital Outlay          | -                | -                | -                | -                | -                | 0.00%         |
| Depreciation            | -                | -                | -                | -                | -                | 0.00%         |
| Other                   | -                | -                | -                | -                | -                | 0.00%         |
| <b>TOTALS</b>           | <b>735,590</b>   | <b>784,905</b>   | <b>842,653</b>   | <b>839,854</b>   | <b>965,332</b>   | <b>14.56%</b> |
| Operating Revenues      |                  |                  |                  |                  |                  |               |
| Over/(Under) Expenses   | 2,040,620        | 2,140,321        | 2,394,847        | 2,164,746        | 2,223,668        |               |

## Revenue

**Annual Leases:**

This category represents revenue from vessels under an annual lease at the Town Docks. Variance due to overestimation of anticipated revenue in FY13.

**Seasonal Leases:**

This category represents revenue from vessels under a seasonal lease at the Town Docks. Increase is due to proposed fee increases and a shift from annual to seasonal contracts.

**Transient Rental:**

This category represents revenue from transient vessels (those staying on a daily or monthly rate without a long term lease). Variance due to overestimation of anticipated revenue in FY13.

**Electricity:**

Use of electricity by dock customers over the 100 amp service included in contracts.

**Waiting List Application Fee:**

This category represents the \$100 application fee to be on the waiting list for annual or seasonal leases.

**Ice Sales:**

Bags of ice are available for purchase at the Town docks. No appreciable change.

**Sales Tax Commissions:**

Discount received from the State of Florida for timely filing and payment of sales tax. No appreciable change.

**Miscellaneous Revenue:**

No meaningful changes are expected.

**Expenses****Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Variance due to anticipated increase in cost of services.

**Commodities:**

Variance due to anticipated increase in supply costs.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Assistant Director             | -      | -      | 0.500  | -      | -      |
| Dockmaster                     | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Assistant Dockmaster           | 1.000  | -      | -      | -      | -      |
| Seasonal Dock Attendant        | 1.450  | 1.480  | 2.120  | 1.500  | 1.500  |
| Public Works Employees         | 0.180  | 0.150  | 0.150  | 0.130  | 0.131  |
|                                | 3.630  | 2.630  | 3.770  | 2.630  | 2.631  |

### Town Docks Fiscal Year 2013 Accomplishments

- ❖ Exceeded Cost Recovery Goal (330%) - 367.2%\*
- ❖ Increased Transient Nights by 16.10%
- ❖ Completed electrical upgrades of new 480v slips and the foundation repairs to Australian and Brazilian dock houses

\*FY2013 results are unaudited

### Fiscal Year 2014 Goals and Performance Measures

#### Recreation Enterprise Fund Goal #2 – Increase annual/seasonal occupancy levels at Town Docks.

##### OBJECTIVES:

- Expand advertising efforts to fill open slips
- Develop and implement strategies to retain current leaseholders
- Develop and implement strategies to upgrade current seasonal leaseholders to annual leases
- Develop and implement strategies to upgrade regular transients to seasonal or annual leases

| Performance Measures           |             |             |                |                |                |
|--------------------------------|-------------|-------------|----------------|----------------|----------------|
| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12    | Actual FY13    | Projected FY14 |
| Annual and Seasonal Occupancy  | 95%         | 90%         | 93%<br>(77/83) | 92%<br>(76/83) | 94%<br>(78/83) |
| Annual Occupancy               | 92%         | 83%         | 83%<br>(69)    | 82%<br>(68)    | 84%<br>(70)    |
| Lease Retention                | 81%         | 83%         | 78%            | 71%            | 81%            |

#### Recreation Department Goal #3: Complete electrical conduit repairs project, and revise rate structures for 480v slips and additional electrical cords at Town Docks

##### OBJECTIVES:

- Complete electrical conduit repairs project at all 3 docks
- Revise rate structure for 480v slips and additional electrical cords

| Performance Measures                                  |                                                                                                                                                                                                                  |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Effectiveness/Output Measures:                        | Projected FY14                                                                                                                                                                                                   |
| Completion of electrical conduit repairs              | Complete by May 2014                                                                                                                                                                                             |
| Revise rate structure for additional electrical cords | Change second cord rates from \$.22 per foot per day to:<br>100 amp single phase: \$.25 per foot per day<br>100 amp three phase 480v: \$.40 per foot per day<br>200 amp three phase 480v: \$.70 per foot per day |
| Revise rate structure for 480v slips                  | Consider increase to base rate for 480v slips during FY2015 budget process                                                                                                                                       |

**Recreation Department Goal #4: Implement new registration software at the  
Tennis Centers, Recreation Center and Town Docks**

**OBJECTIVES:**

- Work with vendor to address department-wide issues, as well as the specific needs of each facility
- Train staff

| Performance Measures                  |                                        |
|---------------------------------------|----------------------------------------|
| <b>Effectiveness/Output Measures:</b> | <b>Projected FY14</b>                  |
| Train staff                           | Training conducted by November 6, 2013 |
| Implement system                      | "Go live" November 18, 2013            |

**Town Docks Productivity Measures**

| <b>Effectiveness/Output Measures:</b> | <b>Actual<br/>FY10</b> | <b>Actual<br/>FY11</b> | <b>Actual<br/>FY12</b> | <b>Actual<br/>FY13</b> | <b>Projected<br/>FY14</b> |
|---------------------------------------|------------------------|------------------------|------------------------|------------------------|---------------------------|
| Total Transient Vessels               | 321                    | 387                    | 396                    | 318                    | 331                       |
| Total Transient Nights                | 1,178                  | 1,623                  | 1,553                  | 1,803                  | 1,908                     |
| Transient Average Nights of Stay      | 3.67                   | 4.19                   | 3.92                   | 5.67                   | 7.92                      |
| Operating Cost Recovery               | 376%                   | 377%                   | 365%                   | 367.2%*                | 370.3%                    |

\*FY2013 results are unaudited

**PROGRAM: GOLF COURSE**

The Par 3 Golf Course is a scenic and challenging facility, featuring holes which range up to 211 yards. The new clubhouse, expected to be open in January 2014, will offer a full-service pro shop and food and beverage services. There is a staff of qualified PGA instructors who conduct adult and junior clinics and private lessons. The Par 3 hosts outings, tournaments, and league play. The maintenance building is located on the west side of South Ocean Blvd.

The Golf Course Manager is responsible for daily supervision of the golf course with the assistance of the Superintendent, Facility Supervisor and a variety of full, part-time and contractual labor service employees. The Manager also administers the golf instruction services contract. The cost recovery goal for golf is 100%. Revenues are generated through green fees, merchandise sales, cart rentals, club rentals, practice range, and teaching services.

**Revenue and Expense Summary**

|                                    | FY2011         | FY2012         | FY2013           | FY2013         | FY2014           | %             |
|------------------------------------|----------------|----------------|------------------|----------------|------------------|---------------|
|                                    | Actual         | Actual         | Budget           | Projected      | Budget           | Change        |
| <b>Revenues</b>                    |                |                |                  |                |                  |               |
| Golf Teaching Services             | 26,314         | 17,866         | 28,000           | 23,200         | 29,000           | 3.57%         |
| Resident Pass Fees                 | 9,337          | 9,863          | 10,600           | 13,400         | 12,000           | 13.21%        |
| Non-resident Pass Fees             | 5,354          | 3,908          | 6,100            | 5,600          | 6,300            | 3.28%         |
| 12 Play Pass - Regular Rate        | 5,390          | 9,813          | 10,000           | 6,600          | 10,000           | 0.00%         |
| 12 Play Pass - Guest/Hotel Rate    | 3,500          | 7,590          | 8,000            | 4,300          | 8,000            | 0.00%         |
| 12 Play Pass - Resident Rate       | 3,200          | 7,500          | 8,000            | 4,800          | 9,000            | 12.50%        |
| Greens Fees - Regular Rate         | 309,336        | 288,379        | 335,000          | 298,900        | 335,000          | 0.00%         |
| Greens Fees - Guest/Hotel Rate     | 43,715         | 35,365         | 47,000           | 26,700         | 47,000           | 0.00%         |
| Greens Fees - Resident Rate        | 121,731        | 121,547        | 163,000          | 133,500        | 158,000          | -3.07%        |
| Merchandise Sales                  | 62,386         | 69,317         | 70,500           | 65,600         | 80,500           | 14.18%        |
| Food and Beverage Sales            | 7,242          | 19,103         | 15,000           | 19,200         | 115,000          | 666.67%       |
| Riding Cart Rental                 | 128,659        | 128,747        | 130,000          | 131,700        | 135,000          | 3.85%         |
| Pull Cart Rental                   | 23,396         | 19,024         | 26,000           | 20,900         | 27,000           | 3.85%         |
| Club Rentals                       | 21,959         | 24,671         | 25,000           | 27,900         | 29,000           | 16.00%        |
| Driving Range                      | 72,970         | 63,421         | 85,700           | 66,500         | 90,700           | 5.83%         |
| Driving Range - 10 bucket program  | 9,420          | 8,940          | 11,000           | 8,400          | 13,000           | 18.18%        |
| Programs and Special Events        | 5,253          | 7,052          | 5,900            | 11,000         | 10,000           | 69.49%        |
| Visiting Pro Program               | 768            | -              | -                | -              | -                | 0.00%         |
| Golf Outings                       | 13,856         | 14,640         | 10,000           | 17,600         | 15,000           | 50.00%        |
| Gift Certificates Sold             | 244            | 1,600          | 6,500            | 1,600          | 1,600            | -75.38%       |
| Maint. And Improvement Fee         | 57,900         | 53,366         | 65,500           | 50,800         | 67,500           | 3.05%         |
| Sales Tax Commission               | 166            | -              | 200              | 200            | 200              | 0.00%         |
| Vending Machine Commission         | 1,557          | 1,633          | 1,700            | 2,100          | 700              | -58.82%       |
| Interest Income - Par 3 Renovation | -              | -              | -                | -              | -                | 0.00%         |
| Miscellaneous Revenue              | 533            | 988            | 300              | 300            | 500              | 66.67%        |
| <b>TOTALS</b>                      | <b>934,186</b> | <b>914,333</b> | <b>1,069,000</b> | <b>940,800</b> | <b>1,200,000</b> | <b>12.25%</b> |

## Revenue and Expense Summary

|                                 | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget | %<br>Change  |
|---------------------------------|------------------|------------------|------------------|---------------------|------------------|--------------|
| <b>Expenses</b>                 |                  |                  |                  |                     |                  |              |
| Salaries and Wages              | 342,645          | 375,264          | 368,085          | 355,998             | 352,610          | -4.20%       |
| Employee Benefits               | 143,421          | 117,814          | 145,356          | 145,673             | 139,227          | -4.22%       |
| Contractual                     | 243,668          | 262,690          | 282,600          | 274,044             | 382,400          | 35.31%       |
| Commodities                     | 148,329          | 162,964          | 160,900          | 162,175             | 176,100          | 9.45%        |
| Capital Outlay                  | -                | -                | 84,648           | 84,648              | -                | -100.00%     |
| Depreciation                    | -                | -                | -                | -                   | -                | 0.00%        |
| Other                           | -                | -                | -                | -                   | -                | 0.00%        |
| <b>TOTALS</b>                   | <b>878,063</b>   | <b>918,732</b>   | <b>1,041,589</b> | <b>1,022,538</b>    | <b>1,050,337</b> | <b>0.84%</b> |
| Operating Revenues Over/(Under) |                  |                  |                  |                     |                  |              |
| Expenses                        | 56,123           | (4,399)          | 27,411           | (81,738)            | 149,663          |              |

## Revenue

**Golf Teaching Services:**

Percentage of lesson fees taught by contracted Golf Pros. Variance reflects anticipated increase in business due to the additional teaching pros.

**Resident Permit Fees:**

Fee paid by resident for annual pass. Anticipated growth in play due to opening of new clubhouse.

**Non-resident Permit Fees:**

Fee paid by non-resident for annual pass. Anticipated growth in play due to opening of new clubhouse.

**12 Play Pass – Regular Rate:**

Fee paid for 12 play multi use pass by non-resident.

**12 Play Pass – Guest/Hotel Rate:**

Fee paid for 12 play multi use pass by guest of Resident or guest at partner hotel.

**12 Play Pass – Resident Rate:**

Fee paid for 12 play multi use pass by Palm Beach Resident. Variance due to overestimation of anticipated revenue in FY13.

**Greens Fees – Regular Rate:**

Fee paid for daily play by non-residents.

**Greens Fees – Guest/Hotel Rate:**

Fee paid for daily play by a guest of resident or guest of a partner hotel.

**Greens Fees – Resident Rate:**

Fee paid for daily play by Palm Beach resident. Variance due to overestimation of anticipated revenue in FY13.

**Merchandise Sales:**

This figure represents revenue for merchandise sales in the pro shop. Variance is due to anticipated increased sales in new clubhouse.

**Food and Beverage Sales:**

Increase reflects the agreement for a food and beverage contractor beginning January 2014 with the completion of the new clubhouse.

**Riding Cart Rental:**

Fee paid for rental of riding cart. Variance due to anticipated participation increases.

**Pull Cart Rental:**

Fee paid for rental of pull cart. Variance due to anticipated participation increases.

**Club Rentals:**

Fee paid for use of Town owned rental clubs. Variance due to anticipated participation increases.

**Driving Range:**

Fee paid for use of golf balls on driving range. Variance due to anticipated participation increases.

**Driving Range – 10 Bucket Program:**

Fee paid for multi use purchase of tokens for golf range usage. Variance due to anticipated increased participation in 10 Bucket Program.

**Programs and Special Events:**

Rate category for special programs and activities. Variance due to increased number of events and marketing efforts, and anticipated participation increase.

**Golf Outings:**

Revenue from pre-arranged golf outings. Variance is due to anticipated increase in participation through additional marketing efforts.

**Gift Certificates Sold:**

This is a pass through account that is offset by an account for gift certificates redeemed. Actual revenue received is reported in accounts where it is spent. (i.e. green fees)

**Maintenance and Improvement Fee:**

Fee paid per round of golf for maintenance and improvement fund for the golf course. Variance due to anticipated participation increases.

**Sales Tax Commission:**

Discount received from the State of Florida for timely filing and payment of sales tax.

**Vending Machine Commission:**

All vending machine commission revenue. In January 2014, these services will be taken over by food and beverage contractor.

**Expenses****Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases. This decrease reflects the elimination of a .75 Equipment Operator position.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan. This decrease reflects the elimination of a .75 FTE Equipment Operator position and an employee entering the DROP.

**Contractual:**

Variance due to anticipated increase in cost of services.

**Commodities:**

Variance due to anticipated increase in supply costs.

| Full Time Equivalent Employees  | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------|--------|--------|--------|--------|--------|
| Golf Manager                    | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Golf Course Superintendent      | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Golf Course Facility Supervisor | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Golf Course Mechanic            | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Equipment Operator              | 0.750  | 0.750  | 1.150  | 1.200  | 0.450  |
| Golf Laborer                    | 0.250  | -      | -      | -      | -      |
| Registration Clerk I / PAR 3    | 3.420  | 3.300  | 1.260  | 0.400  | 0.400  |
| Golf Course Associate           | -      | -      | -      | -      | 0.259  |
| Golf Course Attendant           | -      | -      | 0.500  | 0.775  | 0.516  |
| Public Works Employees          | 0.170  | 0.140  | 0.140  | 0.070  | 0.081  |
|                                 | 8.590  | 8.190  | 7.050  | 6.445  | 5.706  |

### Golf Course Fiscal Year 2013 Accomplishments

|                                                                                     |
|-------------------------------------------------------------------------------------|
| ❖ Exceeded Cost Recovery Goal (100%) - 105.0%*                                      |
| ❖ Generated the most revenue in the Par 3's history (\$993,274.76*)                 |
| ❖ Construction of new clubhouse was started and remained on schedule through FY2013 |

\*FY2013 results are unaudited

### Fiscal Year 2014 Goals and Performance Measures

#### Recreation Enterprise Fund Goal #1 – Take necessary steps to complete and successfully open the new Par 3 Golf Course Clubhouse

##### OBJECTIVES:

- Complete construction on-time and within budget
- Update staffing and operations plan to provide higher level of customer service
- Develop best practices maintenance procedures
- Improve recruitment and training of staff
- Provide appropriate support for food/beverage services vendor

#### Performance Measures

| Effectiveness/Output Measures:       | Projected FY14                                                            |
|--------------------------------------|---------------------------------------------------------------------------|
| Open new Clubhouse by contract date  | Open on January 6, 2014 or before                                         |
| Complete new Clubhouse within budget | Stay within approved budget of \$3,055,000                                |
| Upgrade staff and operations plan    | Recruit additional part-time staff and conduct customer service trainings |

#### Golf Course Productivity Measures

| Effectiveness/Output Measures:      | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|-------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Total Lessons/Clinics Participation | 1,155       | 1,200       | 1,288       | 1,902       | 1,850          |
| Range Buckets Sold                  | 7,303       | 8,707       | 12,712      | 14,333      | 14,500         |
| Total Rounds of Golf                | 19,660      | 26,598      | 29,308      | 30,230      | 32,000         |
| Tournaments/Outings Hosted          | 9           | 14          | 23          | 23          | 23             |
| Resident/Nonresident % Ratio        |             |             |             | 22/78       | 25/75          |
| Operating Cost Recovery             | 78%         | 107%        | 100%        | 105.0%*     | 121.1%         |

\*FY2013 results are unaudited

**PROGRAM: TENNIS**

The Tennis program offers drop-in play, lessons, clinics, mixers, tournaments, special events, and league play for children and adults throughout the year. A total of thirteen (13) Hydrogrid Hartru tennis courts are provided at the Seaview Park and Phipps Ocean Park Tennis Centers. A contractual Head Tennis Professional coordinates the teaching services at both facilities, as well as the retail concession for tennis related merchandise. Assistant Tennis Instructors are hired and compensated by the Head Tennis Professional.

The tennis program is supervised by the Assistant Recreation Director. Daily operations are managed by the Facility Supervisor, with assistance from a Facility Assistant and part time staff. Recreation maintenance personnel provide routine tennis court maintenance services.

**Revenue and Expense Summary**

|                                          | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|------------------------------------------|------------------|------------------|------------------|---------------------|------------------|---------------|
| <b>Revenues</b>                          |                  |                  |                  |                     |                  |               |
| Daily Tennis Court Fees                  | 45,520           | 45,324           | 52,600           | 43,700              | 51,000           | -3.04%        |
| Annual Pass Tennis Court Fees            | 72,933           | 60,273           | 73,000           | 61,000              | 72,000           | -1.37%        |
| 12 Play Pass                             | 19,839           | 21,034           | 22,800           | 21,000              | 22,000           | -3.51%        |
| Tennis Mixers                            | 6,421            | 4,733            | 6,700            | 5,500               | 6,300            | -5.97%        |
| Tennis Pro Admin. Fees                   | 12,000           | 12,400           | 13,200           | 13,200              | 13,200           | 0.00%         |
| Tennis Teaching Services-Town Share      | 44,624           | 53,294           | 52,500           | 54,000              | 54,000           | 2.86%         |
| Facility Rental Fees                     | -                | 13,595           | 11,000           | 11,000              | 11,500           | 4.55%         |
| Maintenance & Improvement Fee            | 7,972            | 7,449            | 8,800            | 7,200               | 8,500            | -3.41%        |
| Merchandise Sales-Town Share             | 2,670            | 2,798            | 2,700            | 3,000               | 3,100            | 14.81%        |
| <b>TOTALS</b>                            | <b>211,979</b>   | <b>220,900</b>   | <b>243,300</b>   | <b>219,600</b>      | <b>241,600</b>   | <b>-0.70%</b> |
| <b>Expenses</b>                          |                  |                  |                  |                     |                  |               |
| Salaries and Wages                       | 239,898          | 168,909          | 198,524          | 191,333             | 198,927          | 0.20%         |
| Employee Benefits                        | 152,423          | 69,208           | 80,442           | 80,559              | 91,136           | 13.29%        |
| Contractual                              | 41,536           | 37,235           | 51,600           | 47,804              | 45,900           | -11.05%       |
| Commodities                              | 11,534           | 10,956           | 12,100           | 12,100              | 10,500           | -13.22%       |
| Capital Outlay                           | -                | -                | -                | -                   | -                | 0.00%         |
| Depreciation                             | -                | -                | -                | -                   | -                | 0.00%         |
| Other                                    | -                | -                | -                | -                   | -                | 0.00%         |
| <b>TOTALS</b>                            | <b>445,391</b>   | <b>286,308</b>   | <b>342,666</b>   | <b>331,796</b>      | <b>346,463</b>   | <b>1.11%</b>  |
| Operating Revenues Over/(Under) Expenses | (233,412)        | (65,408)         | (99,366)         | (112,196)           | (104,863)        |               |

**Revenues****Daily Tennis Court Fees:**

All revenues related to daily court reservations at tennis facilities. Variance due to overestimation of anticipated revenue in FY13.

**Annual Tennis Court Fees:**

All revenues related to annual tennis facility passes. Variance due to overestimation of anticipated revenue in FY13, and a shift in player preference for rate type, particularly the 12 Play Pass.

**12 Play Pass:**

This figure represents rate paid for 12 play multi use pass. Variance due to overestimation of anticipated revenue in FY13.

**Tennis Tournament:**

Fee paid for participation in various tournaments and special events. Variance due to overestimation of anticipated participation in FY13.

**Tennis Pro Admin Fees:**

Fee paid by Tennis Pro as part of annual contract agreement.

**Tennis Teaching Services:**

Fee paid to the Town for the use of the courts during lessons as part of Tennis pro contract. Variance due to anticipated increased interest in programs and services.

**Facility Rental Fees:**

All revenues related to fees paid for rental of tennis courts.

**Maintenance and Improvement Fee:**

Fee paid per court reservation for maintenance and improvement of the tennis facilities. Variance due to overestimation of anticipated participation in FY13.

**Merchandise Sales:**

Percentage of revenue from merchandise sales as per contract with tennis professional. Variance due to anticipated increase in sales.

**Expenses****Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Decrease due to overestimation of anticipated costs in FY13.

**Commodities:**

Decrease due to overestimation of anticipated costs in FY13.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Assistant Director             | 0.500  | 0.500  | 0.250  | 0.250  | 0.250  |
| Tennis Facility Supervisor     | 2.000  | 2.000  | 1.000  | 1.000  | 1.000  |
| Maintenance Worker/Tennis      | 1.000  | 1.000  | 0.500  | 0.500  | 0.500  |
| Tennis Facility Assistant      | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| General Maintenance Worker     | 0.200  | 0.200  | -      | -      | -      |
| Registration Clerk I / Tennis  | 1.600  | 1.600  | 1.650  | 0.320  | 0.320  |
| Laborer                        | -      | -      | 0.100  | -      | -      |
| Public Works Employees         | 0.100  | 0.090  | 0.090  | 0.080  | 0.117  |
|                                | 6.400  | 6.390  | 4.590  | 3.150  | 3.187  |

### Tennis Fiscal Year 2013 Accomplishments

- ❖ Revitalized Phipps Ocean Park Tennis Center participation with a targeted growth initiative program highlighted by two open forums with the participants. March - September play increased by 8% from FY12-FY13
- ❖ Increased lesson and clinic participation (9.48% and 9.45% respectively)
- ❖ Successfully resurfaced Phipps Ocean Park Tennis Center playing surfaces with in-house tennis maintenance staff

### Fiscal Year 2014 Goals and Performance Measures

#### Recreation Department Goal #4: Implement new registration software at the Tennis Centers, Recreation Center and Town Docks

##### OBJECTIVES:

- Work with vendor to address department-wide issues, as well as the specific needs of each facility
- Train staff

#### Performance Measures

| Effectiveness/Output Measures: | Projected FY14                         |
|--------------------------------|----------------------------------------|
| Train staff                    | Training conducted by November 6, 2013 |
| Implement system               | "Go live" November 18, 2013            |

#### Recreation Enterprise Fund Goal #6 – Increase participation and revenue at the Tennis Centers.

##### OBJECTIVES:

- Develop and implement strategies for increasing participation
- Update electronic database to increase effectiveness for notifying customers of programs and specials
- Cultivate customer retention through improved customer service and new/enhanced programs

#### Performance Measures

| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Lesson Participation           | 2,432       | 2,554       | 3,228       | 3,403       | 3,500          |
| Clinic Participation           | 2,754       | 4,058       | 4,274       | 4,518       | 4,750          |
| Daily Youth Participation      | 3,577       | 4,361       | 4,609       | 4,196       | 4,350          |
| Daily Adult Participation      | 23,497      | 23,507      | 21,920      | 20,098      | 21,500         |

#### Performance Measures

| Effectiveness/Output Measures:                                       | Projected FY14 |
|----------------------------------------------------------------------|----------------|
| Develop and implement new programs for additional play opportunities | October 2013   |
| Offer in-house training                                              | December 2013  |
| Update electronic database                                           | December 2013  |

**Tennis Productivity Measures**

| <b>Effectiveness/Output Measures:</b> | <b>Actual<br/>FY10</b> | <b>Actual<br/>FY11</b> | <b>Actual<br/>FY12</b> | <b>Actual<br/>FY13</b> | <b>Projected<br/>FY14</b> |
|---------------------------------------|------------------------|------------------------|------------------------|------------------------|---------------------------|
| Annual Passes Sold                    | 194                    | 171                    | 132                    | 116                    | 150                       |
| Tournaments/Special Events            | 13                     | 12                     | 15                     | 17                     | 17                        |
| League Teams Hosted                   | 6                      | 9                      | 8                      | 8                      | 8                         |
| Resident/Nonresident % Ratio          |                        |                        | 75/25                  | 69/31                  | 73/27                     |
| Operating Cost Recovery               | 45%                    | 47%                    | 77.2%                  | 66.4%*                 | 70.5%                     |

\*FY2013 results are unaudited

**PROGRAM: RECREATION CENTER**

The Recreation Center offers recreational programs to the residents and visitors of Palm Beach. Examples of adult programs offered include a variety of fitness/wellness, foreign languages, art, dancing, and technology. Youth programs include athletics, arts & crafts, dance, self defense, pre-school programs and a variety of other instructional/enrichment classes. In addition to these activities, an after school program and day camps are offered, along with special events. The Recreation Center program also manages the maintenance of the Seaview Park amenities. This includes the coordination, monitoring, and oversight of daily maintenance, preventative maintenance, and special projects.

The Recreation Center is managed by the Assistant Recreation Director. Daily operations are overseen by two Recreation Supervisors who supervise a variety of part-time and contractual staff, in planning, implementing, and evaluating the maintenance, programs and events.

**Revenue and Expense Summary**

|                         | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|-------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|---------------------|
| <b>Revenues</b>         |                          |                          |                          |                             |                          |                     |
| Youth Program Fees      | 324,183                  | 310,048                  | 324,900                  | 309,000                     | 320,000                  | -1.51%              |
| Facility Rental Fees    | 1,724                    | 475                      | 1,000                    | 200                         | 1,000                    | 0.00%               |
| Adult Program Fees      | 26,102                   | 26,393                   | 26,400                   | 27,900                      | 27,000                   | 2.27%               |
| Promotional Merchandise | 1,420                    | 1,184                    | 1,400                    | 1,100                       | 1,400                    | 0.00%               |
| Seaview Park Concession | 1,382                    | 737                      | 1,300                    | 900                         | 1,300                    | 0.00%               |
| <b>TOTALS</b>           | <b>354,811</b>           | <b>338,837</b>           | <b>355,000</b>           | <b>339,100</b>              | <b>350,700</b>           | <b>-1.21%</b>       |
| <b>Expenses</b>         |                          |                          |                          |                             |                          |                     |
| Salaries and Wages      | 260,488                  | 282,597                  | 338,848                  | 299,253                     | 312,487                  | -7.78%              |
| Employee Benefits       | 120,947                  | 80,467                   | 98,387                   | 98,431                      | 108,587                  | 10.37%              |
| Contractual             | 201,486                  | 184,305                  | 189,600                  | 189,600                     | 221,300                  | 16.72%              |
| Commodities             | 34,508                   | 30,540                   | 44,600                   | 44,600                      | 45,000                   | 0.90%               |
| Capital Outlay          | -                        | -                        | -                        | -                           | -                        | 0.00%               |
| Depreciation            | -                        | -                        | -                        | -                           | -                        | 0.00%               |
| Other                   | -                        | -                        | -                        | -                           | -                        | 0.00%               |
| <b>TOTALS</b>           | <b>617,429</b>           | <b>577,909</b>           | <b>671,435</b>           | <b>631,884</b>              | <b>687,374</b>           | <b>2.37%</b>        |
| Operating Revenues      |                          |                          |                          |                             |                          |                     |
| Over/(Under) Expenses   | (262,618)                | (239,072)                | (316,435)                | (292,784)                   | (336,674)                |                     |

**Revenues****Youth Program Fees:**

All revenues related to fees paid for a variety of youth programs. Variance due to overestimation of anticipated revenue in FY13.

**Facility Rental Fees:**

All revenues related to fees paid for rental of rooms at Seaview Recreation Center.

**Adult Program Fees:**

All revenues related to fees paid for a variety of adult programs.

**Promotional Merchandise:**

All revenues related to sales of promotional merchandise.

**Seaview Park Concession:**

Revenues from vending machines at Seaview Park.

**Expenses****Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan.

**Contractual:**

Variance due to underestimation of anticipated costs in FY13 and anticipated increase in cost of services.

**Commodities:**

Variance due to anticipated increase in supply costs.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Assistant Director             | 0.500  | 0.500  | 0.250  | 0.250  | 0.250  |
| Recreation Supervisor          | 2.000  | 2.000  | 2.000  | 2.000  | 2.000  |
| Maintenance Worker/Tennis      | -      | -      | 0.500  | 0.500  | 0.500  |
| General Maintenance Worker     | 0.800  | 0.800  | -      | -      | -      |
| Activity Leader                | 3.700  | 3.700  | 3.440  | 1.000  | 1.000  |
| Laborer                        | -      | -      | 0.300  | -      | -      |
| Bus Driver                     | -      | -      | 0.480  | -      | -      |
| Registration Clerk             | -      | -      | 0.160  | -      | -      |
| Public Works Employees         | 0.300  | 0.270  | 0.270  | 0.200  | 0.129  |
|                                | 7.300  | 7.270  | 7.400  | 3.950  | 3.879  |

### Recreation Center Fiscal Year 2013 Accomplishments

- ❖ Exceeded Cost Recovery Goal (50%) - 57.3%\*
- ❖ Increased overall Adult Enrichment/Fitness participation by over 9%
- ❖ Increased overall resident percentage participation by 7% (FY12, 52% - FY13, 59%)

\*FY2013 results are unaudited

### Fiscal Year 2014 Goals and Performance Measures

#### Recreation Department Goal #4: Implement new registration software at the Tennis Centers, Recreation Center and Town Docks

##### OBJECTIVES:

- Work with vendor to address department-wide issues, as well as the specific needs of each facility
- Train staff

#### Performance Measures

| Effectiveness/Output Measures: | Projected FY14                         |
|--------------------------------|----------------------------------------|
| Train staff                    | Training conducted by November 6, 2013 |
| Implement system               | "Go live" November 18, 2013            |

#### Recreation Center Productivity Measures

| Effectiveness/Output Measures:           | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
|------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Family Special Events Participation      | 1,515       | 1,275       | 1,250       | 1,225       | 1,250          |
| Youth Enrichment/Athletics Participation | 6,870       | 6,777       | 6,050       | 4,469       | 5,000          |
| Youth Camps/After School Participation   | 10,031      | 11,525      | 10,862      | 10,768      | 10,800         |
| Adult Enrichment/Fitness Participation   | 2,250       | 2,259       | 2,287       | 2,483       | 2,300          |
| Number of Programs/Events Offered        |             |             |             | 244         | 250            |
| Resident /Nonresident % Ratio – Youth    |             |             | 49/51       | 52/48       | 55/45          |
| Resident /Nonresident % Ratio - Adult    |             |             | 86/14       | 77/23       | 82/18          |
| Operating Cost Recovery                  | 51%         | 58%         | 58.6%       | 57.3%*      | 51.5%          |

\*FY2013 results are unaudited

**PROGRAM: ADMINISTRATION**

Administrative management responsibilities include providing leadership and organizational management of all Recreation Department operations. The administrative management team is responsible for budget development and control, business plan modifications, department policies and procedures, action planning, record keeping, recruitment, training and development of staff, payroll processing, coordinating/processing work requests, requisitions and contracts. Administration duties also include complaint management and conflict resolution, risk management, enforcement of ordinances, rules and regulations at all Town recreation facilities, and the ongoing assessment and evaluation of Recreation Department facilities, programs and services offered to the community. Department administration is also responsible for the coordination, facilitation, and support of Recreation Advisory Commission meetings and its members. Administrative staff also coordinates communication with the Town Manager and the Mayor and Town Council.

The administrative management team consists of the Director of Recreation & Special Projects, Assistant Recreation Director, and the Office Manager.

**Expense Summary**

|                    | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|--------------------|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|---------------------|
| Salaries and Wages | 278,843                  | 250,146                  | 240,519                  | 240,537                     | 274,513                  | 14.13%              |
| Employee Benefits  | 109,617                  | 89,500                   | 90,496                   | 90,503                      | 128,968                  | 42.51%              |
| Contractual        | 9,876                    | 10,917                   | 7,900                    | 7,900                       | 9,500                    | 20.25%              |
| Commodities        | 4,129                    | 4,668                    | 2,800                    | 7,200                       | 3,500                    | 25.00%              |
| Capital Outlay     | -                        | -                        | -                        | -                           | -                        | 0.00%               |
| Depreciation       | -                        | -                        | -                        | -                           | -                        | 0.00%               |
| Other              | -                        | -                        | -                        | -                           | -                        | 0.00%               |
| <b>TOTALS</b>      | <b>402,465</b>           | <b>355,231</b>           | <b>341,715</b>           | <b>346,140</b>              | <b>416,481</b>           | <b>21.88%</b>       |

**Salaries and Wages:**

The budget for salaries and wages includes performance based merit pay increases. This increase reflects the re-assignment of a .75 Equipment Operator position at the Par 3 Golf Course to an Office Assistant I position in Administration, to provide support to the Department.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan

**Contractual:**

Variance due to anticipated increase in cost of services, and underestimated expenses in FY13.

**Commodities:**

Variance due to anticipated increase in supply costs, and underestimated expenses in FY13.

| <b>Full Time Equivalent Employees</b>       | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2014</b> |
|---------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Director of Recreation and Special Projects | 1.000         | 1.000         | 0.900         | 0.900         | 0.900         |
| Assistant Director of Recreation            | 1.000         | 1.000         | 1.000         | 0.500         | 0.500         |
| Office Assistant I                          | -             | -             | -             | -             | 0.750         |
| Office Manager                              | 1.000         | 1.000         | 1.000         | 1.000         | 1.000         |
|                                             | <b>3.000</b>  | <b>3.000</b>  | <b>2.900</b>  | <b>2.400</b>  | <b>3.150</b>  |

**PROGRAM: CAPITAL PROGRAM**

This program accounts for the capital projects of the Recreation Enterprise Fund.

| <b>Expense Summary</b> |               |                |                  |                  |               |                 |
|------------------------|---------------|----------------|------------------|------------------|---------------|-----------------|
|                        | <b>FY2011</b> | <b>FY2012</b>  | <b>FY2013</b>    | <b>FY2013</b>    | <b>FY2014</b> | <b>%</b>        |
|                        | <b>Actual</b> | <b>Actual</b>  | <b>Budget</b>    | <b>Projected</b> | <b>Budget</b> | <b>Change</b>   |
| <b>Expenses</b>        |               |                |                  |                  |               |                 |
| Projects               | 12,828        | 154,561        | 2,250,000        | 3,337,339        | -             | -100.00%        |
| <b>TOTALS</b>          | <b>12,828</b> | <b>154,561</b> | <b>2,250,000</b> | <b>3,337,339</b> | <b>-</b>      | <b>-100.00%</b> |

**Expenses**

No new Capital Projects planned for FY2014.

**PROGRAM: DEPRECIATION PROGRAM**

The depreciation program was established to account for the depreciation expense for the fixed assets, buildings and other capital assets of the Recreation Enterprise Fund.

| <b>Expense Summary</b> |                |                |                |                  |                |
|------------------------|----------------|----------------|----------------|------------------|----------------|
|                        | <b>FY2011</b>  | <b>FY2012</b>  | <b>FY2013</b>  | <b>FY2013</b>    | <b>FY2014</b>  |
|                        | <b>Actual</b>  | <b>Actual</b>  | <b>Budget</b>  | <b>Projected</b> | <b>Budget</b>  |
| Depreciation           | 529,972        | 523,507        | 515,000        | 515,000          | 597,900        |
| <b>TOTALS</b>          | <b>529,972</b> | <b>523,507</b> | <b>515,000</b> | <b>515,000</b>   | <b>597,900</b> |

## PROGRAM: EQUIPMENT REPLACEMENT

The Equipment Replacement program was established to provide a means to replace equipment when the end of the useful life has been reached. Equipment is replaced when it is determined that due to its age, condition, operation and maintenance costs, obsolescence, and depreciation, it is no longer economical to keep. Annually, depreciation is budgeted based on the economic life and the replacement cost of the equipment utilized by the fund. These funds are set aside in a reserve to fund future purchases of equipment.

Depreciation for the fixed assets is calculated using the straight line method which takes the estimated replacement cost less anticipated salvage value divided by the expected useful life of the asset. The established asset value threshold for inclusion in the program is \$2,500 for fixed assets.

**Expense Summary**

|                | <b>FY2011</b> | <b>FY2012</b> | <b>FY2013</b> | <b>FY2013</b>    | <b>FY2014</b> | <b>%</b>      |
|----------------|---------------|---------------|---------------|------------------|---------------|---------------|
|                | <b>Actual</b> | <b>Actual</b> | <b>Budget</b> | <b>Projected</b> | <b>Budget</b> | <b>Change</b> |
| Capital Outlay | -             | -             | 32,000        | 67,000           | 80,200        | 150.63%       |
| <b>TOTALS</b>  | -             | -             | 32,000        | 67,000           | 80,200        | 150.63%       |

**Budgeted Purchases:**

|           |               |
|-----------|---------------|
| SUV       | 19,000        |
| Tractor   | 17,600        |
| Aerifier  | 19,700        |
| Spray Rig | 23,900        |
|           | <u>80,200</u> |



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# Town of Palm Beach



Self Insurance – Risk (501)

**PROGRAM: SELF INSURANCE FUND (RISK MANAGEMENT) 501**

**Mission:** This division exists to provide a safe and healthy work environment for all employees, and to minimize the adverse effects of unexpected losses. Ensuring that a Comprehensive Risk Management Program is in place that best protects the interests of the Town and its employees.

**Main Activities:** The most important things we do to fulfill the mission are:

- Identify exposures and address resolutions
- Determine proper method for insurance coverage by analyzing options
- Manage claims in a manner that serves both the interests of the claimant as well as the Town
- Apply a variety of approaches to control loss and improve personal safety through the following:
  - Safety Training, committees, bulletins, manual and handbook
  - Periodic safety inspections of Town facilities and property
  - Conducting motor vehicle report checks
  - Create various manuals and procedures as needed

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Risk Manager                   | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
|                                | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |

**Revenue and Expense Summary**

|                           | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|---------------------------|------------------|------------------|------------------|---------------------|------------------|---------------|
| <b>Revenues</b>           |                  |                  |                  |                     |                  |               |
| Risk Funding              | 1,896,226        | 1,791,507        | 1,892,780        | 1,892,780           | 1,876,000        | -0.89%        |
| Miscellaneous Revenue     | 647,330          | 176,130          | -                | 742,010             | -                | 0.00%         |
| Interest on Investments   | 82,289           | 82,319           | 75,000           | 16,000              | 16,000           | -78.67%       |
| <b>TOTALS</b>             | <b>2,625,845</b> | <b>2,049,956</b> | <b>1,967,780</b> | <b>2,650,790</b>    | <b>1,892,000</b> | <b>-3.85%</b> |
| <b>Expenses</b>           |                  |                  |                  |                     |                  |               |
| Salaries and Wages        | 83,220           | 83,386           | 83,989           | 83,989              | 84,812           | 0.98%         |
| Employee Benefits         | 728,057          | 850,971          | 517,772          | 517,772             | 519,682          | 0.37%         |
| Contractual               | 1,615,899        | (520,361)        | 1,614,611        | 1,486,760           | 1,536,243        | -4.85%        |
| Commodities               | 1,832            | 2,047            | 3,055            | 3,055               | 3,055            | 0.00%         |
| Capital Outlay            | -                | -                | -                | -                   | -                | 0.00%         |
| Depreciation              | 2,758            | 2,758            | -                | -                   | 1,600            | 100.00%       |
| Transfer to Coastal (309) | -                | -                | -                | -                   | 2,000,000        | 100.00%       |
| Other (Contingency)       | -                | 504,276          | 3,000,000        | 21,300              | 3,000,000        | 0.00%         |
| <b>TOTALS</b>             | <b>2,431,766</b> | <b>923,077</b>   | <b>5,219,427</b> | <b>2,112,876</b>    | <b>7,145,392</b> | <b>36.90%</b> |
| Total Revenues            |                  |                  |                  |                     |                  |               |
| Over/(Under) Expenses     | 194,079          | 1,126,879        | (3,251,647)      | 537,914             | (5,253,392)      |               |
| Beginning Net Assets      | 6,669,596        | 6,863,675        | 7,990,554        | 7,990,554           | 8,528,468        |               |
| <b>ENDING NET ASSETS</b>  | <b>6,863,675</b> | <b>7,990,554</b> | <b>4,738,907</b> | <b>8,528,468</b>    | <b>3,275,076</b> |               |

## Revenues

**Risk Funding:**

The decrease results from the change in the amount of the fund transfer from the general fund

**Miscellaneous:**

Excess reimbursement from insurance carriers

**Interest on Investments:**

The interest revenue is based upon the financial market conditions and funds available for investment.

## Expenses

**Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan for the one employee in this fund, along with town-wide workers' compensation costs.

**Contractual:**

The Town conducted an RFQ for Insurance Agent which resulted in a change of the Town's insurance agent and insurance program which resulted in a cost savings to the Town.

**Self Insurance Fund Risk – 2014 Goals**

|                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Identify exposures in order to determine the type of coverage available to the Town</b></p> <p><b>OBJECTIVES:</b> Work with Insurance Agents to obtain the best coverages and premiums available to the Town. Structure the insurance program to best protect the interests of the Town.</p> |
| <p><b>Provide a Safe Work Environment</b></p> <p><b>OBJECTIVES:</b> Conduct annual facility safety inspections and training to employees.</p>                                                                                                                                                      |
| <p><b>Transition to new Third Party Administrator “TPA”</b></p> <p><b>OBJECTIVES:</b> Work with new TPA to ensure transition runs smoothly and claims are handled timely &amp; appropriately. Ensure claim reports are provided to the Town as required.</p>                                       |

| Self Insurance Fund – Risk Fiscal Year 2013 Accomplishments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>❖ Arthur J. Gallagher obtained a return premium of \$6,832 for FY2012 flood insurance policies as well as obtaining a reduction for the FY2013 renewal by changing the policy from a standard rated policy to a preferred rated policy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>❖ Arthur J. Gallagher obtained a 11.5% premium reduction for the Medical Malpractice policy and a 17.8% premium reduction for the crime policy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>❖ Ascension replaced the Town’s Property &amp; Casualty program with a combination of Florida Municipal Insurance Trust (FMIT) on Property, Auto Physical Damage and Excess Workers Compensation along with Lloyds of London/BRIT for General Liability, Public Officials/Employment Practices, Police Professional, and Auto Liability. By replacing the Town’s Preferred Governmental Insurance Trust (PGIT) program with a premium savings of \$30,000 below their expiring premium and approximately \$150,000 below the PGIT renewal indication, we were able to keep the SIR levels the same, provide Stop Loss coverage and obtain full limits for Property (which was 100% coastal exposure) up to the total insured values.</li> </ul> |

**Fiscal Year 2014 Goals and Performance Measures**

**Self Insurance Risk Fund Goal #1 - Identify exposures in order to determine the type of coverage available to the Town.**

**Objectives:**

- Work with Insurance Agents to obtain the best coverages and premiums available to the Town.
- Structure the insurance program to best protect the interests of the Town.

| Performance Measures           |             |             |             |             |                |
|--------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures: | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Annual insurance premiums      | \$1,008,728 | \$993,275   | \$914,138   | \$888,478   | \$932,902      |
| Total claims processed         | 108         | 115         | 132         | 118         | 118            |

**Self Insurance Risk Fund Goal #2 - Provide a Safe Work Environment**

**OBJECTIVES:**

- Conduct annual facility safety inspections and safety training to employees.

| Performance Measures                                                                            |             |             |             |             |                |
|-------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| Effectiveness/Output Measures:                                                                  | Actual FY10 | Actual FY11 | Actual FY12 | Actual FY13 | Projected FY14 |
| Total number of safety violations found town-wide during the annual facility safety inspections | 19          | 39          | 56          | 57          | 42             |
| Safety Training sessions                                                                        | 13          | 13          | 12          | 14          | 12             |
| Safety Bulletins distributed                                                                    | 11          | 12          | 12          | 12          | 12             |

**Self Insurance Risk Fund Goal #3 - Transition to new Third Party Administrator "TPA"**

**OBJECTIVES:**

- Work with new TPA to ensure transition runs smoothly and claims are handled timely & appropriately.
- Ensure claim reports are provided to the Town as required.

| Performance Measures                                                                                              |                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Effectiveness/Output Measures:                                                                                    | Projected FY14                                                                                                                                 |
| All claim folders and electronic data have been provided to the new TPA, along with all prior insurance policies. | Schedule quarterly claim review meeting<br>Review monthly reports<br>Communicate verbally and in writing on a regular basis with all adjusters |

# Town of Palm Beach



Self Insurance – Health (502)

**PROGRAM: SELF INSURANCE FUND (HEALTH BENEFIT) 502**

This program provides for the management of the employee health insurance program. Responsibilities include: planning, organizing, implementing, and directing the self-insurance fund of the Town's Health Insurance Program. This program also provides certain health insurance benefits for retired employees and their dependents in accordance with State and Federal regulations.

| Full Time Equivalent Employees        | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------------|--------|--------|--------|--------|--------|
| Director of Human Resources           | 0.150  | 0.100  | 0.100  | 0.100  | 0.100  |
| Assistant Director of Human Resources | -      | 0.200  | 0.200  | 0.200  | 0.200  |
| Office Asst II/OHC                    | 0.050  | 0.130  | 0.120  | 0.125  | 0.125  |
| Human Resources Coordinator           | -      | -      | 0.330  | 0.320  | 0.320  |
| Human Resource Assistant              | 0.300  | 0.050  | -      | -      | -      |
| Human Resource Analyst                | 0.600  | 0.050  | 0.050  | 0.050  | 0.050  |
|                                       | 1.100  | 0.530  | 0.800  | 0.795  | 0.795  |

**Revenue and Expense Summary**

|                               | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Budget | FY2013<br>Projected | FY2014<br>Budget | %<br>Change   |
|-------------------------------|------------------|------------------|------------------|---------------------|------------------|---------------|
| <b>Revenues</b>               |                  |                  |                  |                     |                  |               |
| Group Medical                 | 5,073,441        | 4,629,893        | 4,912,600        | 5,024,400           | 4,875,500        | -0.76%        |
| Miscellaneous Revenue         | 60               | 45               | -                | -                   | -                | 0.00%         |
| Gain/(Loss) on<br>Investments | 4,378            | 6,895            | 5,000            | 2,500               | 2,500            | -50.00%       |
| <b>TOTALS</b>                 | <b>5,077,879</b> | <b>4,636,833</b> | <b>4,917,600</b> | <b>5,026,900</b>    | <b>4,878,000</b> | <b>-0.81%</b> |
| <b>Expenses</b>               |                  |                  |                  |                     |                  |               |
| Salaries and Wages            | 34,908           | 45,609           | 52,664           | 52,664              | 56,012           | 6.36%         |
| Employee Benefits             | 4,884,342        | 4,007,601        | 4,612,036        | 4,575,086           | 4,580,045        | -0.69%        |
| Contractual                   | 39,405           | 32,913           | 77,180           | 114,780             | 90,700           | 17.52%        |
| Commodities                   | 526              | 272              | 1,800            | 1,800               | 1,800            | 0.00%         |
| Capital Outlay                | -                | -                | -                | -                   | -                | 0.00%         |
| Depreciation                  | -                | -                | -                | -                   | -                | 0.00%         |
| Other (Contingency)           | -                | -                | 500,000          | -                   | 500,000          | 0.00%         |
| <b>TOTALS</b>                 | <b>4,959,181</b> | <b>4,086,395</b> | <b>5,243,680</b> | <b>4,744,330</b>    | <b>5,228,557</b> | <b>-0.29%</b> |
| Total Revenues                |                  |                  |                  |                     |                  |               |
| Over/(Under) Expenses         | 118,698          | 550,438          | (326,080)        | 282,570             | (350,557)        |               |
| Beginning Net Assets          | 2,565,197        | 2,683,895        | 3,234,333        | 3,234,333           | 3,516,903        |               |
| <b>ENDING NET ASSETS</b>      | <b>2,683,895</b> | <b>3,234,333</b> | <b>2,908,253</b> | <b>3,516,903</b>    | <b>3,166,346</b> |               |

**Revenue****Group Medical:**

Group Medical includes Town and Employee contributions for health care expenses. The Town contribution remains level funded for FY2014.

**Gain/(Loss) on Investments:**

Gain/(loss) on investments represents revenue earned or investment losses on the investments in the trust.

**Expenses****Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases

**Employee Benefits:**

Employee benefit costs include the Townwide employee health insurance program.

**Contractual**

Prior to FY2013, health insurance broker services were paid directly to the Broker from the Stop Loss, Life Insurance, Long-Term Disability and Prescription drug carriers. Commissions paid were attributable to the contract between the Town and the insurance companies. In FY2013 the Town entered into a flat fee contract for insurance broker services with Willis of Florida in order to eliminate the potential for real or perceived conflict-of-interest in the broker's recommendations. The increase reflected is the amount needed to cover the cost of the flat fee contract with Willis and the Town. The contract amount is divided 60/40 between the Self Insurance Fund-Health (502) and Health Insurance Trust (610) respectively.

**Commodities:**

Estimated cost for office supplies including printing benefit plan communication documents such as annual open enrollment materials.

# Town of Palm Beach



Equipment Replacement Fund (320)

### Equipment Replacement Fund - 320

The fund was established to provide a means to replace equipment, excluding enterprise fund equipment, when the end of its useful life has been reached. The fund includes both capital equipment as well as computer equipment.

Equipment is replaced when it is determined that due to its age, condition, operation and maintenance costs, obsolescence, and depreciation, it is no longer economical to maintain. Annually, depreciation is funded with a transfer from the various departments to the Equipment Replacement Fund based on the economic life and replacement cost of the equipment utilized by each department. The calculation for funding was modified in FY2006 to use replacement cost rather than original cost to insure sufficient funds are available when the asset is replaced.

Depreciation for the fixed assets is calculated using the straight line method which takes the original purchase price less anticipated salvage value divided by the expected useful life of the asset.

The established asset value threshold for inclusion in the Equipment Replacement Fund is: \$2,500 for fixed assets, and \$1,500 for computer assets.

### Depreciation Charges by Department FY2014

| Department                    | Depreciation       |
|-------------------------------|--------------------|
| Information Systems           | \$235,920          |
| Human Resources               | 677                |
| Finance                       | 969                |
| Planning, Zoning and Building | 25,518             |
| Fire-Rescue                   | 573,269            |
| Police                        | 476,576            |
| Public Works                  | 564,056            |
| Emergency Management          | 950                |
| Risk Management               | 1,600              |
| <b>Total Depreciation</b>     | <b>\$1,879,535</b> |

## Replacement Equipment - FY2014

| Department                                      | Cost               |
|-------------------------------------------------|--------------------|
| <b>Planning/Zoning/Building:</b>                |                    |
| (2) Automobiles                                 | \$43,000           |
| Microfiche Reader/Printer                       | 15,000             |
| <b>Finance</b>                                  |                    |
| Folder/Sealer Machine                           | 3,500              |
| Cargo Van                                       | 21,200             |
| Electric Pallet Walker                          | 5,250              |
| <b>Fire-Rescue:</b>                             |                    |
| Quint Fire Apparatus                            | 880,000            |
| Medical Defibrillators                          | 212,166            |
| <b>Police:</b>                                  |                    |
| (3) Pursuit Vehicles                            | 116,684            |
| (2) Small Utility Vehicles                      | 38,300             |
| Shredder                                        | 5,000              |
| Vehicle Scan Tool                               | 6,000              |
| Ford Escape                                     | 19,000             |
| Auto Vu LPR System                              | 38,000             |
| <b>Public Works:</b>                            |                    |
| Track Skidster with Attachments                 | 74,035             |
| Ford F650 Bucket Truck                          | 125,000            |
| Oscilloscope                                    | 4,500              |
| Int'l 7400 Sewer Jet/Vacuum Truck               | 312,585            |
| Road Tractor                                    | 130,075            |
| 20 Yd Rear Loader                               | 195,300            |
| Int'l 4300 Crane                                | 170,000            |
| Kubota Mower                                    | 13,000             |
| Ford E250 Van                                   | 21,000             |
| Ford Fusion Automobile                          | 24,000             |
| Ice Machine                                     | 6,600              |
| F150 4x4 Truck                                  | 26,500             |
| <b>Information Systems:</b>                     |                    |
| Computer Equipment                              | 505,200            |
| <b>Total Equipment Replacement Expenditures</b> | <b>\$3,010,895</b> |

**Revenue and Expense Summary**

|                                                 | <b>FY2011</b>     | <b>FY2012</b>     | <b>FY2013</b>    | <b>FY2013</b>     | <b>FY2014</b>    | <b>%</b>      |
|-------------------------------------------------|-------------------|-------------------|------------------|-------------------|------------------|---------------|
|                                                 | <b>Actual</b>     | <b>Actual</b>     | <b>Budget</b>    | <b>Projected</b>  | <b>Budget</b>    | <b>Change</b> |
| <b>Revenues</b>                                 |                   |                   |                  |                   |                  |               |
| Interest on Investments                         | 155,630           | 149,127           | 135,000          | 50,000            | 50,000           | -62.96%       |
| Surplus Equipment Proceeds                      | 24,815            | 30,438            | 30,000           | 70,000            | 30,000           | 0.00%         |
| Transfer from General and Other Funds           | 2,662,940         | 2,027,725         | 1,970,969        | 1,970,969         | 1,879,535        | -4.64%        |
| <b>TOTALS</b>                                   | <b>2,843,385</b>  | <b>2,207,290</b>  | <b>2,135,969</b> | <b>2,090,969</b>  | <b>1,959,535</b> | <b>-8.26%</b> |
| <b>Expenses</b>                                 |                   |                   |                  |                   |                  |               |
| Transfer to Underground Utility Assessment Fund | -                 | -                 | 4,867,019        | 1,000,000         | 3,867,019        | -20.55%       |
| Transfer to Coastal                             | -                 | -                 | -                | -                 | 2,858,913        | 100.00%       |
| Capital Outlay-Equipment                        | 1,369,513         | 1,422,959         | 1,316,203        | 1,400,000         | 2,505,695        | 90.37%        |
| Capital Outlay-IS Equipment                     | 162,043           | 194,849           | 342,500          | 200,000           | 505,200          | 47.50%        |
| <b>TOTALS</b>                                   | <b>1,531,556</b>  | <b>1,617,808</b>  | <b>6,525,722</b> | <b>2,600,000</b>  | <b>9,736,827</b> | <b>49.21%</b> |
| Total Revenues Over/(Under)                     |                   |                   |                  |                   |                  |               |
| Expenses                                        | 1,311,829         | 589,482           | (4,389,753)      | (509,031)         | (7,777,292)      |               |
| Contingency                                     | -                 | -                 | (500,000)        | -                 | (500,000)        |               |
| Beginning Net Assets                            | 11,667,524        | 12,979,353        | 13,568,835       | 13,568,835        | 13,059,804       |               |
| <b>ENDING NET ASSETS</b>                        | <b>12,979,353</b> | <b>13,568,835</b> | <b>8,679,082</b> | <b>13,059,804</b> | <b>4,782,512</b> |               |

**Revenues****Interest on Investments**

The interest revenue is based upon the financial market conditions and funds available for investment.

**Surplus Equipment Proceeds**

This revenue source represents the sale of surplus equipment through the Palm Beach County Thrift Store.

**Transfer from General and Other Funds**

This transfer represents the depreciation expense charged to General Fund program budgets and transferred to the Equipment Replacement Fund on an annual basis.

**Expenditures****Transfer to Underground Utility Assessment Fund**

This transfer represents funding for the Internal Financing Plan approved by Town Council on August 14, 2012.

**Transfer to Coastal Fund**

This transfer represents funding for the Coastal Fund approved by Town Council on September 10, 2013.

**Capital Outlay – Equipment**

This represents the budget for the replacement of vehicles, machinery and office equipment.

**Capital Outlay – IS Equipment**

This represents the budget for the replacement of computer equipment.

**Contingency**

Contingency reserve.



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## RETIREMENT FUND

The Town provides pension benefits for General Employees, Police Officers and Firefighters.

The plans have been separately managed by 3 pension boards. On April 1, 2012, the three retirement boards were consolidated into the Town of Palm Beach Retirement Board of Trustees. This Board now oversees all of the Town's pension assets and retirement programs. An outside pension consultant administers the plans which cover general employees, lifeguards, police and fire-rescue personnel.

On May 1, 2012, the retirement benefits for most Town employees were changed from a full defined benefit plan, to a hybrid pension plan. Employees that were "eligible to retire" were grandfathered into the old defined benefit plan, and the benefits all other employees as of May 1, 2012 were changed to the hybrid pension plan that contains a defined benefit component and a defined contribution component. In addition, the Town ceased participation in the State of Florida's Section 175 and 185 programs for police and firefighter personnel. Details of the pension benefits are outlined later in this section.

Approximately 253 active employees and 377 retirees are covered by the three Plans.

The contribution requirements of the Plan members are established and may be amended by the Town Council. Plan members are required to contribute a percentage of their annual covered salary. Contribution requirements through FY13 are shown on the following table. The member contribution rates for FY13 as a percentage of the employees' annual compensation, for both the defined benefit and defined contribution 401(a) plan vary per benefit group and/or date of hire.

| Benefit Group                                  | Defined Benefit Plan  | 401(a) Defined Contribution Plan |          |                                                             |          |
|------------------------------------------------|-----------------------|----------------------------------|----------|-------------------------------------------------------------|----------|
|                                                | Employee Contribution | Mandatory Contribution           |          | Voluntary Contribution                                      |          |
|                                                |                       | Employee                         | Employer | Employee                                                    | Employer |
| Police Officer                                 | 4.98%                 | 2%                               | 2%       | Voluntary up to the maximum allowable under IRS Regulations | 2% Match |
| Firefighter                                    | 4.82%                 | 2%                               | 2%       |                                                             | 2% Match |
| General Employees hired before 5/1/1992        | 4.47%                 | 2%                               | 2%       |                                                             | 2% Match |
| General Employees hired on or after 5/1/1992   | 2.47%                 | 4%                               | 4%       |                                                             | No Match |
| Lifeguard Employees hired before 5/1/1992      | 5.21%                 | 2%                               | 2%       |                                                             | 2% Match |
| Lifeguard Employees hired on or after 5/1/1992 | 3.21%                 | 4%                               | 4%       |                                                             | No Match |

The FY14 budget contains the changes noted in the chart below to the non-union employee contribution requirements. The total cost of these changes was \$152,515.

| Benefit Group         | Defined Benefit Plan<br>Employee Contribution | 401(a) Defined Contribution Plan |          |                                                             |          |                                                                                                          |
|-----------------------|-----------------------------------------------|----------------------------------|----------|-------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------|
|                       |                                               | Mandatory Contribution (pre-tax) |          | Voluntary Contribution                                      |          | Discretionary Contribution                                                                               |
|                       |                                               | Employee                         | Employer | Employee                                                    | Employer | Employer                                                                                                 |
| Firefighter Union     | 4.82%                                         | 2%                               | 2%       | Voluntary up to the maximum allowable under IRS regulations | 2% Match | None                                                                                                     |
| Firefighter Non-Union | 2.47%                                         | 4%                               | 4%       |                                                             | No Match | Up to 4% Determined by Town Council during annual budget process upon recommendation of the Town Manager |
| Police Officer        | 2.47%                                         | 4%                               | 4%       |                                                             | No Match |                                                                                                          |
| General Employees     | 2.47%                                         | 4%                               | 4%       |                                                             | No Match |                                                                                                          |
| Lifeguard Employees   | 2.47%                                         | 4%                               | 4%       |                                                             | No Match |                                                                                                          |

The Retirement Board approved a change to the actuarial investment assumption from 8% to 7.5% and the wage inflation assumption from 5.5% to 3.5% and the new assumptions were used in the calculations included in the September 30, 2012 actuarial report.

The FY14 actuarially determined contribution to the defined benefit plan totals \$5,916,828. A portion of the increase from FY13 is made up of a change in the investment and wage inflation assumption costing \$930,690. This amount is being offset by a transfer from the prepaid contribution reserve in the Retirement Fund. The Town accumulated a prepaid reserve in the Retirement Fund due to the "overpayment" to the fund by systematically contributing the actuarial determined amount rather than the State required amount calculated as a percent of payroll. A total of \$2,169,323 has been reserved as a prepaid contribution in the Retirement Fund. The reasons for the balance of the increase are increases in retirement activity and the final year of smoothing the investment losses from 2008. In addition, the change to the employee contribution noted above increases the Town contribution. The Town's contribution for the defined benefit plan for FY13 and FY14 is shown on the following page:

| Defined Benefit Contribution         | FY2013                    | FY2014                    | Change                    | % Change     |
|--------------------------------------|---------------------------|---------------------------|---------------------------|--------------|
| General Employees                    | \$1,223,869               | \$1,850,688               | \$626,819                 | 51.2%        |
| Lifeguards                           | 125,294                   | 143,700                   | 18,406                    | 14.7%        |
| Police                               | 1,257,107                 | 1,881,949                 | 624,842                   | 49.7%        |
| Fire-Rescue                          | <u>1,370,637</u>          | <u>2,040,491</u>          | <u>669,854</u>            | 48.9%        |
| <b>Total</b>                         | <b>\$3,976,907</b>        | <b>\$5,916,828</b>        | <b>\$1,939,921</b>        | <b>48.8%</b> |
| Less: Prepaid Contribution           | 0                         | <u>(930,690)</u>          | <u>(930,690)</u>          | 100.0%       |
| Proposed Contribution Change         | 0                         | <u>152,515</u>            | <u>152,515</u>            | 100.0%       |
| <b>Amount included in the Budget</b> | <b><u>\$3,976,907</u></b> | <b><u>\$5,138,653</u></b> | <b><u>\$1,161,746</u></b> | <b>29.2%</b> |

The employer funding history for the defined benefit pension for the last five years is shown below:

|              | FY2010             | FY2011             | FY2012             | FY2013             | FY2014             |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General      | \$2,507,174        | \$2,927,020        | \$651,882          | \$1,223,869        | 1,850,688          |
| Lifeguards   | 109,310            | 148,364            | 15,600             | 125,294            | 143,700            |
| Police       | 2,261,552          | 2,828,758          | 1,213,681          | 1,257,107          | 1,881,949          |
| Fire-Rescue  | 2,647,210          | 3,189,802          | 1,635,237          | 1,370,637          | 2,040,491          |
| <b>Total</b> | <b>\$7,525,246</b> | <b>\$9,093,944</b> | <b>\$3,516,400</b> | <b>\$3,976,907</b> | <b>\$5,916,828</b> |

The Town contributes a match of up to 4% to the Defined Contribution (DC) plan. Contributions to the DC plan began with the implementation of the hybrid plan on May 1, 2012. ICMA-RC administers the defined contribution plan. In addition, the Town Council approved a discretionary contribution of up to 4% per year, to be decided each year depending upon economic and budgetary conditions. For FY14, the Town Council approved a 4% discretionary DC contribution at a cost of \$589,485. Total employer contributions to the DC plan per year are as follows:

|              | FY2012<br>Actual | FY2013<br>Budget | FY2014<br>Budget   |
|--------------|------------------|------------------|--------------------|
| General      | \$123,785        | \$309,235        | \$759,611          |
| Lifeguards   | 2,014            | 5,428            | 11,180             |
| Police       | 43,163           | 211,200          | 310,024            |
| Fire-Rescue  | 47,748           | 180,642          | 201,867            |
| <b>Total</b> | <b>\$216,710</b> | <b>\$706,505</b> | <b>\$1,282,682</b> |

The funded ratio for the each of the pension plans is shown in the chart below. The reductions from FY2011 to FY2012 reflect the recently implemented change in the investment return assumption from 8.0% to 7.5%.

| <b>As of Fiscal Year End</b>    | <b>FY2008</b> | <b>FY2009</b> | <b>FY2010</b> | <b>FY2011</b> | <b>FY2012</b> |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>General &amp; Lifeguards</b> | 88%           | 81%           | 79%           | 89%           | 80%           |
| <b>Police</b>                   | 90%           | 85%           | 84%           | 88%           | 76%           |
| <b>Fire-Rescue</b>              | 80%           | 74%           | 73%           | 81%           | 71%           |

## Summary of Defined Benefit Plan Provisions

**Grandfathered Benefits:** The benefits consist of the old defined benefit plan (Plan A - see below) and are provided to employees that were eligible to retire on or before May 1, 2012.

**Plan A Benefits:** The accrued benefits prior to May 1, 2012 in the old defined benefit plan.

**Plan B Benefits:** The accrued benefits after May 1, 2012 in the new hybrid pension plan.

### **Normal Retirement:**

#### **ELIGIBILITY**

##### **Plan A**

- a) *General:* 30 or more years of service, regardless of age; or age 55 with 10 or more years of service
- b) *Ocean Rescue:* Age 50 with 10 or more years of service. Or 10 or more years of service and age plus credited service totals 65 years or more.
- c) *Police Officers and Firefighters:* 20 or more years of service, regardless of age; or, age 50 with 10 or more years of service; or, at least 10 years of service and age plus credited service totals 65 years or more.

##### **Plan B**

Age 65 with 10 or more years of service, including service prior to May 1, 2012.

#### **PENSION AMOUNT**

##### **Plan A**

- a) *General:* Average final compensation times the sum of a) 2.75% for service earned after September 30, 1990, to a maximum of 82.5%, plus 2.35% for service earned on or before September 30, 1990 for the first 30 years of service, plus, b) 1.0% for service in excess of 30 years.
- b) *Ocean Rescue:* Average final compensation times the sum of a) 2.85% for the first 25 years of service with a maximum of 71.25%, plus, b) 1.0% for service in excess of 25 years.
- c) *Police Officers and Firefighters:* Average final compensation multiplied by the sum of a) 3.5% per year of credited service to a maximum of 87.5 percent, plus, b) 2.0% per year of credited service, if any, in excess of 43.75 years.

##### **Plan B**

Average final compensation multiplied by 1.25% per year of credited service after April 30, 2012.

*General and Ocean Rescue:* The normal form of pension is a pension payable for life. Also see Automatic Death Benefit.

*Police and Firefighters:* The normal form of pension is a pension payable as a straight life annuity, including service prior to April 30, 2012. Also see Automatic Death Benefit.

**Average Final Compensation:****Plan A**

Highest 2 consecutive years within the member's last 5 years of credited service.

**Plan B**

Average compensation after April 30, 2012 over a period increasing up to the final 5 years of credited service on and after April 30, 2017.

**DROP Retirement: Both Plan A and Plan B**

**Eligibility** - Same as Normal Retirement, election must be made within 7 years of the date the member first reaches general retirement eligibility.

**Pension Amount**

*General and Ocean Rescue:* 98% of member's accrued benefit at the date of election to participate in DROP.

*Police and Firefighters:* 100% of the member's accrued benefit at the date of election to participate in DROP.

**Early Retirement (General Employees Only):****ELIGIBILITY****PLAN A**

Age 50 with 10 or more years of credited service.

**PLAN B**

Early retirement at age 60 with 10 or more years of credited service, provided the employee pays the full actuarial cost of the extra years receiving a pension.

**PENSION AMOUNT****PLAN A**

Computed as a normal retirement benefit but reduced 6/10 of 1% (3/10 of 1% if service credit is 20 or more years) for each month early retirement precedes the member's normal retirement date.

**PLAN B**

Actuarial equivalent reduction.

**Deferred Retirement (Vested Termination Benefit): Both Plan A and Plan B**

**Eligibility** - 10 or more years of service (waived for frozen benefits). Pension begins upon meeting requirement for normal retirement. Contributions must be left on deposit in the System; failure to do so results in forfeiture of the vested benefit. Frozen accrued benefits as of April 30, 2012 are vested immediately.

**Pension Amount** - Computed as for normal retirement, based upon service and average final compensation at time of termination.

**Duty Disability Retirement: Both Plan A and Plan B**

**Eligibility** - No age or service requirements.

*General Employees and Ocean Rescue:* Computed as a regular retirement with additional service credit granted from date of disability to earliest normal retirement eligibility date. Minimum benefit is 60% of average final compensation at earliest normal retirement date computed as a regular retirement. The minimum shall be

applicable for at least 5 years if the member attains such age for retirement less than 5 years after duty disability benefits commence.

*Police Officers and Firefighters:* Computed as a regular retirement with additional service credit granted from date of disability to earliest normal retirement eligibility date. Minimum benefit is 60% of average final compensation:

**Non-Duty Disability Before Retirement: Both Plan A and Plan B**

**Eligibility** - 10 or more years of service (waived for frozen benefit).

**Pension Amount** - Computed as for normal retirement. For Police and Firefighter benefit groups, the disability pension benefit shall not be less than 30 percent of the member's average final compensation at the time of disability.

**Duty Death Before Retirement: Both Plan A and Plan B**

**Eligibility** - No age or service requirements.

**Pension Amount** - A pension to each surviving child of 25% of the member's average final compensation not to exceed 50% or equal share of 75% of the member's AFC when there are 4 or more surviving children being paid. A pension to the surviving spouse, if any, of the difference, if any, between 75% of the retiree's AFC and the aggregate amount paid to children for the month.

**Non-Duty Death Before Retirement: Both Plan A and Plan B**

**Eligibility** - 10 or more years of service (waived for frozen benefit).

**Pension Amount** - 75% of normal retirement benefit to a surviving spouse or equal shares of 75% of the normal retirement benefit to surviving unmarried children under 18.

**Automatic Death After Retirement Pension:**

**Plan A**

**To Surviving Child(ren):** 25% of the retiree's pension payable to age 18, not to exceed an equal share of 75% of the retiree's pension. Payments to surviving children may be paid to age 25 if no spouse benefits are payable.

**To Surviving Spouse:** The difference, if any, between 75% of the deceased retiree's pension and the aggregate amount paid to any surviving children for the month.

**Plan B**

Reduced option forms of payment are available including reduced survivorship benefits.

**Post-Retirement Cost-of-Living Adjustments:**

**Plan A**

Pensions are increased 2.0% annually based on the total pension payable subsequent to an initial 3 year deferral period.

**Plan B**

None.

**Purchase of Service Credit: Both Plan A and Plan B**

A vested member who has not purchased service credit under Prior Governmental Service, including Military Service elsewhere may purchase years or fractional parts of years of service, not to exceed 5 years, to be added to years of credited service provided that the member contributes the sum that would have been contributed to the retirement plan to pay the full actuarial cost.

Purchase of service by members of benefit group firefighter may only be based upon actual prior service as a firefighter or service in the military and purchase of service by a member of benefit group police officer may only be based upon actual prior service as a police officer or service in the military.

# Town of Palm Beach



Employees Retirement System (600)

**PROGRAM: EMPLOYEES RETIREMENT FUND (600)****Revenue and Expense Summary**

|                                          | FY2011<br>Actual   | FY2012<br>Actual   | FY2013<br>Budget   | FY2013<br>Projected | FY2014<br>Budget   | %<br>Change   |
|------------------------------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------|
| <b>Revenues</b>                          |                    |                    |                    |                     |                    |               |
| Employer Contributions                   | 7,316,475          | 2,881,791          | 3,976,907          | 3,976,907           | 5,138,653          | 29.21%        |
| Transfer from Prepaid Town Contributions | -                  | -                  | -                  | -                   | 930,690            | 100.00%       |
| Employee Contributions                   | 1,632,262          | 1,844,730          | 708,807            | 696,488             | 571,000            | -19.44%       |
| Gain/(Loss) on Investments               | (50,413)           | 25,580,688         | 14,388,975         | 14,388,975          | 14,305,392         | -0.58%        |
| Miscellaneous                            | (29,253)           | 27,121             | -                  | 8,000               | -                  | 0.00%         |
| State of Florida                         | 786,402            | 830,571            | -                  | -                   | -                  | 0.00%         |
| Interest on Investments                  | 1,022,260          | 1,154,574          | 1,200,000          | 1,200,000           | 1,200,000          | 0.00%         |
| <b>TOTALS</b>                            | <b>10,677,733</b>  | <b>32,319,475</b>  | <b>20,274,689</b>  | <b>20,270,370</b>   | <b>22,145,735</b>  | <b>9.23%</b>  |
| <b>Expenses</b>                          |                    |                    |                    |                     |                    |               |
| Salaries and Wages                       | -                  | -                  | 38,875             | 28,752              | 39,449             | 1.48%         |
| Employee Benefits                        | -                  | -                  | 19,446             | 18,940              | 15,968             | -17.89%       |
| Contractual                              | 14,657,797         | 15,597,686         | 16,443,377         | 16,797,307          | 18,154,000         | 10.40%        |
| <b>TOTALS</b>                            | <b>14,657,797</b>  | <b>15,597,686</b>  | <b>16,501,698</b>  | <b>16,844,999</b>   | <b>18,209,417</b>  | <b>10.35%</b> |
| Total Revenues Over/(Under)              |                    |                    |                    |                     |                    |               |
| Expenses                                 | (3,980,064)        | 16,721,789         | 3,772,991          | 3,425,371           | 3,936,318          |               |
| Beginning Net Assets                     | 174,544,804        | 170,564,740        | 187,286,529        | 187,286,529         | 190,711,900        |               |
| <b>ENDING NET ASSETS</b>                 | <b>170,564,740</b> | <b>187,286,529</b> | <b>191,059,520</b> | <b>190,711,900</b>  | <b>194,648,218</b> |               |

**Revenues****Employer Contributions:**

The employer contributions are actuarially determined for the hybrid pension plan.

**Transfer from Prepaid Town Contributions:**

Transfer to pay for the first year cost of the assumption changes.

**Employee Contributions:**

Employee contributions are calculated based on the eligible employee's salary multiplied by a contribution rate.

**Gain/(Loss) on Investments:**

This line item reflects the estimated gains on the sale of equities. Projections reflect the 7.5% return assumption for the fund.

**Interest on Investments:**

The FY13 budgeted amount represents the anticipated interest to be earned on fixed income investments.

**Expenses****Salaries and Wages:**

The proposed budget for salaries and wages includes performance based merit pay increases.

**Employee Benefits:**

Employee benefit costs include the health insurance program and the hybrid pension plan for the FTEP assigned to this fund.

**Contractual:**

This line item reflects anticipated pension payments and operating costs.

| Full Time Equivalent Employees | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------|--------|--------|--------|--------|--------|
| Finance Director               | -      | -      | -      | 0.0240 | 0.0240 |
| Assistant Finance Director     | -      | -      | -      | 0.0190 | 0.0190 |
| Accounting Supervisor          | -      | -      | -      | 0.0230 | 0.0230 |
| Accounting Clerk               | -      | -      | -      | 0.0120 | 0.0120 |
| Director of Human Resources    | -      | -      | -      | 0.0240 | 0.0240 |
| Human Resource Assistant       | -      | -      | 0.5000 | 0.3750 | 0.3750 |
| Payroll Specialist             | -      | -      | -      | 0.2310 | 0.2310 |
|                                | -      | -      | 0.5000 | 0.7080 | 0.7080 |

# Town of Palm Beach



Health Insurance Trust (610)

## PROGRAM: HEALTH INSURANCE TRUST (610)

The Town makes post-employment health care benefits available to retirees and funds a portion of the retiree health insurance benefits. In FY2007, the Town established a Health Insurance Trust for the funding of these benefits. The trust was established with an initial deposit of \$16,000,000 transferred from the reserves from the Health Insurance Fund. The Town's Investment Advisory Committee oversees the investment of the assets of this trust.

An actuarial valuation of the retiree health plan was conducted as of October 1, 2012. The Town's Actuarial Accrued Liability as of October 1, 2012 was determined to be \$29,288,881. The annual budgeted contribution for FY2014 is \$1,506,000.

The Town provides to the retirees self-insured HMO, POS and PPO medical plans, including prescription drugs, administered by Florida Blue.

### Summary of Plan Provisions

#### Eligibility

Employee must terminate employment with the Town and be eligible to retire under the Town's retirement system.

#### Plan Design

Eligible retirees can choose from one of three Florida Blue plans: POS Blue Options, PPO Blue Choice, or Blue Care Open Access HMO. A summary of the significant plan provisions for the plan year that begins on January 1, 2014 are provided below:

#### Florida Blue POS Blue Options

|                              | In-Network                                                              | Out-of-Network             |
|------------------------------|-------------------------------------------------------------------------|----------------------------|
| <b>Deductible</b>            | \$1,000 Ind/\$2,000 Family                                              | \$2,000 Ind/\$4,000 Family |
| <b>Coinsurance</b>           | 20%                                                                     | 50%                        |
| <b>Out of Pocket Maximum</b> | \$2,000 Ind/\$4,000 Family                                              | \$4,000 Ind/\$6,000 Family |
| <b>Office Visit Copay</b>    | \$35 Copay+Ded+20%<br>Coins                                             | Ded+50% Coins              |
| <b>Prescription Drugs</b>    | \$100 Ded for Non-generic when generic available                        |                            |
| <b>Retail Copayment</b>      | Generic-\$10, Preferred-\$35, Non-Preferred-\$40 Copay<br>+ 50% of Cost |                            |
| <b>Mail Order Copayment</b>  | Generic-\$20, Preferred-\$70, Non-Preferred-\$80 Copay<br>+ 50% of Cost |                            |
| <b>Lifetime Maximum</b>      | Unlimited                                                               |                            |

**Florida Blue PPO Blue Choice**

|                              | <b>In-Network</b>                                                       | <b>Out-of-Network</b>      |
|------------------------------|-------------------------------------------------------------------------|----------------------------|
| <b>Deductible</b>            | \$500 Ind/\$1,500 Family                                                | \$1,000 Ind/\$3,000 Family |
| <b>Coinsurance</b>           | 10%                                                                     | 30%                        |
| <b>Out of Pocket Maximum</b> | \$1,500 Ind/\$4,500 Family                                              | \$3,000 Ind/\$6,000 Family |
| <b>Office Visit Copay</b>    | \$25                                                                    | Ded+ 30%                   |
| <b>Prescription Drugs</b>    | \$100 Ded for Non-generic when generic available                        |                            |
| <b>Retail Copayment</b>      | Generic-\$10, Preferred-\$30, Non-Preferred-\$30 Copay<br>+ 50% of Cost |                            |
| <b>Mail Order Copayment</b>  | Generic-\$20, Preferred-\$60, Non-Preferred-\$60 Copay<br>+ 50% of Cost |                            |
| <b>Lifetime Maximum</b>      | Unlimited                                                               |                            |

**Florida Blue - Blue Care Open Access HMO**

|                              | <b>In-Network</b>                                                       | <b>*Out-of-Network</b> |
|------------------------------|-------------------------------------------------------------------------|------------------------|
| <b>Deductible</b>            | N/A                                                                     |                        |
| <b>Coinsurance</b>           | 100%                                                                    |                        |
| <b>Out of Pocket Maximum</b> | \$1,500 Individual, \$3,000 Family                                      |                        |
| <b>Office Visit Copay</b>    | \$20                                                                    |                        |
| <b>Inpatient Copay</b>       | \$500 per admission                                                     |                        |
| <b>Emergency Room Copay</b>  | \$115                                                                   |                        |
| <b>Prescription Drugs</b>    | \$100 Ded for Non-generic when generic available                        |                        |
| <b>Retail Copayment</b>      | Generic-\$10, Preferred-\$30, Non-Preferred-\$30 Copay<br>+ 50% of Cost |                        |
| <b>Mail Order Copayment</b>  | Generic-\$20, Preferred-\$60, Non-Preferred-\$60 Copay<br>+ 50% of Cost |                        |
| <b>Lifetime Maximum</b>      | Unlimited                                                               |                        |

\* Out of network services are not covered under the HMO plan.

**Discount Rate**

The actuarial analysis assumes an 8% annual discount rate.

**Required Monthly Contributions**

Contribution amounts are determined by the medical plan chosen, the years of employment service, and the amount of pension earned according to the retiree sliding scale for insurance premiums. Contributions are required to both retiree and dependent coverage. The premium cost sharing between retirees and the Town ranges from 50% to the maximum charge allowable per state statute for the non-Medicare group. The retiree contributions for the period January 1, 2014 through December 31, 2014 are shown on the following pages:

**PROGRAM: HEALTH INSURANCE TRUST (610)****Revenue and Expense Summary**

|                            | <b>FY2011<br/>Actual</b> | <b>FY2012<br/>Actual</b> | <b>FY2013<br/>Budget</b> | <b>FY2013<br/>Projected</b> | <b>FY2014<br/>Budget</b> | <b>%<br/>Change</b> |
|----------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|---------------------|
| <b>Revenues</b>            |                          |                          |                          |                             |                          |                     |
| Town Funding               | 1,533,000                | 1,493,000                | 1,769,000                | 1,769,000                   | 1,506,000                | -14.87%             |
| Retiree Funding            | 1,214,833                | 1,263,754                | 1,540,500                | 1,332,600                   | 1,466,809                | -4.78%              |
| Medicare Reimbursement     | 94,095                   | 95,383                   | 90,000                   | 60,000                      | -                        | -100.00%            |
| Miscellaneous Revenue      | 84,420                   | 48,379                   | -                        | 165,000                     | -                        | 0.00%               |
| Gain/(Loss) on Investments | 31,758                   | 2,413,804                | 422,000                  | 412,200                     | 412,200                  | -2.32%              |
| <b>TOTALS</b>              | <b>2,958,106</b>         | <b>5,314,320</b>         | <b>3,821,500</b>         | <b>3,738,800</b>            | <b>3,385,009</b>         | <b>-11.42%</b>      |
| <b>Expenses</b>            |                          |                          |                          |                             |                          |                     |
| Salaries and Wages         | 36,929                   | 47,213                   | 54,488                   | 54,488                      | 57,948                   | 6.35%               |
| Employee Benefits          | 2,146,819                | 2,397,110                | 2,546,815                | 2,490,414                   | 2,495,841                | -2.00%              |
| Contractual                | 125,222                  | 100,760                  | 93,110                   | 149,510                     | 125,100                  | 34.36%              |
| Commodities                | 228                      | 72                       | 300                      | 300                         | 300                      | 0.00%               |
| Capital Outlay             | -                        | -                        | -                        | -                           | -                        | 0.00%               |
| Depreciation               | -                        | -                        | -                        | -                           | -                        | 0.00%               |
| <b>TOTALS</b>              | <b>2,309,198</b>         | <b>2,545,155</b>         | <b>2,694,713</b>         | <b>2,694,712</b>            | <b>2,679,189</b>         | <b>-0.58%</b>       |
| Total Revenues             |                          |                          |                          |                             |                          |                     |
| Over/(Under) Expenses      | 648,908                  | 2,769,165                | 1,126,787                | 1,044,088                   | 705,820                  |                     |
| Beginning Net Assets       | 17,524,179               | 18,173,087               | 20,942,252               | 20,942,252                  | 21,986,340               |                     |
| <b>ENDING NET ASSETS</b>   | <b>18,173,087</b>        | <b>20,942,252</b>        | <b>22,069,039</b>        | <b>21,986,340</b>           | <b>22,692,160</b>        |                     |

\*FY12 Adjusted includes FY12 adopted budget plus purchase orders written against the FY11 budget but spent against the FY12 budget.

**Revenues****Town Funding:**

Town's portion of retiree health care expenses; plan funding requirements are determined by experience and actuary analysis conducted by Willis of Florida

**Retiree Funding:**

The FY2014 budget for Retiree Funding decreased based on applying a 10% increase to the FY2013 projections utilizing actuals to date. Projected FY2013 revenues are well below budget.

**Medicare Reimbursements:**

Medicare reimbursements are paid to the Town through either the Retiree Drug Subsidy (RDS) program or Early Retiree Reinsurance Program (ERRP). Year to date for FY13 the Town has received \$38,000 in reimbursements through the RDS program. It is unlikely that the Town will receive any funds through the ERRP program in FY13 as federal funds for this program have been depleted. The ERRP program is closed for future years.

**Gain/(Loss) on Investments:**

Gain/Loss on investments represents revenue earned or investment losses on the investments in the trust.

## Expenses

### Salaries and Wages:

The proposed budget for salaries and wages includes performance based merit pay increases.

### Employee Benefits:

Cost of retiree health care expenditures

### Contractual:

Prior to FY2013, health insurance broker services were paid directly to the Broker from the Stop Loss, Life Insurance, Long-Term Disability and Prescription drug carriers. Commissions paid were attributable to the contract between the Town and the insurance companies. In FY2013 the Town entered into a flat fee contract for insurance broker services with Willis of Florida in order to eliminate the potential for real or perceived conflict-of-interest in the broker's recommendations. The increase reflected is the amount needed to cover the cost of the flat fee contract with Willis and the Town. The contract amount is divided 60/40 between the Self Insurance Fund-Health (502) and Health Insurance Trust (610) respectively.

| Full Time Equivalent Employees        | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------------|--------|--------|--------|--------|--------|
| Director of Human Resources           | 0.050  | 0.100  | 0.100  | 0.100  | 0.100  |
| Finance Director                      | 0.050  | 0.050  | 0.050  | 0.050  | 0.050  |
| Assistant Director of Human Resources | 0.200  | 0.200  | 0.200  | 0.200  | 0.200  |
| Human Resource Assistant              | 0.100  | 0.050  | -      | -      | -      |
| Human Resource Coordinator            | -      | -      | 0.320  | 0.330  | 0.330  |
| Human Resource Analyst                | 0.100  | 0.050  | 0.050  | 0.050  | 0.050  |
|                                       | 0.500  | 0.450  | 0.720  | 0.730  | 0.730  |



**PPO**  
**Retiree Sliding Scale Insurance Premium Rates 2014**

| Years of Service      |                       | Q1                  |                 | Q2                  |                 | Q3                  |                 | Q4                  |                 |
|-----------------------|-----------------------|---------------------|-----------------|---------------------|-----------------|---------------------|-----------------|---------------------|-----------------|
| <b>25 + years</b>     |                       | <b>50%</b>          |                 | <b>52%</b>          |                 | <b>56%</b>          |                 | <b>Maximum</b>      |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 460.06           | \$ 227.00       | \$ 478.46           | \$ 236.08       | \$ 515.26           | \$ 254.24       | \$ 728.44           | \$ 359.43       |
|                       | Retiree +1 Dependent  | \$ 970.72           | \$ 480.52       | \$ 1,009.54         | \$ 499.74       | \$ 1,087.20         | \$ 538.18       | \$ 1,657.54         | \$ 820.51       |
|                       | Retiree +2 Dependents | \$ 1,236.03         |                 | \$ 1,285.47         |                 | \$ 1,384.35         |                 | \$ 1,583.39         |                 |
| Retiree +3 Dependents | \$ 1,501.35           |                     | \$ 1,561.40     |                     | \$ 1,681.51     |                     | \$ 2,139.04     |                     |                 |
| <b>20 - 24 years</b>  |                       | <b>52%</b>          |                 | <b>56%</b>          |                 | <b>58%</b>          |                 | <b>Maximum</b>      |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 478.46           | \$ 236.08       | \$ 515.26           | \$ 254.24       | \$ 533.66           | \$ 263.32       | \$ 728.44           | \$ 359.43       |
|                       | Retiree +1 Dependent  | \$ 1,009.54         | \$ 499.74       | \$ 1,087.20         | \$ 538.18       | \$ 1,126.03         | \$ 557.40       | \$ 1,657.54         | \$ 820.51       |
|                       | Retiree +2 Dependents | \$ 1,285.47         |                 | \$ 1,384.35         |                 | \$ 1,433.79         |                 | \$ 1,583.39         |                 |
| Retiree +3 Dependents | \$ 1,561.40           |                     | \$ 1,681.51     |                     | \$ 1,741.56     |                     | \$ 2,139.04     |                     |                 |
| <b>15 - 19 years</b>  |                       | <b>56%</b>          |                 | <b>58%</b>          |                 | <b>60%</b>          |                 | <b>Maximum</b>      |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 515.26           | \$ 254.24       | \$ 533.66           | \$ 263.32       | \$ 552.07           | \$ 272.40       | \$ 728.44           | \$ 359.43       |
|                       | Retiree +1 Dependent  | \$ 1,087.20         | \$ 538.18       | \$ 1,126.03         | \$ 557.40       | \$ 1,164.86         | \$ 576.62       | \$ 1,657.54         | \$ 820.51       |
|                       | Retiree +2 Dependents | \$ 1,384.35         |                 | \$ 1,433.79         |                 | \$ 1,483.23         |                 | \$ 1,583.39         |                 |
| Retiree +3 Dependents | \$ 1,681.51           |                     | \$ 1,741.56     |                     | \$ 1,801.61     |                     | \$ 2,139.04     |                     |                 |
| <b>10 - 14 years</b>  |                       | <b>Maximum</b>      |                 | <b>Maximum</b>      |                 | <b>Maximum</b>      |                 | <b>Maximum</b>      |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 728.44           | \$ 359.43       | \$ 728.44           | \$ 359.43       | \$ 728.44           | \$ 359.43       | \$ 728.44           | \$ 359.43       |
|                       | Retiree +1 Dependent  | \$ 1,657.54         | \$ 820.51       | \$ 1,657.54         | \$ 820.51       | \$ 1,657.54         | \$ 820.51       | \$ 1,657.54         | \$ 820.51       |
|                       | Retiree +2 Dependents | \$ 1,583.39         |                 | \$ 1,583.39         |                 | \$ 1,583.39         |                 | \$ 1,583.39         |                 |
| Retiree +3 Dependents | \$ 2,139.04           |                     | \$ 2,139.04     |                     | \$ 2,139.04     |                     | \$ 2,139.04     |                     |                 |

| Monthly Pension Earnings |             |             |
|--------------------------|-------------|-------------|
| Quartile                 | Minimum     | Maximum     |
| Q1                       | \$ -        | \$ 1,546.22 |
| Q2                       | \$ 1,546.23 | \$ 2,753.25 |
| Q3                       | \$ 2,753.26 | \$ 4,277.63 |
| Q4                       | \$ 4,277.64 | or greater  |

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**POS**  
**Retiree Sliding Scale Insurance Premium Rates 2014**

| Years of Service      |                       | Q1                  |                 | Q2                  |                 | Q3                  |                 | Q4                  |                 |
|-----------------------|-----------------------|---------------------|-----------------|---------------------|-----------------|---------------------|-----------------|---------------------|-----------------|
| <b>25 + years</b>     |                       | <b>50%</b>          |                 | <b>52%</b>          |                 | <b>56%</b>          |                 | <b>Maximum</b>      |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 398.98           | \$ 194.98       | \$ 414.94           | \$ 202.78       | \$ 446.86           | \$ 218.38       | \$ 482.25           | \$ 235.67       |
|                       | Retiree +1 Dependent  | \$ 840.97           | \$ 412.50       | \$ 874.60           | \$ 429.00       | \$ 941.88           | \$ 462.00       | \$ 1,215.62         | \$ 596.27       |
|                       | Retiree +2 Dependents | \$ 1,063.21         |                 | \$ 1,105.73         |                 | \$ 1,190.79         |                 | \$ 1,285.14         |                 |
| Retiree +3 Dependents | \$ 1,285.45           |                     | \$ 1,336.87     |                     | \$ 1,439.70     |                     | \$ 1,729.63     |                     |                 |
| <b>20 - 24 years</b>  |                       | <b>52%</b>          |                 | <b>56%</b>          |                 | <b>58%</b>          |                 | <b>Maximum</b>      |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 414.94           | \$ 202.78       | \$ 446.86           | \$ 218.38       | \$ 462.82           | \$ 226.18       | \$ 482.25           | \$ 235.67       |
|                       | Retiree +1 Dependent  | \$ 874.60           | \$ 429.00       | \$ 941.88           | \$ 462.00       | \$ 975.52           | \$ 478.50       | \$ 1,215.62         | \$ 596.27       |
|                       | Retiree +2 Dependents | \$ 1,105.73         |                 | \$ 1,190.79         |                 | \$ 1,233.32         |                 | \$ 1,285.14         |                 |
| Retiree +3 Dependents | \$ 1,336.87           |                     | \$ 1,439.70     |                     | \$ 1,491.12     |                     | \$ 1,729.63     |                     |                 |
| <b>15 - 19 years</b>  |                       | <b>56%</b>          |                 | <b>58%</b>          |                 | <b>60%</b>          |                 | <b>Maximum</b>      |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 446.86           | \$ 218.38       | \$ 462.82           | \$ 226.18       | \$ 478.78           | \$ 233.98       | \$ 482.25           | \$ 235.67       |
|                       | Retiree +1 Dependent  | \$ 941.88           | \$ 462.00       | \$ 975.52           | \$ 478.50       | \$ 1,009.16         | \$ 495.00       | \$ 1,215.62         | \$ 596.27       |
|                       | Retiree +2 Dependents | \$ 1,190.79         |                 | \$ 1,233.32         |                 | \$ 1,275.85         |                 | \$ 1,285.14         |                 |
| Retiree +3 Dependents | \$ 1,439.70           |                     | \$ 1,491.12     |                     | \$ 1,542.54     |                     | \$ 1,729.63     |                     |                 |
| <b>10 - 14 years</b>  |                       | <b>Maximum</b>      |                 | <b>Maximum</b>      |                 | <b>Maximum</b>      |                 | <b>Maximum</b>      |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 482.25           | \$ 235.67       | \$ 482.25           | \$ 235.67       | \$ 482.25           | \$ 235.67       | \$ 482.25           | \$ 235.67       |
|                       | Retiree +1 Dependent  | \$ 1,215.62         | \$ 596.27       | \$ 1,215.62         | \$ 596.27       | \$ 1,215.62         | \$ 596.27       | \$ 1,215.62         | \$ 596.27       |
|                       | Retiree +2 Dependents | \$ 1,285.14         |                 | \$ 1,285.14         |                 | \$ 1,285.14         |                 | \$ 1,285.14         |                 |
| Retiree +3 Dependents | \$ 1,729.63           |                     | \$ 1,729.63     |                     | \$ 1,729.63     |                     | \$ 1,729.63     |                     |                 |

| Monthly Pension Earnings |             |             |
|--------------------------|-------------|-------------|
| Quartile                 | Minimum     | Maximum     |
| Q1                       | \$ -        | \$ 1,546.22 |
| Q2                       | \$ 1,546.23 | \$ 2,753.25 |
| Q3                       | \$ 2,753.26 | \$ 4,277.63 |
| Q4                       | \$ 4,277.64 | or greater  |

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## HMO Retiree Sliding Scale Insurance Premium Rates 2014

| Years of Service      |                       | Q1                  |                 | Q2                  |                 | Q3                  |                 | Q4                  |                 |
|-----------------------|-----------------------|---------------------|-----------------|---------------------|-----------------|---------------------|-----------------|---------------------|-----------------|
| 25 + years            |                       | 50%                 |                 | 51.2%               |                 | 51.2%               |                 | Maximum             |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 396.09           |                 | \$ 405.46           |                 | \$ 405.46           |                 | \$ 405.46           |                 |
|                       | Retiree +1 Dependent  | \$ 836.50           |                 | \$ 856.29           |                 | \$ 856.29           |                 | \$ 910.27           |                 |
|                       | Retiree +2 Dependents | \$ 1,049.55         |                 | \$ 1,074.39         |                 | \$ 1,074.39         |                 | \$ 1,228.74         |                 |
| Retiree +3 Dependents | \$ 1,262.59           |                     | \$ 1,292.47     |                     | \$ 1,292.47     |                     | \$ 1,673.49     |                     |                 |
| 20 - 24 years         |                       | 51.2%               |                 | 51.2%               |                 | 51.2%               |                 | Maximum             |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 405.46           |                 | \$ 405.46           |                 | \$ 405.46           |                 | \$ 405.46           |                 |
|                       | Retiree +1 Dependent  | \$ 856.29           |                 | \$ 856.29           |                 | \$ 856.29           |                 | \$ 910.27           |                 |
|                       | Retiree +2 Dependents | \$ 1,074.39         |                 | \$ 1,074.39         |                 | \$ 1,074.39         |                 | \$ 1,228.74         |                 |
| Retiree +3 Dependents | \$ 1,292.47           |                     | \$ 1,292.47     |                     | \$ 1,292.47     |                     | \$ 1,673.49     |                     |                 |
| 15 - 19 years         |                       | 51.2%               |                 | 51.2%               |                 | 51.2%               |                 | Maximum             |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 405.46           |                 | \$ 405.46           |                 | \$ 405.46           |                 | \$ 405.46           |                 |
|                       | Retiree +1 Dependent  | \$ 856.29           |                 | \$ 856.29           |                 | \$ 856.29           |                 | \$ 910.27           |                 |
|                       | Retiree +2 Dependents | \$ 1,074.39         |                 | \$ 1,074.39         |                 | \$ 1,074.39         |                 | \$ 1,228.74         |                 |
| Retiree +3 Dependents | \$ 1,292.47           |                     | \$ 1,292.47     |                     | \$ 1,292.47     |                     | \$ 1,673.49     |                     |                 |
| 10 - 14 years         |                       | Maximum             |                 | Maximum             |                 | Maximum             |                 | Maximum             |                 |
|                       |                       | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> | <i>Non-Medicare</i> | <i>Medicare</i> |
|                       | Retiree               | \$ 405.46           |                 | \$ 405.46           |                 | \$ 405.46           |                 | \$ 405.46           |                 |
|                       | Retiree +1 Dependent  | \$ 910.27           |                 | \$ 910.27           |                 | \$ 910.27           |                 | \$ 910.27           |                 |
|                       | Retiree +2 Dependents | \$ 1,228.74         |                 | \$ 1,228.74         |                 | \$ 1,228.74         |                 | \$ 1,228.74         |                 |
| Retiree +3 Dependents | \$ 1,673.49           |                     | \$ 1,673.49     |                     | \$ 1,673.49     |                     | \$ 1,673.49     |                     |                 |

| Monthly Pension Earnings |             |             |
|--------------------------|-------------|-------------|
| Quartile                 | Minimum     | Maximum     |
| Q1                       | \$ -        | \$ 1,546.22 |
| Q2                       | \$ 1,546.23 | \$ 2,753.25 |
| Q3                       | \$ 2,753.26 | \$ 4,277.63 |
| Q4                       | \$ 4,277.64 | or greater  |

Pursuant to F.S. 112.0801, there is a limit as to how much of the Total Actuarial Premium may be passed on to retirees of governmental entities. In 2014, the allowable rate for the OAP HMO is 51.2% of the actuarial determined premium.



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| Full Time Equivalent Employees              | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---------------------------------------------|--------|--------|--------|--------|--------|
| <b>Town Manager's Office</b>                |        |        |        |        |        |
| Town Manager                                | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Deputy Town Manager                         | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Assistant Town Manager                      | 1.000  | -      | -      | -      | -      |
| Director of Recreation and Special Projects | -      | -      | 0.100  | 0.100  | 0.100  |
| Executive Assistant                         | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Administrative Assistant                    | 2.000  | 2.000  | 2.000  | 2.000  | 2.000  |
|                                             | 6.000  | 5.000  | 5.100  | 5.100  | 5.100  |
| <b>Information Systems</b>                  |        |        |        |        |        |
| Information Systems Manager                 | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Information Systems Analyst                 | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| GIS Coordinator                             | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Information Systems Specialist              | 2.000  | 3.000  | 3.000  | 3.000  | 3.000  |
| Information Systems Support Specialist      | 1.000  | -      | -      | -      | -      |
|                                             | 6.000  | 6.000  | 6.000  | 6.000  | 6.000  |
| <b>Human Resources</b>                      |        |        |        |        |        |
| Director of Human Resources                 | 0.800  | 0.800  | 0.800  | 0.776  | 0.776  |
| Assistant Director of Human Resources       | 0.800  | 0.600  | 0.600  | 0.600  | 0.600  |
| Occupational Health Nurse                   | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Human Resources Analyst                     | 0.600  | 0.900  | 0.900  | 0.900  | 0.900  |
| Human Resources Coordinator                 | -      | -      | 0.350  | 0.350  | 0.350  |
| Human Resources Assistant                   | 1.250  | 0.900  | 0.500  | 0.375  | 0.375  |
| Office Assistant II/OHC                     | 0.500  | 0.370  | 0.370  | 0.375  | 0.375  |
|                                             | 4.950  | 4.570  | 4.520  | 4.376  | 4.376  |
| <b>Finance</b>                              |        |        |        |        |        |
| Finance Director                            | 0.950  | 0.950  | 0.950  | 0.926  | 0.926  |
| Assistant Finance Director                  | 1.000  | 1.000  | 1.000  | 0.981  | 0.981  |
| Town Clerk                                  | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Document Management Coordinator             | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Office Assistant III                        | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Accounting Supervisor                       | 1.000  | 1.000  | 1.000  | 0.977  | 0.977  |
| Accounting Assistant                        | 1.000  | 2.000  | 3.000  | 3.000  | 3.000  |
| Accounting Clerk                            | 2.000  | 2.000  | 2.000  | 1.988  | 1.988  |
| Payroll Specialist                          | 1.000  | 1.000  | 1.000  | 0.769  | 0.769  |
| Accounting Clerk/Receptionist               | 1.000  | 1.000  | -      | -      | -      |
| Secretary                                   | 1.000  | -      | -      | -      | -      |
| Purchasing Agent                            | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Assistant Purchasing Agent                  | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Buyer                                       | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Purchasing Technician                       | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Public Works Purchasing Coordinator         | -      | -      | 0.500  | 0.500  | 0.500  |
| Purchasing Technician                       | -      | -      | -      | 1.000  | 1.000  |
| Warehouse Coordinator                       | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Driver/Warehouse Assistant I                | 0.500  | 0.500  | 0.500  | -      | -      |
|                                             | 17.450 | 17.450 | 17.950 | 18.141 | 18.141 |
| <b>Planning, Zoning and Building</b>        |        |        |        |        |        |
| Director Planning, Zoning and Building      | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Assistant Director PZB                      | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Zoning Administrator                        | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Administrative Aide                         | 2.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Planning Administrator                      | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Development Review Specialist               | 2.000  | 2.000  | 1.000  | 1.000  | 1.000  |
| Development Permit Coordinator              | 1.000  | 1.000  | 2.000  | 3.000  | 3.000  |
| Building Official                           | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Chief Construction Inspectors               | 3.000  | 3.000  | 3.000  | 3.000  | 3.000  |
| Development Geoprocessor Technician         | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |

| Full Time Equivalent Employees             | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|--------------------------------------------|--------|--------|--------|--------|--------|
| Office Assistant III                       | 0.500  | 1.000  | 1.000  | 1.000  | 1.000  |
| Development Review Coordinator             | 1.000  | 1.000  | 1.000  | -      | -      |
| Project Engineer                           | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Combination Building Inspector             | 2.500  | 2.000  | 2.000  | 2.000  | 2.000  |
| Support Services Captain                   | 0.500  | 0.500  | -      | -      | -      |
| Support Services Sergeant                  | 0.500  | -      | -      | -      | -      |
| Parking/Code Enforcement Manager           | -      | 0.500  | 0.500  | 0.500  | 0.500  |
| Parking/Code Enforcement Specialist        | 0.750  | 0.750  | 0.750  | 0.750  | 0.750  |
| Lead Code Compliance Officer II            | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Code Compliance Officer I                  | 1.500  | 1.500  | 1.500  | 1.000  | 1.000  |
| Office Manager                             | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Division Chief - Fire Marshal              | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Assistant Fire Marshal                     | 2.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Combination Plan Reviewer                  | 0.500  | 1.000  | 1.000  | 1.000  | 1.000  |
| Office Assistant II                        | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
|                                            | 28.750 | 27.250 | 26.750 | 26.250 | 26.250 |
| <b>Fire-Rescue</b>                         |        |        |        |        |        |
| Fire-Rescue Chief                          | 1.000  | 1.000  | -      | -      | -      |
| Director of Public Safety                  | -      | -      | 0.500  | 0.500  | 0.500  |
| Deputy Fire-Rescue Chief                   | -      | -      | 1.000  | 1.000  | 1.000  |
| Assistant Fire-Rescue Chief                | 2.000  | 2.000  | 1.000  | 1.000  | 1.000  |
| Office Manager                             | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Administrative Coordinator                 | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Medical Billing Specialist                 | 1.000  | 1.000  | 1.000  | 1.000  | -      |
| Battalion Chief                            | 3.000  | 3.000  | 3.000  | 3.000  | 3.000  |
| Division Chief - EMS Coordinator           | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Lieutenant                                 | 18.000 | 18.000 | 17.000 | 15.000 | 15.000 |
| Administrative Lieutenant                  | 1.000  | -      | -      | -      | -      |
| Firefighter Driver/Engineer                | 15.000 | 15.000 | 15.000 | 15.000 | 15.000 |
| Firefighter                                | 34.000 | 31.000 | 30.000 | 30.000 | 27.000 |
| Fleet Manager                              | -      | 0.200  | 0.200  | 0.200  | 0.200  |
| Master Mechanic                            | 1.200  | 1.200  | 1.200  | 0.200  | 0.200  |
| Supervisor Lifeguard                       | 1.000  | 1.000  | -      | -      | 1.000  |
| Assistant Supervisor Lifeguard             | 2.000  | 2.000  | 2.000  | 1.000  | -      |
| Lifeguard                                  | 7.000  | 7.000  | 7.000  | 5.000  | 5.000  |
| Lifeguard On-Call                          | -      | -      | -      | 3.000  | 3.000  |
| Division Chief - Training and Safety       | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
|                                            | 90.200 | 86.400 | 82.900 | 79.900 | 75.900 |
| <b>Police</b>                              |        |        |        |        |        |
| Police Chief                               | 1.000  | 1.000  | -      | -      | -      |
| Director of Public Safety                  | -      | -      | 0.500  | 0.500  | 0.500  |
| Deputy Police Chief                        | -      | -      | 1.000  | 1.000  | 1.000  |
| Major                                      | 2.000  | 2.000  | 1.000  | 1.000  | -      |
| Captain                                    | 5.000  | 4.500  | 5.000  | 5.000  | 5.000  |
| Lieutenant                                 | -      | -      | -      | -      | 2.000  |
| Sergeant                                   | 14.000 | 12.000 | 12.000 | 11.000 | 10.000 |
| Police Planner                             | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Administrative Assistant                   | -      | 1.000  | 1.000  | 1.000  | 1.000  |
| Office Assistant II                        | 1.000  | 3.000  | 3.000  | 3.000  | 3.000  |
| Administrative Coordinator                 | 1.000  | -      | -      | -      | -      |
| Police Officer                             | 52.000 | 50.000 | 50.000 | 50.000 | 50.000 |
| Evidence and Property Specialist           | 1.000  | -      | -      | -      | -      |
| Records Information Systems Manager        | 1.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Records Assistant I                        | 2.000  | 1.000  | 1.000  | 1.000  | 1.000  |
| Civilian Training/PIO Manager              | 1.000  | -      | -      | -      | -      |
| Training & Community Relations Coordinator | -      | -      | -      | 1.000  | 1.000  |

| Full Time Equivalent Employees           | FY2010  | FY2011  | FY2012  | FY2013   | FY2014   |
|------------------------------------------|---------|---------|---------|----------|----------|
| Telecommunications Manager               | 1.000   | -       | -       | -        | -        |
| Lead Telecommunications Supervisor       | -       | -       | 1.000   | 1.000    | 1.000    |
| Telecommunications Supervisor            | 4.000   | 3.000   | 2.000   | 2.000    | 3.000    |
| Telecommunicator                         | 11.000  | 10.000  | 10.000  | 10.500   | 9.500    |
| Call-Taker                               | 1.000   | 1.000   | 1.000   | 1.000    | 1.000    |
| Crime Scene Evidence Tech II             | 2.000   | 1.000   | 1.000   | 1.000    | 1.000    |
| Patrol Office Assistant                  | 1.000   | -       | -       | -        | -        |
| Master Mechanic                          | 0.800   | 0.800   | 0.800   | 0.800    | 0.800    |
| Detective Office Assistant               | 1.000   | -       | -       | -        | -        |
| Crime Scene Evidence Manager             | 1.000   | 1.000   | 1.000   | 1.000    | 1.000    |
| Lead Parking Enforcement Officer         | 1.000   | 1.000   | 1.000   | 1.000    | 1.000    |
| Parking Enforcement Officer              | 5.000   | 5.000   | 6.000   | 6.000    | 6.000    |
| Parking/Code Enforcement Manager         | -       | 0.500   | 0.500   | 0.500    | 0.500    |
| Support Services (Parking/Code) Captain  | 0.500   | -       | -       | -        | -        |
| Support Services (Parking/Code) Sergeant | 0.500   | -       | -       | -        | -        |
| Parking/Code Enforcement Specialist      | 0.250   | 0.250   | 0.250   | 0.250    | 0.250    |
| Fleet Manager                            | 1.000   | 0.800   | 0.800   | 0.800    | 0.800    |
| Crime Intelligence Analyst               | 1.000   | 1.000   | 1.000   | 1.000    | 1.000    |
| Crime Prevention Specialist              | 1.000   | 1.000   | 1.000   | 1.000    | -        |
|                                          | 115.050 | 102.850 | 103.850 | 104.350  | 103.350  |
| <b>Public Works</b>                      |         |         |         |          |          |
| Director of Public Works                 | 1.000   | 1.000   | 1.000   | 1.000    | 1.000    |
| Assistant Director of Public Works       | 2.000   | 1.000   | 1.000   | 1.000    | 1.000    |
| Office Assistant II                      | 4.000   | 4.000   | 4.000   | 4.000    | 5.000    |
| Records Maintenance Assistant            |         | 0.500   | 0.500   | 1.000    | -        |
| Public Works Purchasing Coordinator      | -       | -       | 0.500   | 0.500    | 0.500    |
| Senior Project Engineer                  | -       | 1.000   | 1.000   | 1.000    | 1.000    |
| Project Administrator                    | 1.000   | -       | -       | -        | -        |
| Public Works System Specialist           | 1.000   | 1.000   | 1.000   | 1.000    | 1.000    |
| Public Works Inspector                   | 1.000   | 1.000   | 1.000   | 1.500    | 1.500    |
| Town Engineer                            | 1.000   | 1.000   | 1.000   | 1.000    | 1.000    |
| Coastal Coordinator                      | 1.000   | 1.000   | 1.000   | 1.000    | 1.000    |
| Project Engineer                         | 2.000   | 2.000   | 2.000   | 2.000    | 2.000    |
| Managers                                 | 5.000   | 4.000   | 4.000   | detailed | detailed |
| Office Manager                           |         |         |         | 1.000    | 1.000    |
| Facilities Maintenance Division Manager  |         |         |         | 1.000    | 0.960    |
| Services Division Manager                |         |         |         | 1.000    | 1.000    |
| Water Resources Division Manager         |         |         |         | 1.000    | 1.000    |
| Supervisors                              | 8.800   | 5.860   | 5.860   | detailed | detailed |
| Electrician Supervisor                   |         |         |         | 0.960    | 0.977    |
| General Maintenance Supervisor           |         |         |         | 0.950    | 0.910    |
| Maintenance Mechanic Unit Supervisor     |         |         |         | 1.000    | -        |
| Operations Supervisor/WRD                |         |         |         | -        | 1.000    |
| Streets/Parks Supervisor                 |         |         |         | 0.950    | 0.984    |
| Supervisor/Sanitation                    |         |         |         | 1.000    | 1.000    |
| Supervisor/Trash                         |         |         |         | 1.000    | 1.000    |
| Electrician II                           | 2.800   | 2.850   | 2.850   | 2.900    | 2.931    |
| Mechanics                                | 7.500   | 7.500   | 7.500   | detailed | detailed |
| Mechanic I                               |         |         |         | 2.500    | 0.500    |
| Mechanic II                              |         |         |         | 1.000    | -        |
| Mechanic III                             |         |         |         | 2.000    | 2.000    |
| Mechanic IV                              |         |         |         | 1.000    | 1.000    |

| Full Time Equivalent Employees              | FY2010 | FY2011 | FY2012 | FY2013   | FY2014   |
|---------------------------------------------|--------|--------|--------|----------|----------|
| Equipment Operators                         | 44.700 | 37.960 | 37.960 | detailed | detailed |
| Crane Operator                              |        |        |        | 3.000    | 3.000    |
| Equipment Operator I                        |        |        |        | 22.000   | 21.000   |
| Equipment Operator II                       |        |        |        | 3.000    | 2.000    |
| Equipment Operator 20yd/60yd                |        |        |        | 1.000    | 1.000    |
| Equipment Operator III                      |        |        |        | 1.000    | 1.000    |
| Irrigation and Spray Technician             |        |        |        | 0.960    | 0.984    |
| Refuse Disposal Operator                    |        |        |        | 1.000    | 1.000    |
| Wastewater Operator I                       |        |        |        | 7.000    | -        |
| Wastewater Operator II                      |        |        |        | 1.000    | -        |
| Water Resource Technician I                 |        |        |        | 1.000    | 11.000   |
| Water Resource Technician II                |        |        |        | -        | 3.000    |
| Laborers                                    | 9.980  | 11.000 | 11.000 | detailed | detailed |
| Parks Laborer                               |        |        |        | 2.000    | 2.000    |
| Laborer I                                   |        |        |        | 8.000    | 8.000    |
| Building Maintenance Worker                 | 1.140  | 0.900  | 0.900  | 1.900    | 1.822    |
| Nursery Worker                              | 0.980  | -      | -      | -        | -        |
| Tree Trimmer                                | 1.880  | 1.880  | 1.880  | -        | -        |
| Street & Sign Painter                       | 0.970  | 0.900  | 0.900  | 0.900    | 0.974    |
|                                             | 97.750 | 86.350 | 86.850 | 88.020   | 88.042   |
| <b>Recreation Enterprise Fund</b>           |        |        |        |          |          |
| Dockmaster                                  | 1.000  | 1.000  | 1.000  | 1.000    | 1.000    |
| Assistant Dockmaster                        | 1.000  | -      | -      | -        | -        |
| Dock Attendant                              | 1.450  | 1.480  | 2.120  | 1.500    | 1.500    |
| Office Manager                              | 1.000  | 1.000  | 1.000  | 1.000    | 1.000    |
| Office Assistant I                          | -      | -      | -      | -        | 0.750    |
| Tennis Facilities Supervisor                | 2.000  | 2.000  | 1.000  | 1.000    | 1.000    |
| Tennis Facilities Assistant                 | 1.000  | 1.000  | 1.000  | 1.000    | 1.000    |
| Tennis Attendant                            | 1.600  | 1.600  | 1.650  | -        | -        |
| Recreation Supervisor                       | 2.000  | 2.000  | 2.000  | 2.000    | 2.000    |
| Maintenance Worker                          | 2.000  | 2.000  | 1.000  | 1.000    | 1.000    |
| Bus Driver                                  | 0.260  | -      | 0.480  | -        | -        |
| Activity Leader                             | 2.780  | 3.700  | 3.440  | 1.000    | 1.000    |
| Director of Recreation and Special Projects | 1.000  | 1.000  | 0.900  | 0.900    | 0.900    |
| Assistant Director of Recreation            | 2.000  | 2.000  | 2.000  | 1.000    | 1.000    |
| Golf Manager                                | 1.000  | 1.000  | 1.000  | 1.000    | 1.000    |
| Golf Course Superintendent                  | 1.000  | 1.000  | 1.000  | 1.000    | 1.000    |
| Golf Course Facility Supervisor             | 1.000  | 1.000  | 1.000  | 1.000    | 1.000    |
| Golf Course Mechanic                        | 1.000  | 1.000  | 1.000  | 1.000    | 1.000    |
| Equipment Operator                          | 2.120  | 0.750  | 1.150  | 1.200    | 0.450    |
| Golf Laborer                                | 0.540  | -      | 0.400  | -        | -        |
| Registration Clerk                          | 2.540  | 3.300  | 1.420  | 0.720    | 0.720    |
| Golf Course Attendant                       | -      | -      | 0.500  | 0.775    | 0.516    |
| Golf Course Associate                       | -      | -      | -      | -        | 0.259    |
| Public Works Employees                      | 0.740  | 0.650  | 0.650  | 0.480    | 0.458    |
|                                             | 29.030 | 27.480 | 25.710 | 18.575   | 18.553   |

| Full Time Equivalent Employees        | FY2010         | FY2011         | FY2012         | FY2013         | FY2014         |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Self Insurance Fund - Risk</b>     |                |                |                |                |                |
| Risk Manager                          | 1.000          | 1.000          | 1.000          | 1.000          | 1.000          |
|                                       | 1.000          | 1.000          | 1.000          | 1.000          | 1.000          |
| <b>Self Insurance Fund - Health</b>   |                |                |                |                |                |
| Director of Human Resources           | 0.150          | 0.100          | 0.100          | 0.100          | 0.100          |
| Assistant Director of Human Resources | -              | 0.200          | 0.200          | 0.200          | 0.200          |
| Human Resources Coordinator           | -              | -              | 0.330          | 0.320          | 0.320          |
| HR Assistant                          | 0.300          | 0.050          | -              | -              | -              |
| Human Resource Analyst                | 0.600          | 0.050          | 0.050          | 0.050          | 0.050          |
| Office Assistant II/OHC               | 0.050          | 0.130          | 0.120          | 0.125          | 0.125          |
|                                       | 1.100          | 0.530          | 0.800          | 0.795          | 0.795          |
| <b>Retirement Fund</b>                |                |                |                |                |                |
| Director of Human Resources           | -              | -              | -              | 0.024          | 0.024          |
| HR Assistant                          | -              | -              | 0.500          | 0.375          | 0.375          |
| Finance Director                      | -              | -              | -              | 0.024          | 0.024          |
| Assistant Finance Director            | -              | -              | -              | 0.019          | 0.019          |
| Accounting Supervisor                 | -              | -              | -              | 0.023          | 0.023          |
| Payroll Specialist                    | -              | -              | -              | 0.231          | 0.231          |
| Accounting Clerk                      | -              | -              | -              | 0.012          | 0.012          |
|                                       | -              | -              | 0.500          | 0.708          | 0.708          |
| <b>OPEB Trust</b>                     |                |                |                |                |                |
| Director of Human Resources           | 0.050          | 0.100          | 0.100          | 0.100          | 0.100          |
| HR Assistant                          | 0.100          | 0.050          | -              | -              | -              |
| Human Resource Analyst                | 0.100          | 0.050          | 0.050          | 0.050          | 0.050          |
| Assistant Director of Human Resources | 0.200          | 0.200          | 0.200          | 0.200          | 0.200          |
| Human Resources Coordinator           | -              | -              | 0.320          | 0.330          | 0.330          |
| Finance Director                      | 0.050          | 0.050          | 0.050          | 0.050          | 0.050          |
|                                       | 0.500          | 0.450          | 0.720          | 0.730          | 0.730          |
| <b>Kruesler Park</b>                  |                |                |                |                |                |
| Various                               | 2.200          | 2.000          | -              | -              | -              |
| <b>Grand Total</b>                    | <b>399.980</b> | <b>367.330</b> | <b>362.650</b> | <b>353.945</b> | <b>348.945</b> |

**Town of Palm Beach  
Donation Reserve Account Summary  
Year Ended 9/30/13**

| <b>Donation Account</b>            | <b>Balance at<br/>10/1/12</b> | <b>Revenues<br/>FY13</b> | <b>Expenditures<br/>FY13</b> | <b>Encumbrances</b> | <b>Balance at<br/>9/30/13</b> |
|------------------------------------|-------------------------------|--------------------------|------------------------------|---------------------|-------------------------------|
| Finance                            | 90.17                         |                          |                              |                     | 90.17                         |
| Fire-Rescue                        | 76,025.52                     | 44,167.55                | 49,203.58                    | 4,529.61            | 66,459.88                     |
| Fire Public Education              | 20,602.77                     |                          |                              |                     | 20,602.77                     |
| Fire Athletic Activities           | 50.00                         |                          |                              |                     | 50.00                         |
| Co-Worker Recognition Program      | 25,335.98                     | 25,000.00                | 13,664.01                    | 17,473.11           | 19,198.86                     |
| Employee of the Year Award         | -                             | 3,500.00                 |                              |                     | 3,500.00                      |
| Town Scholarship Fund              | 3,000.00                      |                          |                              |                     | 3,000.00                      |
| Police Department                  | 125,768.96                    | 43,650.00                | 5,847.47                     |                     | 163,571.49                    |
| DuPont Training                    | 3,359.37                      |                          |                              |                     | 3,359.37                      |
| Marine Unit Equipment              | 1,000.00                      |                          |                              |                     | 1,000.00                      |
| PBCA Raymond J. Kunkel Award       | 3,000.00                      |                          |                              |                     | 3,000.00                      |
| Police Softball League             | 1,332.59                      | 10,000.00                | 88.00                        |                     | 11,244.59                     |
| Crime Scene Equipment              | 255.04                        |                          |                              |                     | 255.04                        |
| Crime Watch                        |                               | 60,000.00                | 29,932.39                    | 10,073.74           | 19,993.87                     |
| Public Works Department            | 9,506.26                      | 5,000.00                 | 4,231.39                     |                     | 10,274.87                     |
| Town Beautification                | 38,637.76                     | 2,000.00                 | 645.00                       | 3,820.00            | 36,172.76                     |
| Tangier/N. County Road Improvement | 2,415.36                      |                          |                              |                     | 2,415.36                      |
| Ibis Isle Project                  | (5,692.22)                    |                          | 5,405.22                     |                     | (11,097.44)                   |
| S County Rd Beautification         | 2,880.00                      |                          |                              |                     | 2,880.00                      |
| Royal Poinciana Beautification     | 1,750.00                      |                          |                              |                     | 1,750.00                      |
| Ibis Bridge Sand Dredging          | -                             |                          |                              |                     | -                             |
| Lake Worth Lagoon Dredging         | -                             | 50,000.00                | 24,712.74                    | 25,225.69           | 61.57                         |
| MidTown Bathrooms                  | 85,688.89                     |                          | 53,971.93                    | 4,213.75            | 27,503.21                     |
| Planning, Zoning & Building        | 50.00                         |                          |                              |                     | 50.00                         |
| Recreation Department              | 12,930.82                     | 2,338.36                 | 3,188.33                     |                     | 12,080.85                     |
| July 4th Celebration               | 13,847.44                     |                          | 13,847.44                    |                     | (0.00)                        |
| Employee Fitness Center            | 30,786.33                     |                          | 2,115.84                     |                     | 28,670.49                     |
| Undesignated Donations             | 6,222.32                      | 20.00                    |                              |                     | 6,242.32                      |
| Bicentennial Eagle                 | 82.22                         |                          |                              |                     | 82.22                         |
| Holiday Decorations                | 7,019.22                      | 106,680.77               | 67,197.90                    | 4,120.00            | 42,382.09                     |
| Employee Events                    | 8,483.07                      | 16,074.04                | 15,104.75                    |                     | 9,452.36                      |
| Drinking Fountain                  | -                             | 1,600.00                 | 1,600.00                     |                     | -                             |
| Wall of Honor                      | -                             | 500.00                   |                              | 1,885.00            | (1,385.00)                    |
| Police Scholarship Fund            | -                             | 1,000.00                 |                              |                     | 1,000.00                      |
| <b>Total</b>                       | <b>474,427.87</b>             | <b>371,530.72</b>        | <b>290,755.99</b>            | <b>71,340.90</b>    | <b>483,861.70</b>             |

# Town of Palm Beach



## Financial Policies

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**Town of Palm Beach, Florida****Subject Policy: Fund Balance****Approved: August 9, 2011****Update: July 12, 2012**

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**Purpose:** The Town hereby establishes and will maintain Fund Balance, as defined herein, in accordance with Governmental Accounting and Financial Standards Board Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. Fund Balance shall be composed of non-spendable, restricted, committed, assigned and unassigned amounts.

A Fund Balance Policy is adopted to establish a level of funding that protects against unanticipated events that would adversely affect the financial condition of the Town and jeopardize the continuation of necessary public services. The policy also is established to secure and maintain investment-grade credit ratings, meet seasonal shortfalls in cash flow, and guard against revenue shortfalls. Fund balance information is used to identify the available resources for tax stabilization or enhance the financial position of the Town, in accordance with policies established by the Town Council.

This Fund Balance Policy establishes:

- a) Fund balance policy for the general fund;
- b) Reservations of fund balance for the general fund;
- c) The method of budgeting the amount of estimated unrestricted fund balance available for appropriation during the annual budget adoption process (prior to the actual, audited fund balance being known); and
- d) Establish a spending order of fund balances.

**Fund Balance Policy:**

1. Restricted Fund Balance –Amounts that can be spent only for specific purposes stipulated by (a) external resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation will be budgeted and reported in special revenue funds,

capital project funds or debt service funds. There is no restricted fund balance in the General Fund.

2. Committed Fund Balance – Commitment of fund balance may be made for such purposes including, but not limited to, a) major maintenance and repair projects; b) meeting future obligations resulting from a natural disaster; c) accumulating resources pursuant to stabilization arrangements; d) establishing reserves for disasters; and/or e) for setting aside amounts for specific projects or purposes.

Commitment of fund balance may be made from time-to-time by ordinance of the Town Council. Commitments may be changed or lifted only by the Town Council taking the same formal action that imposed the constraint originally (ordinance). The use of committed fund balances will be considered in conjunction with the annual budget adoption process or by budget amendment approved by Ordinance of the Town Council during the fiscal year.

3. Assigned Fund Balance – Assignment of fund balance may be a) made for a specific purpose that is narrower than the general purposes of the government itself; and/or b) used to reflect the appropriation of a portion of existing unassigned fund balance to eliminate a projected deficit in the subsequent year's budget in an amount no greater than the projected excess of expected expenditures over expected revenues.

Assigned fund balance shall reflect management's intended use of resources as set forth in the annual budget (and any amendments thereto). Assigned fund balance may or may not be appropriated for expenditure in the subsequent year depending on the timing of the project/reserve for which it was assigned.

4. Non-Spendable Fund Balance – Non-spendable fund balance is established to report items that are not expected to be converted to cash such as inventory and prepaid items; items not currently in cash form such as the long-term amount of loans and notes receivable; and, items legally or contractually required to be maintained intact.
5. Minimum Level of Unassigned Fund Balance – Unassigned fund balance is the residual classification for the general fund and represents fund balance that has not been restricted, committed or assigned to specific purposes within the general fund. The Town will maintain a minimum level of 25% of general fund operating expenditures.

If after the annual audit, prior committed or assigned fund balance causes the unassigned fund balance to fall below 25% of general fund operating expenditures, the Town Manager will so advise the Town Council in order for necessary action to be taken to restore the unassigned fund balance to 25% of General Fund operating expenditures.

The Town Manager will prepare and submit a plan to the Town Council, that may include expenditure reductions, revenue increases, use of non-recurring revenues, budget surpluses and excess resources in other funds to restore fund balance to the minimum level. The Town shall take action necessary to restore the unassigned fund balance to acceptable levels within two years.

When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, it is the Town's policy to reduce restricted amounts first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, it is the Town's policy to reduce committed amounts first, followed by assigned amounts, then unassigned amounts.

### **Reservations of Fund Balance (General Fund)**

**Committed Fund Balance** – There are no current commitments of fund balance in the General Fund.

#### **Assigned Fund Balance**

The Town Council hereby establishes the following assignment of fund balance in the General Fund:

- a) East Central Regional Wastewater Treatment Facility Debt Service – A reserve equal to the Town's portion of the future debt service on the 1993 loan for the improvements to the East Central Regional Wastewater Treatment Facility. The reserve will be adjusted annually to reflect the outstanding debt service.
  
- b) Compensated Absence Reserve – To fund the value of accrued compensated absences. The reserve includes accrued vacation, sick time and compensatory time and related payroll tax liability. The reserve will be adjusted annually during the year-end process and will be funded at a rate of 100% of the fiscal year end accrued balance. The Town Council will annually give consideration to appropriate funds from this reserve based upon estimated pay-outs of eligible accrued vacation, sick and compensatory time and the related payroll tax liability.

- c) Assignment to Subsequent Year's Budget – The subsequent year's budget fund balance is assigned by the Town management as set forth in the annual budget (and any amendments thereto) to appropriate a portion of existing unassigned fund balance to eliminate projected deficit in the subsequent year's budget in an amount no greater than the projected excess of expected expenditures over expected revenues.

## **Budgeting**

1. Appropriation of Unrestricted Fund Balance – The actual amount of unrestricted fund balance (total of committed fund balance assigned fund balance and unassigned fund balance) is not known until the completion of the annual audit which takes place within six months after the end of the fiscal year being audited. However, an estimate of unrestricted fund balance (also called estimated beginning fund balance) will be made and reported during the annual budget adoption process (June through September) which is prior to the end of the fiscal year, September 30th.
2. Estimated Beginning Fund Balance – In order to achieve the most accurate estimate possible, the Finance Department shall project both Sources of Funds (revenues, prior years unrestricted fund balances carried forward and other financing sources) and Uses of Funds (operating and non-operating expenditures), including accruals, for each governmental fund through September 30<sup>th</sup> of the current fiscal year. These projections will be shown for each fund in the proposed and final budget documents. The difference between the estimated actual sources of funds and estimated actual uses of funds is the calculated estimated beginning fund balance for the subsequent fiscal year. If planned for use in the subsequent fiscal year, committed and assigned fund balance may be included in the estimated beginning fund balance.
3. Estimated Ending Fund Balance – For the year being budgeted, a calculation of estimated ending fund balance shall be made. This calculation shall be the difference between the budgeted sources of funds and the budgeted uses of funds as described above.

If after the annual audit, the actual general fund unassigned fund balance is greater than 25% of operating expenditures in the general fund, the excess may be used in one or a combination of the following ways:

- a) Left in the general fund to earn interest and roll forward into the subsequent year's beginning fund balance;

- b) Appropriated by the Town Council for a one-time expenditure or opportunity that does not increase recurring operating costs; or
- c) Temporary revenue shortfalls or unpredicted one-time expenditures due to a severe economic downturn or other major event(s) affecting the General Fund.

**Spending Order of Fund Balances:** The Town will use excess unassigned fund balance first before spending any of the unassigned fund balance below 25%.

**Annual Review and Determination of Fund Balance Policy:** Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process, and the estimated amounts of restricted, committed assigned, non-spendable and minimum level of unassigned fund balance shall be determined during this process. The Town Manager will report the preliminary status of fund balance in the annual budget.

**Responsibility:** It will be the responsibility of the Town Manager and the Finance Director to implement this policy.

**Effective Date:** This policy shall take effect immediately upon adoption and will be applied beginning with the preparation of the Town's September 30, 2012 Comprehensive Annual Financial Report and adoption of the Town's Fiscal Year 2012-2013 Budget.

**Update:** Update shall take effect immediately upon adoption and will be applied with the preparation of the Town's September 30, 2013 Comprehensive Annual Financial Report.

## DEFINITIONS

**Fund Balance** – As defined by the Governmental Accounting, Auditing and Financial Reporting of the Government Finance Officers Association, fund balance is “The difference between assets and liabilities reported in a governmental fund.”

**Non-Spendable Fund Balance** – Amounts that are (a) not in a spendable form or (b) legally or contractually required to be maintained intact. “Not in spendable form” includes items that are not expected to be converted to cash (such as inventories and prepaid amounts) and items such as long-term amount of loans and notes receivable, as well as property acquired for resale. The principal of a permanent fund is an example of an amount that is legally or contractually required to be maintained intact.

**Restricted Fund Balance** – Amounts that can be spent only for specific purposes stipulated by (a) external resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations or other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

**Committed Fund Balance** – Amounts that can be used only for the specific purposes determined by a formal action (ordinance ~~or resolution~~) of the Town Council. Commitments may be changed or lifted only by the Town Council taking the same formal action (ordinance ~~or resolution~~) that imposed the constraint originally. Resources accumulated pursuant to stabilization arrangements sometimes are reported in this category.

**Assigned Fund Balance** – Includes spendable fund balance amounts established by management of the Town that are intended to be used for specific purposes that are neither considered restricted or committed.

**Unassigned Fund Balance** - Unassigned fund balance is the residual classification for the general fund and represents fund balance that has not been assigned to other funds and that has not been restricted, committed or assigned to specific purposes within the general fund. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes.

**Unrestricted Fund Balance** – The total of committed fund balance, assigned fund balance and unassigned fund balance.

**Reservations of Fund Balance** – Reserves established by the Town Council or by Town Management.

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**Town of Palm Beach, Florida****Subject Policy: Contingency Reserve - General Fund****Effective Date: October 1, 2001****Revised: October 1, 2005****Revised: October 1, 2007**

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**Purpose:** The purpose of this policy is to provide for a Contingency Reserve that will be appropriated annually for unanticipated expenditures of a nonrecurring nature and/or to meet unexpected increases in costs and provide a clear guideline restricting the use of the Contingency Reserve within the General Fund.

**Policy:** It is the policy of the Town of Palm Beach to annually appropriate a Contingency Reserve of 1.5% of the proposed General Fund budget from the Fund Balance of the General Fund, to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council. Examples of the use of this reserve may include:

1. Requests that could not be reasonably anticipated during the budget process for the current year and without funding would result in a detriment to the Town;
2. Unfunded federal/state mandates that require immediate funding;
3. Expenses that are offset by unbudgeted revenues that cannot be appropriated in the current year.

All requests will require a detailed justification to be submitted to the Town Manager, including a statement as to why it is in the Town's best interests to provide the requested funding prior to the next budget cycle.

**Responsibility:** It is the responsibility of the Town Manager and/or Finance Director to advise the Town Council when it may be appropriate to draw down this reserve, identifying the need(s) being met and the reason(s) that the expenditures cannot or should not wait until the next budget cycle.

**Original Approval Date:** August 14, 2001**Revision Approved:** July 12, 2005**Second Revision Approved:** August 6, 2007

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**Town of Palm Beach, Florida****Subject Policy: Designation of General Fund - Fund Balance for Payment of Liability Related to Compensated Absences Leave Balances****Effective Date: September 30, 2004**

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**Purpose:** The purpose of this policy is to designate a portion of the General Fund - Fund Balance to create a reserve to fund the value of accrued compensated absences. The reserve will significantly reduce the budgetary fluctuations due to the payout of accrued leave time to terminated or retired employees. The reserve will also fund Retirement Health Savings Plan contributions of vacation and sick time, and any expenditures relating to the plan.

**Policy:** It is the policy of the Town of Palm Beach to designate a portion of the Town's General Fund - Unassigned Fund Balance as a reserve for funding the value of accrued compensated absences. The reserve includes accrued vacation, sick time and compensatory time and related payroll tax liability. The designation will be adjusted annually during the year end process and will be funded at a rate of 100% of the fiscal year end accrued balance. The Town Council will annually give consideration to appropriate funds from this reserve based upon estimates of pay-outs of eligible accrued vacation, sick and compensatory time and the related payroll tax liability. In addition, funds may be appropriated from this reserve for employees that elect to use their vacation or sick time as a contribution to the Retirement Health Savings Plan. The reserve fund will be increased or decreased annually based upon the fiscal year end accrued balance. The annual appropriation for estimated pay-outs will be shown in the General Government program of the General Fund budget.

**Responsibility:** It is the responsibility of the Town Manager and the Finance Director to advise the Town Council annually during the budget process of the amount to be appropriated from this fund. In addition, the full reserve value will be shown as a designation of General Fund - Fund Balance in the Comprehensive Annual Financial Report. The Town Council has the authority to annually appropriate funds during the budget process for this purpose.

**Approval Date:** August 10, 2004

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**Town of Palm Beach, Florida****Subject Policy: Reserve for Encumbrances, Continuing Appropriations, and Prepaid Expenses****Effective Date: October 1, 2001**

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**Purpose:** In order to honor unpaid obligations, unfinished projects and prepaid expenses for the budget period, a reserve of fund balance will be established at the end of the fiscal year for encumbrances, continuing appropriations and prepaid expenses.

**Policy:** It is the policy of the Town of Palm Beach that at the end of every fiscal year a reserve will be established to designate fund balance in the amount equal to the Town's unpaid obligations, unfinished projects and prepaid expenses that carry over from one fiscal year to into the next. Departments shall encumber funds with a purchase order or with written approval by the Town Manager in a memorandum making the request.

**Responsibility:** It is the responsibility of the Town Manager and the Finance Director to implement this policy.

**Approval Date:** August 14, 2001

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**Town of Palm Beach, Florida****Subject Policy: Contingency Reserve - Capital Fund****Effective Date: October 1, 2001**

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**Purpose:** The purpose of this policy is to provide for a Contingency Reserve that will be appropriated annually for unanticipated expenditures of a nonrecurring nature and/or to meet unexpected increases in costs and provide a clear guideline for the use of the Contingency Reserve within the Capital Fund.

**Policy:** It is the policy of the Town of Palm Beach to annually appropriate a Contingency Reserve of 10% of the proposed Capital budget to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council. Examples of the use of this reserve may include:

1. Requests that could not be reasonably anticipated during the budget process for the current year and without funding would result in a detriment to the Town;
2. Expenses that are offset by unbudgeted revenues that cannot be appropriated in the current year;
3. Unforeseen expenses that would be more cost effective to be completed with a current project;
4. Expenses in excess of the budgeted contingency for any budgeted capital improvement project.

All requests will require a detailed justification to be submitted to the Town Manager, including a statement as to why it is in the Town's best interests to provide the requested funding prior to the next budget cycle.

**Responsibility:** It is the responsibility of the Town Manager and/or Finance Director to advise the Town Council when it may be appropriate to draw down this reserve, identifying the need(s) being met and the reason(s) that the expenditures cannot or should not wait until the next budget cycle.

**Approval Date:** August 14, 2001

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**Town of Palm Beach, Florida****Subject Policy: Equipment Replacement Reserve****Effective Date: October 1, 2001****Revised: September 30, 2006**

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**Purpose:** The purpose of this policy is to create a reserve to fund the replacement cost of existing equipment, vehicles and computers when they reach the end of their useful lives. The reserve will significantly reduce the budgetary fluctuations due to the purchase of large costly pieces of equipment. The reserve also established the fixed asset inventory and depreciation schedule as required by GASB34.

**Policy:** It is the policy of the Town of Palm Beach to maintain a reserve for funding the replacement costs of existing equipment, vehicles, and computers when they reach the end of their useful lives. The fund is to be maintained at a rate of 100% of accumulated depreciation based upon the estimated replacement cost of the assets in the fund. Funds will be drawn from this reserve to purchase replacement equipment that has been fully depreciated and must be replaced. New purchases (non replacement items) shall be appropriated in the requesting department's budget and added to the fixed asset listing when purchased. They will then be depreciated annually for replacement upon the end of the asset's useful life. The fund will receive an annual appropriated transfer from the General Fund equal to the annual depreciation amount on the assets held in the fund. The annual depreciation amount will be allocated to each department as an appropriated expenditure based on the assets held by the department.

The proceeds, net of costs, from the sale of surplus equipment from the equipment replacement fund shall be deposited in the equipment replacement fund.

Requests for replacement of equipment should be made annually through the budget process and should coincide with the 5 year equipment replacement plan. All requests will be reviewed for approval by the Town Manager.

Excess reserves in the fund that have built up over time may be used to fund new purchases (non replacement items). Distribution of the excess reserves for new purchases shall be a decision of the Town Manager and the requesting department's proportionate share of the funds assets will be a consideration in making distribution decisions.

**Responsibility:** It is the responsibility of the Town Manager and the Finance Director to advise the Town Council annually through the budget process of the items and dollar amount for each that will be purchased from the equipment replacement fund and to advise to the adequacy of the funding level of this reserve.

**Approval Date: July 12, 2006**

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**Town of Palm Beach, Florida****Subject Policy: Contingency Reserve - Equipment Replacement Fund****Effective Date: October 1, 2007****Revised: October 1, 2009**

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**Purpose:** The purpose of this policy is to provide for a Contingency Reserve that will be appropriated annually for unanticipated expenditures of a nonrecurring nature and/or to meet unexpected increases in costs and provide a clear guideline for the use of the Contingency Reserve within the Equipment Replacement Fund.

**Policy:** It is the policy of the Town of Palm Beach to annually appropriate a Contingency Reserve of \$500,000, or an amount deemed necessary and prudent by the Town Manager as indicated in his/her annual budget proposal, from the net assets of the fund to address unexpected needs that may occur throughout the year. Examples of the use of this reserve may include:

Requests that could not be reasonably anticipated during the budget process for the current year.

Expenditures to replace unbudgeted equipment purchases that has been damaged or has become inoperable prior to the end of the useful life.

All requests for expenditures from this reserve will require a detailed justification to be submitted to the Town Manager for his/her prior approval, and the subsequent approval of the Town Council.

**Responsibility:** It is the responsibility of the Town Manager and/or Finance Director to advise the Town Council annually or as necessary on the use of this contingency reserve.

**Approval Date:** August 6, 2007**Revision Approved:** July 14, 20

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**Town of Palm Beach, Florida****Subject Policy: Recreation Enterprise Fund Reserve****Effective Date: October 1, 2001**

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**Purpose:** The purpose of this policy is to establish an appropriate level of net assets in the Town's enterprise fund. Adequate levels of net assets will provide for unanticipated financial impacts as well as provide for one-time expenditures to improve the facilities.

**Policy:** It is the policy of the Town of Palm Beach that the Town maintain minimum net asset levels equal to 25% of the proposed budgeted revenues. The percentage represents three months of revenue.

**Responsibility:** It is the responsibility of the Town Manager and the Finance Director to implement this policy. The Town Manager will report regarding the status of the net assets in the annual budget message and/or in the Comprehensive Annual Financial Report.

**Approval Date:** August 14, 2001

**Town of Palm Beach, Florida****Subject Policy: Dock Replacement Reserve – Recreation Enterprise Fund****Effective Date: October 1, 2002**

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**Purpose:** The purpose of this policy is to create a reserve to fund the replacement cost for the construction of the Town's docks when each of the three docks (at Brazilian, Australian, and Peruvian Avenues) reaches the end of its useful life. The reserve will significantly reduce, if not eliminate, the need for borrowing funds to finance the re-building of the docks.

**Policy:** It is the policy of the Town of Palm Beach to maintain a reserve for funding the replacement costs of the Town docks. The reserve fund is to be maintained at a rate of 100% of accumulated depreciation. Funds will be drawn from this reserve for the construction of new docks whenever it is determined that they must be replaced. The reserve fund will be increased by an annual appropriation equal to the annual depreciation and any interest earned on the reserve will be allocated to the account. The depreciation will be calculated using the straight line method with an estimated useful life of 25 years from the construction date for each dock.

An account will be established with the initial transfer on October 1, 2002, of the accumulated depreciation through September 30, 2002, from available funds.

**Responsibility:** It is the responsibility of the Town Manager and the Finance Director to advise the Town Council as to the adequacy of the funding level of this reserve. The Town Manager and Finance Director will recommend an appropriation of funds from this reserve to the Town Council whenever it is necessary for construction of a replacement dock(s) is to take place.

**Approval Date:** August 13, 2002

**Town of Palm Beach, Florida****Subject Policy: Contingency Reserve - Recreation Enterprise Fund****Effective Date: October 1, 2004**

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**Purpose:** The purpose of this policy is to provide for a Contingency Reserve that will be appropriated annually for unanticipated expenditures of a nonrecurring nature and provide a clear guideline restricting the use of the Contingency Reserve within the Recreation Enterprise Fund.

**Policy:** It is the policy of the Town of Palm Beach to annually appropriate a Contingency Reserve of 5% of the proposed Recreation Enterprise Fund operating expense budget to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council. Examples of the use of this reserve may include:

1. Requests that could not be reasonably anticipated during the budget process for the current year and without funding would result in a detriment to the Town and/or the activities of the fund and,
2. Expenses that are offset by unbudgeted revenues that cannot be appropriated in the current year.

All requests will require a detailed justification to be submitted to the Town Manager, including a statement as to why it is in the Town's best interests to provide the requested funding prior to the next budget cycle.

**Responsibility:** It is the responsibility of the Town Manager and/or Finance Director to advise the Town Council when it may be appropriate to draw down this reserve, identifying the need(s) being met and the reason(s) that the expenditures cannot or should not wait until the next budget cycle.

**Approval Date:** August 10, 2004

**Town of Palm Beach, Florida****Subject Policy: Contingency Reserve -Recreation Enterprise Fund - Capital Fund****Effective Date: October 1, 2005**

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**Purpose:** The purpose of this policy is to provide for a Contingency Reserve that will be appropriated annually for unanticipated expenditures of a nonrecurring nature and/or to meet unexpected increases in costs and provide a clear guideline for the use of the Contingency Reserve within the Recreation Enterprise Fund - Capital Fund.

**Policy:** It is the policy of the Town of Palm Beach to annually appropriate a Contingency Reserve of 5% of the proposed Recreation Enterprise Fund - Capital budget to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council. The contingency amount will be funded from the retained earnings of the Recreation Enterprise Fund - Capital Fund. Examples of the use of this reserve may include:

1. Requests that could not be reasonably anticipated during the budget process for the current year and without funding would result in a detriment to the Town;
2. Expenses that are offset by unbudgeted revenues that cannot be appropriated in the current year;
3. Unforeseen expenses that would be more cost effective to be completed with a current project;
4. Expenses in excess of the budgeted contingency for any budgeted capital improvement project.

All requests will require a detailed justification to be submitted to the Town Manager, including a statement as to why it is in the Town's best interests to provide the requested funding prior to the next budget cycle.

**Responsibility:** It is the responsibility of the Town Manager and/or Finance Director to advise the Town Council when it may be appropriate to draw down this reserve, identifying the need(s) being met and the reason(s) that the expenditures cannot or should not wait until the next budget cycle.

**Approval Date:** July 12, 2005

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**Town of Palm Beach, Florida****Subject Policy: Equipment Replacement Reserve - Recreation Enterprise Fund****Effective Date: October 1, 2005**

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**Purpose:** The purpose of this policy is to create a reserve within the Recreation Enterprise Fund to fund the replacement cost of existing equipment, vehicles and computers when they reach the end of their useful lives. The reserve will significantly reduce the budgetary fluctuations due to the purchase of large costly pieces of equipment. The reserve will also establish the fixed asset inventory and depreciation schedule as required by GASB34.

**Policy:** It is the policy of the Town of Palm Beach to maintain a reserve for funding the replacement costs of existing equipment, vehicles, and computers within the Recreation Enterprise Fund when they reach the end of their useful lives. The fund is to be maintained at a rate of 100% of accumulated depreciation based upon the estimated replacement cost of the assets in the fund. Funds will be drawn from this reserve to purchase replacement equipment that has been fully depreciated and must be replaced. New purchases (non replacement items) shall be appropriated in the requesting department's budget and added to the fixed asset listing when purchased. They will then be depreciated annually for replacement upon the end of the asset's useful life. The reserve fund will be increased by an annual appropriation equal to the annual depreciation. Any interest earned on the reserve will be allocated to the account. The annual depreciation amount will be allocated to each activity of the fund as an appropriated expense based on the assets held and used in the function of the activity.

The proceeds, net of costs, from the sale of surplus equipment from the Recreation Enterprise Fund shall be added to the reserve fund.

Requests for replacement of equipment should be made annually through the budget process and should coincide with the estimated useful life of the asset. All requests will be reviewed for approval by the Town Manager.

Excess reserves in the fund that have built up over time may be used to fund new purchases (non replacement items). Distribution of the excess reserves for new purchases shall be a decision of the Town Manager.

**Responsibility:** It is the responsibility of the Town Manager and the Finance Director to advise the Town Council annually through the budget process of the items and dollar amount for each asset that will be purchased from the equipment replacement fund and to advise to the adequacy of the funding level of this reserve.

**Approval Date:** July 12, 2005

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**Town of Palm Beach, Florida****Subject Policy: Reserve for Catastrophic Exposures/Emergencies - Risk Fund****Effective Date: October 1, 2001****Revised: October 1, 2002**

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**Purpose:** The purpose of this policy is to set aside emergency reserves that will protect the Town of Palm Beach against the potentially disastrous financial impacts of response to and recovery from a man made or natural emergency situation.

**Policy:** It is the policy of the Town of Palm Beach to maintain a Reserve for Catastrophic Exposures/Emergencies within the Town's Self Insurance - Risk Fund for events of such magnitude that they could not otherwise be covered by available budgeted funds. This reserve shall be used only for one or more of the following events:

1. Local disaster response and recovery costs resulting from a natural or man-made disaster requiring Town expenditures not reimbursable from insurance carriers or the Federal and State governments;
2. Local disaster response and recovery costs resulting from a natural or man-made disaster that are paid up-front to expedite effective emergency management prior to reimbursement by insurance carriers or the Federal and State governments, with reimbursements, if any, paid back to the reserve;
3. Large judgments in excess of insurance coverage, or uninsured claims not covered by policies;
4. Budget stabilization purposes in response to increases in premium rates and/or loss fund increases.

The amount of the reserve will be maintained at a *minimum* level of \$2,500,000, and may be adjusted annually based on market conditions, inflation rates, insured retention levels, and potential claims. This amount will be appropriated annually from Net Assets, in order to avoid amending the budget in case of an emergency.

**Responsibility:** It is the responsibility of the Town Manager and/or the Finance Director to advise the Town Council when it may be necessary to draw down this reserve, identifying the criterion which has been met. The Town Manager may draw down this reserve without Town Council approval if necessary to aid in the payment of local disaster response and recovery costs.

**Approval Date:** August 14, 2001

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**Town of Palm Beach, Florida****Subject Policy: Contingency Reserve -Risk Fund****Effective Date: October 1, 2001**

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**Purpose:** The purpose of this policy is to provide for a Contingency Reserve that will be appropriated annually for unanticipated expenditures of a nonrecurring nature and/or to meet unexpected increases in costs and provide a clear guideline for the use of the Contingency Reserve within the Risk Fund.

**Policy:** It is the policy of the Town of Palm Beach to annually appropriate a Contingency Reserve of \$500,000 to address unexpected needs that occur throughout the year, subject to the formal affirmative vote of the Town Council. Examples of the use of this reserve may include:

1. Uninsured losses of \$500,000 or less or,
2. Rate increases which exceed forecasted, budgeted amounts.

All requests will require a detailed justification to be submitted to the Town Manager, including a statement as to why it is in the Town's best interests to provide the requested funding prior to the next budget cycle.

**Responsibility:** It is the responsibility of the Town Manager and/or Finance Director to advise the Town Council when it may be appropriate to draw down this reserve, identifying the need(s) being met and the reason(s) that the expenditures cannot or should not wait until the next budget cycle.

**Approval Date:** August 14, 2001

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**Town of Palm Beach, Florida****Subject Policy: Contingency Reserve -Health Insurance Fund****Effective Date: October 1, 2003**

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**Purpose:** The purpose of this policy is to provide for a Contingency Reserve that will be appropriated annually for unanticipated expenditures of a nonrecurring nature and/or to meet unexpected increases in health insurance costs and claims exposure, and provide a clear guideline for the use of the Contingency Reserve within the Health Insurance Fund.

**Policy:** It is the policy of the Town of Palm Beach to annually appropriate a Contingency Reserve of \$500,000, or an amount deemed necessary and prudent by the Town Manager as indicated in his/her annual budget proposal, from the Retained Earnings of the fund to address unexpected needs that may occur throughout the year. Examples of the use of this reserve may include:

1. A large volume of claims that exceed the forecasted, budgeted amounts;
2. Rate increases which exceed forecasted, budgeted amounts.

All requests for expenditures from this reserve will require a detailed justification to be submitted to the Town Manager for his/her prior approval.

**Responsibility:** It is the responsibility of the Town Manager and/or Finance Director to advise the Town Council annually or as necessary on the use of this contingency reserve.

**Approval Date:** August 12, 2003

**Town of Palm Beach, Florida****Subject Policy: Budgetary Control****Effective Date: October 1, 2001**

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**Purpose:** The purpose of this policy is to formalize the Town's level of budgetary control, and to provide for the administrative realignments of funds by the Town Manager and Finance Director to deal with unexpected needs as long as service to the public is not negatively impacted.

**Policy:** It is the policy of the Town of Palm Beach that the budget be controlled at the program level within each department by the applicable department head. Budget amendment requests, transferring funds between programs will originate from the applicable department head and the Finance Director and shall be subject to the approval of the Town Manager. The Town Manager may authorize transfers between departments if the action is deemed necessary to meet the obligations of the Town.

Reserves and new revenues may not be appropriated through this process, interfund transfers may not be made, and total appropriations of the Town shall not be changed, without prior affirmative action of the Town Council.

**Responsibility:** It is the responsibility of the Finance Director, under the direction of the Town Manager, to implement this policy.

**Approval Date:** August 14, 2001

**Town of Palm Beach, Florida****Subject: Debt Management Policy****Effective Date: October 1, 2001**

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**Purpose:** To establish parameters and guidance for the issuance, management, monitoring, assessment and evaluation of all Debt Obligations (defined below) issued by the Town of Palm Beach.

**Policy:** It is the policy of the Town of Palm Beach:

- (a) To periodically approve the issuance of Debt Obligations on behalf of the Town to finance the construction or acquisition of infrastructure and other assets for the purpose of meeting its governmental obligations to its residents;
- (b) To approve the issuance of Debt Obligations to refund outstanding debt when indicated by market conditions or management of Debt Obligations to refund outstanding debt when indicated by market conditions or management considerations;
- (c) That such Debt Obligations are issued and administered in such a manner as to ensure and sustain the long-term financial integrity of the Town, to achieve the highest possible credit rating and to preserve and enhance the quality of life, safety and welfare of its citizens;
- (d) That such Debt Obligations shall not be issued or debt proceeds used to finance current operations of the Town except as provided herein;
- (e) To minimize the impact of construction or acquisition of infrastructure and other assets on the budget of the Town;
- (f) That the Town will consider long-term financing for the acquisition, maintenance, replacement, or expansion of physical assets (including land) only if they have an economic/useful life of at least five years;
- (g) That the Town will not issue debt for periods exceeding the useful life or average useful lives of the project or projects to be financed;
- (h) That the Town normally will rely on internally generated funds and/or grants to finance its capital needs. Debt will be issued for a capital project only in the case of emergency, or when inclusion of a project in the Town's pay-as-you-go Capital program will preclude the construction of smaller necessary capital improvements;
- (i) That the Town will keep outstanding debt within the limits prescribed by Section 7.01 of the Town Charter.

Debt Obligations shall mean bonds, notes, letters and lines of credit, lease purchases, or other securities issued by the Town against a pledge of a specific revenue source or sources, the proceeds of which are used to fund a capital project providing a public benefit.

**Responsibility:** It is the responsibility of the Finance Director under the direction of the Town Manager, to implement this policy. Departments should submit requests to use debt obligations for financing and submit to the Town Manager for review and approval.

**Approval Date: August 14, 2001**

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**Town of Palm Beach, Florida****Subject Policy: Revenue Shortfall Plan****Effective Date: October 1, 2002**

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**Purpose:** To establish a plan to address financial conditions which could result in a net shortfall of revenues as compared to expenditures. The plan is divided into the following three components:

**Indicators**, which serve as warnings that potential budgetary impacts are increasing in probability. Indicators will be shown as a percentage reduction in revenues. The Town will monitor key revenue sources as well as inflation factors and national and state trends.

**Phases**, which will serve to classify and communicate the severity of the situation, as well as identify the actions to be taken at the given phase.

**Actions**, which are the preplanned steps to be taken in order to prudently address and counteract the anticipated shortfall.

The recession plan and classification of the severity of the economic downturn, will be used in conjunction with the Town's policy regarding the importance of maintaining the Unassigned Fund Balance reserves to address economic uncertainties.

The following is a summary of the phase classifications, indicators and the corresponding actions to be taken:

**Phase 1**

**Alert:** An anticipated net reduction in budgeted revenue vs. actual receipts of 1% up to 5%. The actions associated with this phase are as follows:

**Actions:**

- A. Delaying expenditures where reasonably possible, while maintaining the same level of service.
- B. Departments shall monitor their individual budgets to ensure that only essential expenditures are made to maintain service levels.
- C. Non-essential capital expenditures may be deferred.
- D. Hiring for vacant positions will be closely scrutinized and may result in delaying the recruitment process and using temporary help where possible.

**Phase 2**

**Minor:** A reduction in total budgeted revenues vs. actual receipts in excess of 5% to 9%. The objective at this level is still to maintain the same level of service where possible. Actions associated with this level may be:

**Actions:**

- A. Intensifying the review process for large items such as contract services, consulting services, and capital expenditures including capital improvements.
- B. Hiring to fill vacant positions only with special justification and authorization.
- C. Closely monitoring and reducing expenditures for travel and seminars.

**Phase 3**

**Moderate:** A reduction in total budgeted revenues vs. actual receipts of 10% to 15% Initiating cuts of service levels by:

**Actions:**

- A. Deferring large expenditures.
- B. Deferring capital expenditures.
- C. Reducing CIP appropriations from the General Fund and deferring projects.
- D. Institute a hiring freeze.
- E. Eliminate expenditures for travel and seminars.
- F. Consider across the board departmental budget cuts.

**Phase 4**

**Major:** A reduction in total budgeted revenues vs. actual receipts of 16% to 25% Implementation of major service cuts may include:

**Actions:**

- A. Reducing the temporary work force.
- B. Deferring merit wage increases.
- C. Further reducing capital expenditures.
- D. Preparing a strategy for reduction in work force.
- E. Instituting across the board departmental budget cuts.
- F. Draw on excess unassigned fund balance to compensate for lost revenue.

**Phase 5**

**Crisis:** A reduction in total budgeted revenues vs. actual receipts of over 25%. Actions may include:

**Actions:**

- A. Implementing reduction in work force or other personnel cost reduction strategies.
- B. Eliminate programs.
- C. Eliminate capital improvement projects.
- D. Draw on unassigned fund balance to compensate for lost revenue.

**Responsibility:** It is the responsibility of the Town Manager and the Finance Director to advise the Town Council of a revenue shortfall as soon as it is apparent based upon the established indicators. The Town Manager and Finance Director will recommend actions based upon the Phase classifications.

**Approval Date:** August 13, 2002

The definition of terms listed are provided to assist the user in the understanding of terminology used throughout the text of the budget document. For your convenience and reading ease, the following is a list of acronyms that are used by the Town of Palm Beach.

|      |                                          |      |                                                  |
|------|------------------------------------------|------|--------------------------------------------------|
| ALS  | Advanced Life Support                    | GASB | Governmental Accounting Standards Board          |
| CAFR | Comprehensive Annual Financial Report    | GIS  | Geographic Information System                    |
| CDBG | Community Development Block Grant        | ICMA | International City/County Management Association |
| CIP  | Capital Improvement Program              | MDT  | Mobile Data Terminals                            |
| EMS  | Emergency Medical Services               | OPEB | Other Post Employment Benefits                   |
| FY   | Fiscal Year                              | REF  | Recreation Enterprise Fund                       |
| FTE  | Full-Time Equivalent                     | TRIM | Truth in Millage                                 |
| GAAP | Generally Accepted Accounting Principals |      |                                                  |

**ACCOUNT NUMBER:** A system of designating accounts, entries, invoices, vouchers, that quickly references certain required information.

**ACCOUNTING PERIOD:** A period at the end of which and for which financial statements are prepared. The Town's accounting period is from October 1 through September 30.

**ACCOUNTING PROCEDURES:** All processes which discover, record, classify and summarize financial information to produce financial reports and provide internal control.

**ACCOUNTING SYSTEM:** The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.

**ACCOUNTS PAYABLE:** A liability account reflecting amounts on open accounts owing to private persons or organizations for goods and services received by a government.

**ACCOUNTS RECEIVABLE:** An asset account reflecting amounts owing on open accounts from private persons or organizations for goods and services provided by a government.

**ACCRUAL BASIS:** The basis of accounting under which transactions are recognized when they occur regardless of the timing of related cash flow.

**ACTUARIAL:** A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

**ACCUMULATED DEPRECIATION:** Accumulated depreciation is the total depreciation taken for an asset since it was placed in service. Also known as life-to-date depreciation and depreciation reserve.

**ACTIVITY CLASSIFICATION:** A grouping of expenditures on the basis of specific lines of work performed by organizational units. For example: sewage treatment and disposal, solid waste collection, and street cleaning are activities performed in carrying out the function of sanitation and the segregation of the expenditures is made for each of these activities constitutes an activity classification.

**AD VALOREM:** A tax levied in proportion to value of the property against which it is levied.

**ADOPTED BUDGET:** The budget as it is approved by the Town Council prior to the beginning of each fiscal year.

**AMENDED BUDGET:** The amended budget is the working budget. It is the adopted budget that incorporates all operating transfers and approved budget amendments (changes in the budget total that are approved subsequent to initial adoption).

**AMORTIZATION:** (1) Gradual reduction, redemption or liquidation of the balance of account according to a specific schedule of times and amounts. (2) Provision for the

extinguishment of a debt by means of a Debt Service Fund.

**ANNUAL BUDGET:** A plan for the coordination of resources and expenditures. The budget is the financial plan for the Town's allocation of resources to provide services, accomplish the Town's goals and objectives, and perform activities.

**APPRAISE:** To make an estimate of value, particularly of the value of property. If the property is valued for purposes of taxation, the less-inclusive term "assess" is substituted for this term.

**APPROPRIATION:** A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**ASSESSED VALUATION:** A valuation set upon real estate or other property by a government as a basis for levying taxes.

**ASSESSMENT ROLL:** In the case of real property, the official list containing the legal description of each parcel of property and its assessed valuation. The name and address of the last known owner are also usually shown. In the case of personal property, the assessment roll is the official list containing the name and address of the owner, a description of the personal property and its assessed value.

**ASSETS:** Resources owned or held by a government, which have monetary value.

**AUDIT:** A methodical examination of utilization of resources. It concludes in a written opinion of its findings. An audit is a test of management's accounting system to determine the extent to which internal accounting controls are both available and being used.

**AUTHORITY:** A government or public agency created to perform a single function or a restricted group of related activities. Usually such units are financed from service charges, fees and tolls, but in some instances they also have taxing powers. An authority may be

completely independent of other governments or partially dependent upon other governments for its creation, its financing or the exercise of certain powers

**AVAILABLE FUND BALANCE:** This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**BALANCED BUDGET:** A budget in which planned funds available equal planned expenditures.

**BEGINNING FUND BALANCE:** The unexpended amount in a fund at fiscal year end, which is available for appropriation in the next fiscal year.

**BENEFITS:** Payments to which participants may be entitled under a pension plan, including pension benefits, death benefits, and benefits due on termination of employment.

**BOND:** A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

**BOND RATING:** An evaluation of credit worthiness performed by an independent rating service. The Town is one of only three municipalities in the State of Florida to maintain a AAA rating from both Moody's and Standard & Poor's.

**BUDGET:** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan is finally approved by that body. It is either usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

**BUDGET AMENDMENT:** The process by which unanticipated changes in revenue or expenditures are made a part of the budget, thereby amending it.

**BUDGET CALENDAR:** A schedule of key dates which the Town follows in the preparation, adoption and administration of the budget.

**BUDGET MESSAGE:** A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body.

**BUDGET TRANSFER:** An action which changes budgeted amounts at the department, division, and/or object code level of control with offsetting increases and decreases in budgeted line items.

**BUDGETARY BASIS:** This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

**BUDGETARY CONTROL:** The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**BUSINESS PLAN:** A written document outlining how Town sources will be applied to achieve the objectives determined for the Leisure Services Enterprise Fund.

**CAPITAL EQUIPMENT:** Equipment with an expected life of more than one year and a value of more than \$2,500 for vehicles and equipment and \$1,500 for computer equipment.

**CAPITAL LEASE:** An agreement conveying the right to use property, plant or equipment usually for a stated period of time where the lessee assumes all the risks and rewards of ownership.

**CAPITAL OUTLAYS:** Expenditures which result in the acquisition or addition of fixed assets.

**CAPITAL PROGRAM:** A plan for capital expenditures to be incurred each year over a

fixed period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures. The minimum threshold used to qualify a project for the Capital Improvement Program is \$50,000.

**CAPITAL PROJECT:** Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life; also called capital improvements.

**CAPITAL PROJECT FUNDS:** One or more governmental type of funds established to account for resources used for the acquisition of large capital improvements, other than those accounted for in proprietary or trust funds.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** This official annual report presents the status of the Town's finances in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues and expenditures.

**CONTINGENCY:** A budgeted reserve set-aside for possible emergencies, revenue shortfalls, or unforeseen expenditures not otherwise budgeted for.

**CURRENT ASSETS:** Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used upon or converted into cash within one year. Some examples are cash, temporary investments and taxes receivable which will be collected within one year.

**DEBT LIMIT:** The maximum amount of gross or net debt which is legally permitted.

**DEBT SERVICE:** The payment of principal and interest on borrowed funds, such as bonds.

**DEBT SERVICE FUNDS:** One or more funds established to account for revenues and expenditures used to repay the principal and interest on debt.

**DEBT SERVICE REQUIREMENT:** The amount of money required to pay the principal and interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

**DEFICIT:** An excess of liabilities and reserves of a fund over its assets.

**DEPARTMENT:** A basic organizational unit of government that is functionally unique in its delivery of services.

**DEPRECIATION:** The decrease in value of physical assets due to use and the passage of time.

**DESIGNATED FUND BALANCE:** Funds that have been identified for a specific purpose. This differs from reserved funds, in that there is no legal requirement for funds that have been designated.

**DISTINGUISHED BUDGET PRESENTATION PROGRAM:** A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

**ENCUMBRANCE:** An amount of money committed for the payment of goods and services not yet received or paid for.

**ENTERPRISE FUND:** A self supporting fund designed to account for activities supported by user charges. Examples are: Water, Solid Waste, and Recreation funds.

**EXPENDITURES:** Decreases in net current financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

**EXPENSES:** Decrease in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

**FIDUCIARY FUNDS:** Trust and/or agency funds used to account for assets held by the Town in a trustee capacity, or as an agent for individuals, private organizations, other governments, and/or other funds.

**FISCAL YEAR:** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. By State Law, the fiscal year for the Town of Palm Beach, and all Florida local governments, is October 1 to September 30.

**FIXED ASSETS:** Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, and machinery and equipment.

**FRANCHISE:** A special privilege granted by a government regulating the continuing use of public property such as city streets and usually involving the elements of monopoly and regulation.

**FULL FAITH AND CREDIT:** A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

**FULL-TIME EQUIVALENT (FTE):** Number of positions calculated on the basis that one FTE equates to a 40-hour workweek for twelve months. For example, two part-time positions working 20 hours for twelve months also equals one FTE.

**FULL-TIME POSITION:** A position which qualifies for full Town benefits, usually required to work 40 hours per week. Full-time fire personnel work 50.4 hours per week and all part-time personnel working in excess of 30 hours per week are granted benefits as full-time employees.

**FUNCTIONAL CLASSIFICATION:**

Expenditures classification according to the principal purposes for which expenditures are made. Examples are public safety, general government, culture/recreation, etc.

**FUND:** A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**FUND BALANCE:** The fund equity of governmental funds. Changes in fund balances are the result of the difference of revenues to expenditures. When revenues exceed expenditures in a given period, fund balance increase and when expenditures exceed revenue, fund balance decreases.

**FUND TYPE:** In governmental accounting, all funds are classified into eight generic fund types; General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

**GASB:** Governmental Accounting Standards Board - an established national board, which governs financial reporting standards on state and local government levels throughout the United States of America, with its main headquarters in Chicago, IL.

**GASB 34:** Statement 34 of the Governmental Accounting Standards Board - Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments - establishes new financial reporting standards for state and local governments throughout the United States.

**GENERAL FUND:** A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include Fire, Police, Public Works, Administration and Recreation.

**GENERAL OBLIGATION BONDS:** Bonds for the payment of which the full faith and credit of the issuing government are pledged.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP):** Uniform minimum standards of/and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statement of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard to measure financial presentations. The primary authoritative statement of the application of GAAP to state and local governments are NCGA pronouncements. Every government should prepare and publish financial statements in conformity with GAAP. The objectives of government GAAP financial reports are different from and much broader than, the objective of business GAAP financial reports.

**GEOGRAPHIC INFORMATION SYSTEM (GIS):** A GIS is a specialized data management system designed for the entry, analyses, and display of data commonly found on maps. GIS integrates maps with a database and allows analyses to be performed using location relationships of map features to the database.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**GOVERNMENTAL FUNDS:** Governmental funds account for the activities of a typical state or local government's operations (e.g. public safety, public health). Governmental funds can be further classified into four generic fund types - general fund, special revenue funds, capital projects funds, and debt service funds.

**GRANTS:** Contributions or gifts of cash or other assets from another government to be used or expended for a specific purpose, activity or facility.

**HOMESTEAD EXEMPTION:** Pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home which the owner

occupies as principal residence is exempt from the property tax.

**INFLATION:** A rise in price levels caused by an increase in available funds beyond the proportion of available goods.

**INFRASTRUCTURE:** Assets which are immovable and of value only to the governmental unit (e.g. sidewalks, gutters, bridges.)

**INTERFUND TRANSFERS:** The movement of moneys between the funds of a governmental entity.

**INTERGOVERNMENTAL REVENUE:** Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).

**INTERLOCAL AGREEMENT:** A written agreement between the Town and other units of government to share in similar services, projects, emergency assistance, support, funding, etc., to the mutual benefit of all parties.

**INTERNAL SERVICE FUNDS:** One or more funds that accounts for the goods and services provided by one department to another within government on a cost-reimbursement basis.

**INVESTMENTS:** Securities and real estate held for the production of revenues in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in government operations.

**LEVY:** (Verb) To impose taxes, special assessments or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

**LIABILITIES:** Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

**MILL:** A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.

**MILLAGE RATE:** The tax rate applied to each thousand dollars of taxable assessed valuation which results in the tax levy. Example: A 4.0 millage rate applied to property with a taxable valuation of \$500,000 would generate tax in the amount of \$2,000.00 (4.0 x 500) of ad valorem revenue.

**MISSION STATEMENT:** The statement that identifies the particular purpose and function of a department.

**MODIFIED ACCRUAL BASIS:** The accrual basis of accounting adopted for the governmental fund type. In this basis of accounting, expenditures are recognized when the goods or services are received and revenues, such as taxes, are recognized when measurable and available to pay expenditures in the current accounting period.

**NON-EXPENDABLE TRUST FUNDS:** When a government uses a non-expendable trust fund, the principal must remain intact, but it can expend the earnings.

**OBJECTIVE:** A simply stated, readily measurable statement of the aim of expected accomplishment within the fiscal year. A good statement of objective should imply a specific standard of performance for a given program:

(a) An operational objective focuses on service delivery.

(b) A managerial objective focuses on those aspects of management that help staff achieve operational objectives, i.e., staff training, work plan development, etc.

**OBLIGATIONS:** Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

**OPERATING BUDGET:** Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending and service delivery activities of a government are

controlled. The use of an annual operating budget is required by law.

**OPERATING COSTS:** Expenses for such items such as expendable supplies, contractual services, and utilities.

**ORDINANCE:** A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**OTHER COSTS:** Costs which are not personnel, operating or capital in nature, such as debt service and transfers between funds.

**OUTSIDE AGENCY:** Governmental or not-for-profit entities that provide services to Town residents or to the Town under terms of a contract or agreement. Example: The Town of Palm Beach administers the financial and parking enforcement operations for Kreisler Park which is utilized by Town residents and visitors, but is owned by Palm Beach County.

**PART-TIME:** Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

**PAY-AS-YOU-GO BASIS:** A term used to describe the financial policy of a governmental unit which finances all of its capital outlays from current revenues rather than by long-term borrowing.

**PENSION FUND:** The pension funds account for the accumulation of resources to be used for retirement benefit payments to the Town's employees.

**PER CAPITA:** A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

**PERFORMANCE BUDGET:** A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**PERFORMANCE MEASURE:** Data collected to determine how effective and/or efficient a program is in achieving its objectives.

**PERSONAL SERVICES:** A general category of operating expenses that includes salaries and wages, pensions, health insurance and other fringe benefits.

**PERSONNEL COSTS:** Costs directly associated with employees, including salaries and fringe benefits.

**POST-EMPLOYMENT BENEFITS:** A form of deferred compensation that includes healthcare and any type of post-employment benefit that is not an integral part of a pension plan.

**PROGRAM:** A distinct, clearly identifiable activity, function, cost center, or organizational unit which is budgeted as a sub-unit of a department. A program budget utilizes the separate programs as its basic component.

**PROGRAM BUDGET:** A budget with expenditures that are based primarily on programs of work. Each individual program is established as a separate cost center.

**PROPERTY TAX:** A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

**PROPRIETARY FUND TYPES:** Proprietary funds account for activities that are common in the private sector, which the government operates in a manner similar to their counterparts in the commercial world. The primary source of revenues for this fund type is user charges. Proprietary funds can be further classified into two fund types - enterprise funds and internal service funds.

**PURCHASE ORDER:** A document which authorizes the delivery of specified merchandise or the rendering of certain services.

**RECLASSIFICATION:** The moving of an existing position from one personnel classification (title) to another based upon the different performance of duties.

**REQUISITION:** A written demand or request, usually from one department to the purchasing officer or to another department, for specified articles or services.

**Reserves:** a portion of the fund balance or retained earnings legally segregated for specific purposes.

**RESERVE FOR CONTINGENCIES:** An amount set aside that can subsequently be appropriated by the Town Council to meet unexpected needs.

**RESOLUTION:** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**RETAINED EARNINGS:** An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

**REVENUE BONDS:** A particular kind of bond in which the revenue to pay back the bond and interest comes from the project that the borrowed money was used to create, expand, or improve. Pledged revenues may be derived from operation of the financed project, grants, and excise or other non-ad valorem taxes. Generally, no election is required prior to issuance or validation of such obligations.

**REVENUES:** Increases in governmental fund-type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than revenues.

**ROLLED BACK RATE:** That tax rate which when applied to the current year's adjusted taxable value, generates the same ad valorem tax revenue as the prior year.

**SAVE OUR HOMES:** Provisions in Florida Statutes, Section 193.155(1) limit the annual increase in the taxable value of a homesteaded property. Beginning in 1995, or the year after the property receives homestead exemption, an annual increase in assessment shall not exceed the lower of the following:

- a. Three percent of the assessed value of the property for the prior year; or
  - b. The percentage change in the Consumer Price Index (CPI) for all urban consumers, U.S. city average, all items 1967 = 100 or successor reports\* for the preceding calendar year as initially reported by the U.S. Department of Labor, Bureau of Labor Statistics.
- STATUTE:** A written law enacted by a duly organized and constituted legislative body.

**TAX RATE:** The amount of tax stated in terms of a unit of a tax base. The State of Florida uses a mill as its tax rate. A mill is the rate applied to each thousand dollars of taxable appraised value. For example, 3.170 mills applied to property valued at \$150,000 would generate taxes of \$475.50 (3.170 x 150) of ad valorem revenue. In accordance with Florida Statute, 200.071, except as otherwise provided herein, no ad valorem tax millage shall be levied against real property and tangible personal property by counties in excess of 10 mills, except for voted levies.

**TAX RATE LIMIT:** The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

**TAX ROLL:** The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

**TAXABLE VALUE:** The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.

**TAXES:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for service

rendered only to those paying such charges as, for example, development fees.

**TEMPORARY POSITION:** A temporary position is filled for a specific period of time, is not permanent in nature, and does not qualify for regular town benefits.

**TRANSFERS IN/OUT (INTER-FUND TRANSFERS):** Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit. Thus, they are budgeted and accounted for separately from other revenues and expenditures as other financing sources or uses.

**TRUST FUNDS:** Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other government and/or other funds.

**TRUTH IN MILLAGE:** The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate.

The effect of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the “rolled back” rate).

**UNENCUMBERED:** The portion of an allotment not yet expended or encumbered.

**UNDESIGNATED/UNRESERVED FUND BALANCE:** Unrestricted funds available to be designated as a budget-funding source.

**USEFUL LIFE:** The period of time that a fixed asset is able to be used. This can refer to a budgeted period of time for an equipment class or the actual amount of time for a particular item.

**USER CHARGES:** The payment of a fee for direct receipt of a public service by the party benefitting from the service.

**WORKLOAD INDICATORS:** Statistical and historical measures of the services level provided or workload completed by each department within the Town.



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