



TOWN OF PALM BEACH, FLORIDA

COMPREHENSIVE ANNUAL BUDGET

FISCAL YEAR 2021

(October 1, 2020 - September 30, 2021)

Mayor and Town Council

Gail L. Coniglio, Mayor
Margaret A. Zeidman, Town Council President
Bobbie Lindsay, Town Council President Pro-Tem
Julie Araskog, Town Council Member
Lew Crampton, Town Council Member
Danielle H. Moore, Town Council Member

Town Manager

Kirk Blouin

Prepared by the Finance Department
Jane LeClainche, Finance Director
(561) 838-5400
www.townofpalmbeach.com



TOWN OF PALM BEACH ORGANIZATIONAL STRUCTURE

CITIZENS OF PALM BEACH

ELECT



MAYOR
Gail L. Coniglio

TOWN COUNCIL



PRESIDENT
Margaret A. Zeidman



PRESIDENT PRO-TEM
Bobbi Lindsay



Julie Araskog



Lew Crampton



Danielle H. Moore

APPOINTS



TOWN ATTORNEY
John C. Randolph



TOWN MANAGER
Kirk Blouin

**ADVISORY BOARD AND
COMMISSIONS**



**DEPUTY TOWN
MANAGER**
Jay Boodheshwar



**DIRECTOR OF PUBLIC
WORKS**
H. Paul Brazil



POLICE CHIEF
Nicholas Caristo



FIRE-RESCUE CHIEF
Darrel Donatto



DIRECTOR OF FINANCE
Jane Le Clainche



**DIRECTOR OF
PLANNING, ZONING
AND BUILDING**
Vacant



**DIRECTOR OF
HUMAN RESOURCES**
Danielle Olson



**DIRECTOR OF BUSINESS
DEVELOPMENT &
OPERATIONS**
Carolyn Stone

GUIDE FOR READERS

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 that 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, Special Revenue Funds, Debt Service, Capital, Enterprise, Internal Service Activity and Trust & Agency. The introductory section includes a budget message, Town-wide goals, demographic information, assessed value and millage rate information, Town history, 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. This Budget Document is available on the Town's web site, www.townofpalmbeach.com.

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:

1. Introduction

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.

2. Budget Summary, General Fund, Revenues, Expenditures, Departmental Tabs and Other

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.

3. Special Revenue, Debt Service, Capital, Enterprise, Internal Service and Trust & Agency Funds

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.

4. Appendix

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.

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*

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**Town of Palm Beach
Florida**

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director



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Town of Palm Beach Executive Summary

PROPOSED BUDGET FOR FISCAL YEAR 2020-2021

Executive Summary

Town of Palm Beach

FY2021



Town of Palm Beach, Florida

October 1, 2020

Honorable Mayor, Town Council and Residents of the Town of Palm Beach;

The FY2021 adopted budget, represents staff's continuing efforts to reduce expenditures and reorganize Town operations to ensure the most efficient and effective delivery of high quality public services. A thorough review of each departments' proposed budget and their operations was completed. Faced with the recessionary effects of the COVID-19 pandemic, extra attention was placed on finding savings wherever possible. Revenues are forecasted to decline into FY21 which added extra pressure to find ways to cut expenditures.

This budget is the result of the third year of hard work to find efficiencies and apply lean government principles on a Town-wide basis, but this is a continuous process and will be an ongoing effort each year. It is because of the hard work we have accomplished in the past few years and our continuing efforts to reduce expenses, we are able to provide a budget that delivers a \$0 increase in property taxes for homestead property owners for the 3rd year in a row.

General Fund

FY21 Budget Presentation

One major change presented in the FY21 budget is the creation of the Building Enterprise Fund. This fund has been established to account for all building permit revenue and expenses and allow for greater transparency as required by the State of Florida. During FY20, a cost allocation study was performed to confirm the appropriate permit fee multiplier to stay consistent with Florida Statutes and to provide the basis for implementing reduced permit fees for owners and contractors that choose to use Private Providers on their construction projects. These new fees were adopted by the Town Council at the March 11, 2020 meeting.

To ensure full transparency, relative to the methodology for apportioning health insurance and retirement costs, please note the following:

- Health Insurance costs are calculated and then allocated throughout the budget on a per Full-Time Equivalent (FTE) basis. The Health costs per FTE for FY21 is \$10,948.
- Retirement costs are actuarially determined and then allocated throughout the budget per FTE for current and legacy plan costs. The Town's actuarially determined contribution is \$11,792,492. Legacy plan costs represent \$9,129,104 of the total and the costs for the ongoing plan are \$2,663,388. The breakdown by active full time employee group as of the most recent actuarial report dated September 30, 2019, is shown below.

	FTE	Legacy Plan	Ongoing plan	Total Contribution
General	152	2,542,742	1,017,498	3,560,240
Lifeguard	4	199,955	15,956	215,911
Police	58	2,871,303	782,386	3,653,689
Fire-Rescue	58	3,515,104	847,548	4,362,652
Total	272	9,129,104	2,663,388	11,792,492
Percent of Total		77.4%	22.6%	100.0%

Executive Summary

Town of Palm Beach

FY2021

FY21 General Fund Revenues

Property Taxes

The General Fund is the only fund to directly use property taxes as a revenue source. Property taxes (ad valorem taxes) represent the largest revenue source. The Town's portion of the total millage rate in FY21 is 18.17%. This means for every \$100 paid in taxes only \$18.17 stays in the Town.

Below are the taxing districts and the adopted millage rates for FY21 with the total amount of taxes paid to each of the districts by Palm Beach Property owners. The biggest beneficiaries of Town of Palm Beach property owners' taxes are Palm Beach County and Palm Beach County School District collecting 71.68% of all taxes paid in the Town followed by the Town of Palm Beach at 18.17% with the other taxing districts making up the balance of 10.16%.

Taxing Authority	Adopted Millage Rate	Taxes Per \$1 Million Value	% of Total Tax Bill	Paid by Palm Owners
Palm Beach County School District	7.0100	\$7,010	42.50%	\$133,672,568
Palm Beach County	4.8124	\$4,812	29.18%	\$91,766,886
Palm Beach	2.9962	\$2,996	18.17%	\$57,134,058
Health Care District	0.7261	\$726	4.40%	\$13,845,885
Children Services	0.6497	\$650	3.94%	\$12,389,025
South Florida Water Mgmt	0.2295	\$230	1.39%	\$4,376,299
Everglades Construction	0.0380	\$38	0.23%	\$724,616
Florida Inland Navigation	0.0320	\$32	0.19%	\$610,203
Grand Total	16.4939	\$16,494	100.00%	\$314,519,540

The total taxes paid per million of taxable value in the Town in FY21 was \$16,494. Of that amount, \$2,996 stayed in the Town to pay for services and the remaining \$13,498 went to other taxing districts. A breakdown by taxing district for a \$1 million homesteaded property using the FY21 tax rates is shown on the following page.

Executive Summary

Town of Palm Beach

FY2021



FY21 Millage Rate

Appearing on the following page is a millage rate table that showing the adopted FY21 millage rate versus the FY20 millage. The adopted FY21 millage rate of 2.9962 represents a 2.34% reduction from FY20, and a \$0 change for homesteaded properties.

The State of Florida requires the Town to calculate a rolled-back millage rate. The rolled-back rate is defined as the millage rate which provides the same property tax revenue for each taxing authority as was levied during the previous year (exclusive of new construction, additions, rehabilitative improvements increasing assessed value by at least 100%, annexations, deletions). The final millage is 1.57% over the rolled back rate of 2.9500. The rolled-back millage rate would represent a 3.85% decrease in the millage and would provide the homestead property owner a \$45 per million reduction in taxes. The rolled-back rate is required to be announced at the public hearings held in September.

Executive Summary

Town of Palm Beach

FY2021

	FY20 Millage Rate	FY21 Millage Rate
Millage Rate	3.0681	2.9962
Tax Revenue	\$55,979,439	\$57,134,000
Revenue Increase over FY20	n/a	\$1,154,619
Millage % Increase/Decrease vs. FY20	n/a	(2.34%)
Homestead Value Increased by 2.3%	\$1,000,000	\$1,023,000
Town Taxes	\$2,915	\$2,915
Increase/(Decrease) over FY20	n/a	(\$0)
Non Homestead Tax Increase Ave 4.68%	n/a	\$68

There are a number of revenue types in the General Fund, categorized on the table below:

Revenue	FY2020	FY2021	FY20 vs. FY21 Difference	% Change
Ad Valorem Taxes	\$ 55,979,439	\$ 57,134,058	\$ 1,154,619	2.06%
Non Ad Valorem Taxes	6,459,000	6,351,000	(108,000)	-1.67%
Licenses & Permits	10,843,800	4,245,100	(6,598,700)	-60.85%
Intergovernmental	1,099,600	956,000	(143,600)	-13.06%
Charges for Services	6,289,199	5,384,700	(904,499)	-14.38%
Fines and Forfeitures	942,000	916,000	(26,000)	-2.76%
Investment Earnings	1,230,000	904,715	(325,285)	-26.45%
Miscellaneous	490,728	494,500	3,772	0.77%
Transfers from the Par 3 Enterprise Fund	25,000	25,000	-	0.00%
Transfer from the Building Enterprise Fund	-	3,200,000	3,200,000	100.00%
Transfers from unassigned fund balance for Contingency and Compensated Absences	1,083,000	1,304,500	221,500	20.45%
Total Revenues	\$ 84,441,766	\$ 80,915,573	\$ (3,526,193)	-4.18%

Significant highlights for General Fund FY21 revenues include:

- ❖ Based upon the Property Appraiser's Preliminary Certification issued June 25, 2020, existing property taxable values in the Town have risen 4.68% over the prior year. The total taxable value is \$20,072,463,151.
- ❖ The Non Ad Valorem tax revenue has decreased based on current trends.
- ❖ The decrease in Licenses and Permits is due to the transfer of most of these revenues to the new Building Enterprise Fund.
- ❖ The Intergovernmental revenue decrease is due to expected reductions in State revenue sharing and sales tax receipts.
- ❖ Charges for services decreased due to some of the fire prevention permits being combined into the "one" building permit structure. In addition, solid waste fees are declining based on usage, parking meter fees are declining due to the marina closure and reductions to the FY20 trends. Recreation fees also decreased due to the expectations that the COVID-19 pandemic will reduce use during the FY21 season.

Executive Summary

Town of Palm Beach

FY2021

- ❖ Fines and forfeiture revenue decreased based on improved compliance and lower expected parking usage.
- ❖ Investment earnings have decreased based on lower expected interest rates.
- ❖ The interfund transfers represent a transfer of \$25,000 from the Par 3 Golf Course enterprise fund.
- ❖ The transfer from the Building Enterprise Fund of \$3,200,000 represents allocated costs of General Fund services provided for the Building permit process.
- ❖ Transfers from fund balance represent transfers for Contingency and the compensated absence payouts for the year. It increased due to a large amount of expected retirements for FY21.

General Fund Expenditures

General Fund expenditures have decreased by 4.18% from FY20. The details by expenditure category are shown in the table below.

Expenditure Category	FY2020	FY2021	FY20 vs. FY21 Difference	% Change
Salary and Wages	\$26,596,351	\$25,104,130	\$ (1,492,221)	-5.61%
Pension Benefits	11,054,546	11,615,860	\$ 561,314	5.08%
Other Employee Benefits	7,171,940	6,695,585	\$ (476,355)	-6.64%
Contractual	10,682,513	10,407,395	\$ (275,118)	-2.58%
Commodities	1,753,420	1,712,155	\$ (41,265)	-2.35%
Depreciation/Capital Outlay	2,422,703	2,293,961	\$ (128,742)	-5.31%
Subtotal Operating Expenditures	59,681,473	57,829,086	(1,852,387)	-3.10%
Special Assignment OT	1,408,250	1,408,250	\$ -	0.00%
Library	352,650	352,650	\$ -	0.00%
Transfer to the Risk Insurance Fund	1,900,819	2,010,439	\$ 109,620	5.77%
Transfer to Capital Improvement Program	2,420,000	2,662,000	\$ 242,000	10.00%
Transfer to Underground Utility Fund	144,450	165,000	\$ 20,550	14.23%
Transfer to the Debt Service Fund	5,983,913	5,691,148	\$ (292,765)	-4.89%
Transfer to Coastal Management Fund	6,520,211	4,777,000	\$ (1,743,211)	-26.74%
Extraordinary Transfer to Retirement Fund	5,420,000	5,420,000	\$ -	0.00%
Contingency	610,000	600,000	\$ (10,000)	-1.64%
Subtotal Transfers and Contingency	24,760,293	23,086,487	(1,673,806)	-6.76%
Total General Fund	\$84,441,766	\$80,915,573	\$ (3,526,193)	-4.18%

Highlights for General Fund expenditures are as follows:

Total operating expenditures decreased \$1,852,387 or 3.10% from FY20. Total transfers and other expenses decreased \$1,673,806 or 6.76%.

Operating Expenditures:

- ❖ Salary and wages decreased \$1,492,221 due to the transfer of personnel accounts to the Building Enterprise Fund that totaled \$1,414,998 and the reduction in FTEs of 16.68 (see full description later in the document). These decreases are offset by merit and step increases totaling \$323,815. As a reminder, the Town Council approved during the Compensation study, lowering merit

increases to 1.5% - 6%, from 3% - 7.5% for FY21. The Town Council also approved the establishment of a COLA on October 1st based on the April CPI index. The CPI index that was published in April showed a -.5 decline year over year. We did not propose a COLA increase for FY21 due to the negative CPI. An increase the ranges of 2.5% at a cost of \$91,071 is included in the budget in order to maintain competitiveness. Additional information regarding compensation can be found later in this message under "Compensation Update".

- ❖ The total annual required contribution for the defined benefit plan (DB) and defined contribution (DC) pension benefits increased by a total of \$561,314. Defined benefit plan increases were due to assumption changes, including the investment return, and salary growth assumptions, the effects of the benefit changes from the compensation study and past losses. The Town Council approved using a portion of the prepaid contribution (\$126,945) to offset the effects of the compensation study impact on the retirement costs in FY21. The remaining prepaid balance of \$484,000, can be used in FY22 to offset the cost of expected investment losses from FY20. Defined Contribution costs decreased by \$56,554 because of the decreases in salaries and the transfer of accounts to the Building Enterprise Fund.
- ❖ Other employee benefit costs decreased by \$476,355 or 6.64%. Health insurance costs were lower due to fewer employees allocated to the General Fund as mentioned above, FICA tax decreased by \$163,960 due to the decrease in the salary budget. The Longevity/Bonus program decreased by \$136,880 due to the phasing out of the longevity program accomplished through retirements.
- ❖ Included in Other Employee Benefits is the Transfer to the OPEB trust. The transfer to the OPEB trust fund increased by \$6,844. In the most recent actuarial report, the Town's funding level was 107.4% funded.
- ❖ The decrease in contractual costs (\$275,118) is due in part to a decrease in legal fees (\$157,000), the transfer of accounts from PZB to the Building Enterprise Fund, (\$573,600), the elimination of employee events (\$22,100) and the elimination of education and conference travel this year due to the pandemic, (\$90,796). These are all offset by increases in contractual hiring versus Town staff in recreation (\$350,800), IT (\$73,500), and contractual parking enforcement officers (\$144,000), and an increase from West Palm Beach for the sewage treatment and disposal costs of (\$70,807). We took out all contractual increases since the June CPI was .7%.
- ❖ The decrease in commodities of (\$41,265) is mostly due to the transfer of accounts from PZB to the Building Enterprise Fund, (\$33,000), decreases in computer software (\$22,600), and other numerous small increase throughout these accounts.
- ❖ Depreciation/Capital outlay costs decreased \$148,742 due to the transfer of depreciation to the Building Enterprise Fund (\$96,038), and a reduction in the purchase of equipment versus prior years of (\$50,161).
- ❖ The funding for the Four Arts Library will remain flat. This funding is now tied to April CPI with a cap of 3%. The CPI 12-month change through April for the Miami-Fort Lauderdale-West Palm Beach was -.5%.

Transfers and Other:

- ❖ The transfer to the Risk Fund increased by \$109,620 due to expected increases in the insurance market.
- ❖ The transfer to the Capital Improvement Fund increased by \$242,000 or 10% over FY20.
- ❖ The transfer to the Underground Utility Fund represents the transfer of funds to pay for the Project Manager's salary and benefits.

- ❖ The transfer to the debt service fund decreased by \$292,765 due to the refinancing of the remaining 2010A bonds and the 2013 Bonds earlier this year.
- ❖ Coastal funding decreased by \$1,743,211 due to anticipated Federal and State grants. The appropriation of \$4,777,000 represents the initial tax increase to begin funding of the coastal program. The FEMA, Federal and State grants have allowed the Town to be able to reduce the Town's contribution for annual funding. Please see the Coastal Budget section for more information about the budget and forecasted expenditures.
- ❖ The extraordinary transfer to the retirement fund to accelerate improvements to the UAAL remained at \$5,420,000.
- ❖ Contingency is funded at 1% of operating expenditures. Absent extraordinary unforeseen circumstances, this amount should be enough to cover unexpected expenditures.

Funding By Department

Following this section are two General Fund Revenue/Expenditure summaries. These summaries show the Town's revenues by category and the expenditures by department. The first summary shows the General Fund budget. The second summary provided shows an "apples to apples" comparison if the Building Enterprise Fund had not been established this year, and the costs remained in the General Fund. In both cases, revenues and expenditures are less than FY20. The summary with the Building related accounts from the new 405 fund added in, results in a "profit" of \$52,857 which will remain in the Building Enterprise Fund as a reserve in case of a downturn.

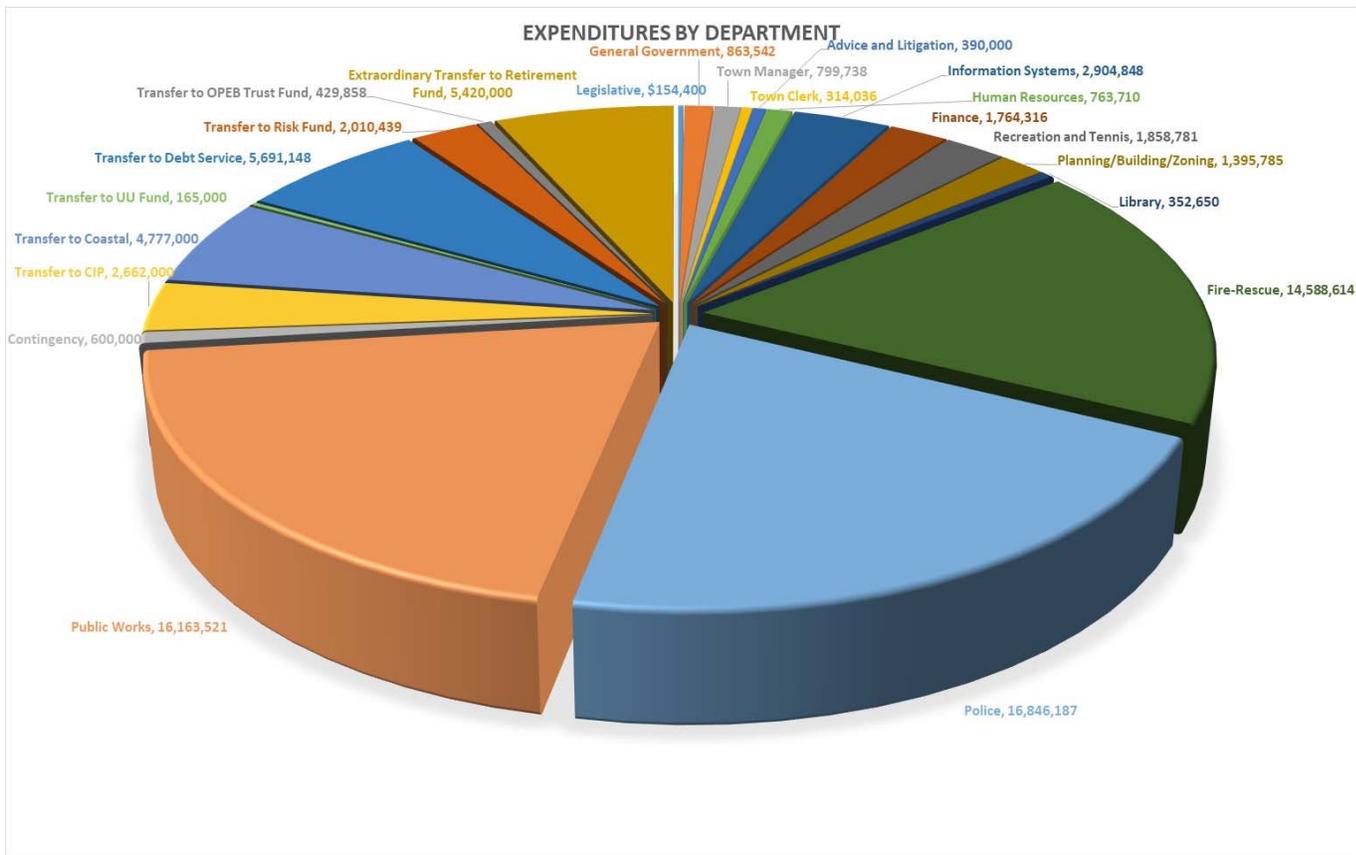
Departmental Expenditures

The three largest departments, Police, Fire-Rescue and Public Works, account for over 58.6% of the Town budget. The transfers mentioned above account for another 27% for a total of 85.6% of the total Town budget. All other general government and administrative departments make up the balance of 14.4%. The charts below and on the following page provide a graphic example of expenditures by each department and transfer.

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Town of Palm Beach

FY2021



How each \$1,000 of Town Property Tax Revenue is spent



Executive Summary

Town of Palm Beach

FY2021

Fund Balance

The General Fund Unassigned Fund Balance as of September 30, 2019 was \$26,540,203. This amount was \$9,019,814 above the policy-required minimum. The FY21 budget includes a transfer of \$600,000 from fund balance to fund the contingency reserve and \$490,705 from the reserve for compensated absences to fund the compensated absence payouts. After the contingency transfer, the remaining balance in the unassigned fund balances will be \$8,419,814.

Total excess reserves in all Town funds as of September 30, 2019, were \$22,708,289. Of this amount \$3,562,492 was allocated in FY20 from the Coastal Protection Fund for the bulkhead construction for the Marina Project.

Based on results thus far for FY20, and the economic uncertainty that prevails, we are currently estimating a surplus of approximately \$1.5 million at FY20 year-end. This surplus is the result of vacant positions, and savings from the implementation of the compensation study.

Compensation Update

In accordance with the Town-wide Compensation Study completed in FY19, staff conducted a recent market assessment to ensure the Town’s pay ranges remain competitive within the Palm Beach County market and at the 75th percentile for public safety. Analysis of public safety market pay ranges resulted in increases to the minimum of the range for certain step plan positions in order to adjust minimums to the 75th percentile; however, pay range step maximums were mostly unchanged due to existing placement at or above the 75th percentile. Pay ranges for similarly situated open range positions in the Palm Beach County public market increased by an average of 2.7% in FY20, and are projected to increase by 3% in FY21 based on existing collective bargaining agreements. This resulted in an adjustment in the open range pay structure, versus public safety step of 2.5%.

Personnel Complement

The total FTE includes full time employees and part time no benefits employees (PTNB). The total personnel complement (for all funds Townwide) for FY21 is 345.57 full-time equivalent personnel (FTE), which is a net decrease of 16.68 FTE from the adopted FY20 budget. A chart of the FTE by department is shown below with a two-year history. The chart shows full time employees which decreased by 5.01 FTE and PTNB staffing which decreased by 11.67 FTE, mostly due to more contractual staffing at the Recreation Center and the closure of the marina. The changes in the FTE for both full time and part time staffing are described in detail after the table.

Department/Fund	FY20	FY21
Full Time Staffing		
Town Manager	7.00	7.00
Information Systems	8.00	8.00
Human Resources	3.77	3.77
Finance	14.69	13.69
Planning & Zoning	25.75	9.10
Fire-Rescue	78.40	78.40
Police	100.85	96.85

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Public Works	80.84	79.88
Recreation	7.50	7.90
Town Docks	1.82	1.57
Par 3 Golf Course	7.60	7.40
Building Fund	0.00	17.65
Underground Utility Fund	1.00	1.00
Coastal Management Fund	1.00	1.00
Risk Fund	1.63	1.78
Health Fund	0.92	1.12
OPEB Trust	0.83	0.98
Retirement Fund	1.16	0.66
Total Full Time Staffing	342.76	337.75
Part Time No Benefit Staffing		
Fire- Rescue (Ocean Rescue)	3.00	3.00
Police	1.35	1.35
Recreation Center	11.17	1.78
Tennis	1.37	1.38
Town Docks	1.50	0.00
Par 3 Golf Course	1.10	.31
Total Part Time No Benefits Staffing	19.49	7.82
Total Town Staffing	362.25	345.57

The decrease of 16.68 FTEs in FY21 is made up of the following additions and reductions and other small reallocations across programs:

Position changes:

- 1 FTE reduction with the elimination of Purchasing Coordinator position.
- 1 FTE addition in Planning Zoning with the addition of the Zoning Tech position.
- 1 FTE reduction in Public Works elimination of a sanitation/trash worker.
- 4 FTE reduction in Police with the elimination of four parking control officers, replaced with contractual workers.
- 1.5 FTE reduction at Town Docks due to the closure for construction.
- .79 FTE reduction at the Par 3 golf course made up of part time positions replaced with contractual employees.
- 9.39 FTE reduction in Recreation part time no benefit positions replaced with contractual staffing.

Other Funds

Below are highlights from the budgets for other Town funds. Additional information can be found at the tabs in the back of the Budget Document behind the General Fund information. The Town's other funds include: Special Revenue, Debt Service, Capital Improvement Funds, Enterprise Funds (Marina, Par 3 Golf Course and Building Enterprise Fund), Internal Service Funds (Health, Risk, Equipment Replacement), and Trust Funds (Pension and OPEB Trust).

Special Revenue Fund (122) Townwide Underground Utility Project

The Townwide Underground Utility Project fund accounts for the project costs and associated assessments and borrowings for the project. During FY21, we expect to complete Phase 2 South and Phase 3 North, begin construction of Phases 3 South, Phase 4 and possibly Phase 5. In FY21, engineering design will be initiated for Phase 7 and possibly Phase 8 of the project.

In addition to the FY21 budget, a cash flow projection through 2026 using the updated opinion of costs is included in the Townwide Underground Utility section. The forecast currently shows a projected ending deficit of \$10,780,948 in FY2026. Plans need to be made for funding of this deficit. Some options include: Using Town reserves, building funds into future budgets, applying for additional grant funding, and using marina profits.

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 (ACIP) 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. On August 25, 2016, the Town issued bonds to refund most of the 2010A & 2010B bonds. This transaction produced gross savings of \$8,900,539, net present value savings of \$6,895,965 or 13.35% over 23 years. The remaining balance of \$4,660,000 on this Bond was refinanced in 2019 and achieved net present value savings of \$1,157,902 or 25.39% of the refunded bonds par amount. The all-in true interest cost was 2.46%.

In 2013, the Town issued \$55,590,000 for the second phase of the ACIP, "bondable" coastal projects, and the Town's portion of the Par 3 clubhouse project. In 2019, the Town issued bonds to refund most of the 2013 bonds. The transaction produced savings of \$4,385,248 or 10.24%.

In the fall of 2018, the Town issued \$56,040,000 in General Obligation bonds for the Townwide Undergrounding project.

In 2020 the Town issued \$31,000,000 in Revenue Bond through CenterState Bank for the Marina Construction project. This bond is secured by non-ad valorem revenues. The rate on the bonds is 2.25%.

As of September 30, 2020, the Town's net bonded debt will amount to 19.4% of the legal limit of \$1,003,623,158 (5% of preliminary FY21 taxable value of \$20,072,463,151).

The Town's outstanding Revenue Bond debt as of September 30, 2020, is shown on the table on the following page:

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<i>Year Issued</i>	<i>Outstanding Principal Balance September 30, 2020</i>	<i>Purpose</i>
2016A	\$39,320,000	Refunding the Debt for the First Phase of the ACIP
2016B	\$10,255,000	Worth Avenue Commercial District Project
2013	\$6,670,000	Remaining Balance of Bonds for Second Phase of ACIP
2018	\$54,360,000	General Obligation Bonds for Townwide Undergrounding Project
2019	\$48,730,000	Refunding Revenue Bonds (2013) for Second Phase of ACIP
2019	\$4,660,000	Refunding of Remaining Balance of First Phase of ACIP Debt (2010)
2020	31,000,000	Marina Loan
Total	\$194,995,000	

The 2016A, 2013, 2019 Series Revenue Bond debt service is funded from non-ad valorem revenues. A portion of the debt service payment is funded through the Par 3 Golf Course Fund for the golf course and clubhouse renovation (\$190,567), and a portion is funded through the Coastal Management Fund (\$542,232). The non-ad valorem revenue transfer from the General Fund for FY21 is \$5,691,148.

The 2016B Series Revenue Bonds debt service appropriation of \$722,913 is funded through non ad valorem assessments on the property owners within the Worth Avenue Assessment District.

The Town has issued General Obligation bonds for the Underground Utility Project. These bonds shall be payable first from the Underground Utility Project special assessments and, to the extent the assessments are insufficient to pay debt service or not assessed, ad valorem taxes will be levied and collected on all taxable property in the Town to pay principal and interest on the bonds as they become due and payable. Total debt service for FY21 on these bonds will be \$3,398,850.

During 2020, the Town issued non ad valorem debt totaling \$31,000,000 through a bank loan for the Marina construction project. The debt service for FY21 will be \$740,900 and paid through the Marina fund. Debt service will increase to \$2,035,246 in FY22 once the marina is operational.

Capital Improvement Funds (307, 309, 311, 314)

For FY21, the following items totaling \$2,420,000 are included in the Capital Improvement Fund (307):

- Pavement Management - \$1,000,000
- Drainage Improvements - \$300,000
- Sanitary Sewage System Improvements - \$1,120,000
- Water main improvements (WPB) - \$1,000,000 (Funded by West Palm Beach)

The transfer to the Capital Improvement Fund has increased by \$242,000.

The updated 5-year Capital Improvement plan includes plans to rehabilitate the North Fire-Rescue Station in 2023-2024. This project is expected to cost \$5,500,000. At this time, we do not have a source of funds for this project. We are considering options such as; Town reserves and/or increasing the transfer to the CIP Fund using potential Marina revenues.

Coastal Management

The Coastal Management Fund (309) is used to fund the construction costs of the coastal projects. The details of the FY21 budget for Coastal Management can be found in the Annual Budget Document. This plan has been updated by Public Works to include estimates for future projects based upon current costs and include the Mid-town seawall and groins in the Mid-town beach area. Due to the cost sharing by the Federal and State Governments for the Town's projects, the transfer to the Coastal Management Fund is able to be decreased \$1,743,211 to \$4,777,000, which is the amount of the original tax increase used to initiate the funding of the coastal program.

Enterprise Funds (401, 402, 405)

Town Docks

Town Docks are closed for construction through most of FY21. The marina is expected to be operational as of September 1, 2021. Revenues totaling \$50,000 have been included for waiting list application fees and \$3.1 million from the FIND grant for the marina construction. There will be operating expenses during the construction period totaling \$797,282. Staffing has been reduced to 1.57 FTEs. An appropriation of \$300,000 has been included for promotional advertising for the new marina and we expect to have to pay \$62,000 for the submerged land lease in FY21. In addition, a debt service payment of \$740,900 will be due on the loan for the replacement of the Town docks. We have included depreciation for FY21 since construction on the new Marina is expected to be completed by September 1, 2021.

The unassigned reserves of the Marina and the balance in the dock replacement fund are able to cover the operating deficit of \$793,111 that is expected during FY21.

The total cost for the marina construction is \$39,563,200. The loan amount was \$31,000,000, we expect to receive a total of \$3,425,000 in grants from FIND, we allocated the cost of the bulkhead construction of \$3,562,492 to the Coastal Protection Fund and the balance of \$1,575,708 will come from the Dock replacement reserve.

Par 3 Golf Course

Par 3 revenues are projected to increase over end of year estimates during FY21. The various FY21 fee adjustments include strategic increases to green fees and passes which will capitalize on player demand for our unique facility. The Par 3 Golf Course anticipates an operating gross profit of \$683,500 prior to depreciation and other below the line expenses. The transfer to the reserves for the Golf Course and Clubhouse and the Equipment Replacement Fund total \$263,924. Additional deductions from the operating profit include transfers for debt service (\$194,813), contingency (\$92,950) and the general fund (\$25,000).

The Par 3 Golf Course was separated from the Recreation Enterprise Fund last year. After the first year results and the split of the assets and liabilities of the funds within the Recreation Enterprise Fund, the Par 3 Golf Course ended FY19 with unrestricted net assets of -\$953,128. FY20 results are not final, but due to the closures related to the COVID19 pandemic current estimates show the Par 3 ending with a deficit of approximately \$177,003. This will further reduce the unrestricted net asset position of the Par 3. The FY21 budget shows a small ending profit as mentioned above for the year. The LTFP forecast

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shows improvement to the net assets of the fund. We will closely monitor this fund to ensure that there is improvement in the reserves.

Building Enterprise Fund

The Building Enterprise Fund is being created this year to account for all building permit revenue and expenses and allow for greater transparency as required by the State of Florida. During FY20, a cost allocation study was performed to confirm the appropriate permit fee multiplier to stay consistent with Florida Statutes and to provide the basis for implementing reduced permit fees for owners and contractors that choose to use private providers on their construction projects. Total revenues for FY21 are anticipated to be \$6,262,005 and total operating expenses are \$6,209,148 including a transfer to the General Fund of \$3,200,000, which is for the allocated costs that the General Fund provides to the building permit process. Building permit related revenues have been decreased by \$772,995 in anticipation of a slowdown in activity related to the pandemic. After depreciation of \$96,038 and a 5% operating expense contingency of \$138,720 there will be a remaining balance of \$52,857, which will begin to build the reserves of this fund for a potential downturn.

Internal Service Funds (501, 502, 320)

The transfer to the Risk Fund (501) has increased by \$109,620 due to expected increases in the insurance market.

The Health Insurance Fund (502) transfer from all funds has decreased due to favorable claims experience and fewer employees in the plan.

The Equipment Replacement Fund (320) contains the accumulated depreciation of all fixed assets over the established thresholds of \$5,000 for capital equipment and \$3,000 for computer equipment. A detailed listing of planned equipment purchases is located in the Internal Service Funds section of the Annual Budget Document.

Trust Funds (600 & 610)

Retirement (600)

The FY21 actuarially determined contribution to the DB plan totals \$11,792,492. The Town had accumulated \$560,945 in prepaid contributions that are partially being used, as approved last year to offset the contribution for FY21. The amounts by employee group are shown below versus the FY20 contribution. Legacy plan costs represent \$9,129,104 of the total and the costs for the ongoing plan are \$2,663,388.

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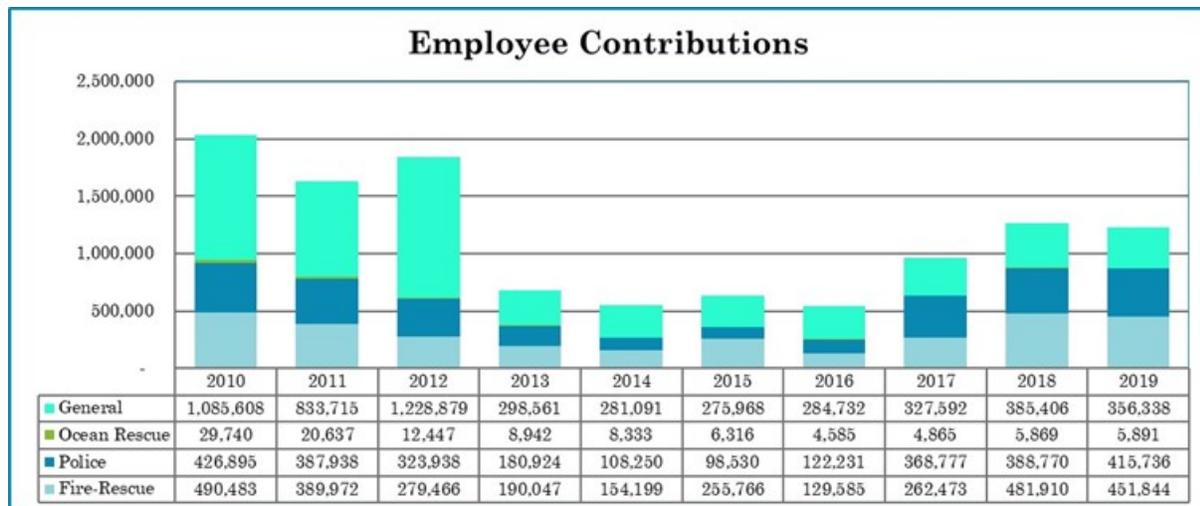
Town of Palm Beach

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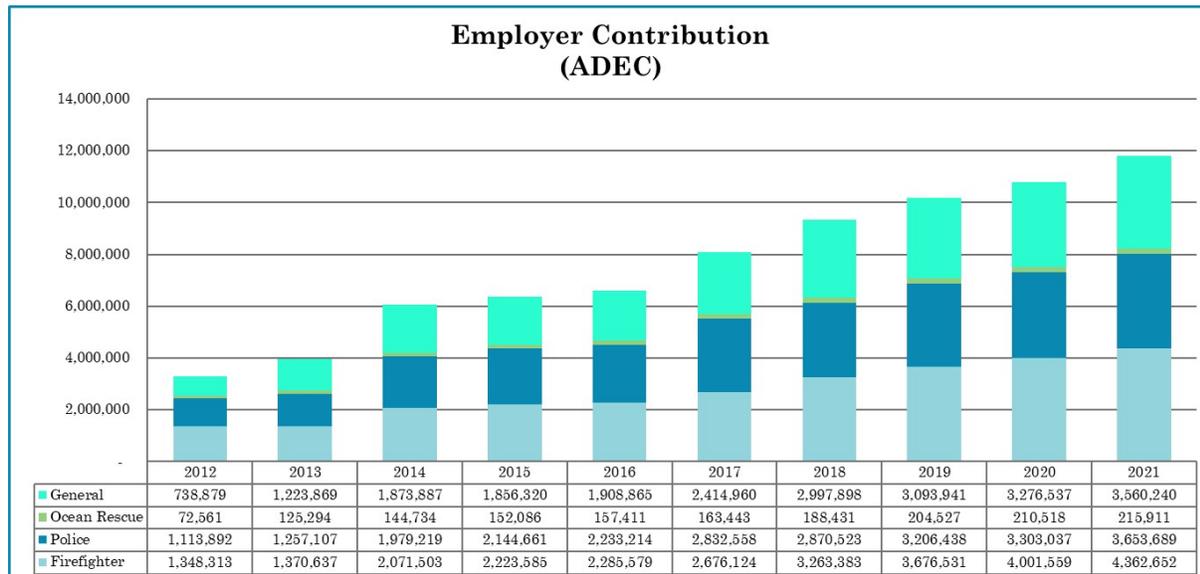
Town DB and DC Retirement Contributions

Town Retirement Contributions	FY2020	FY2021	\$ Change	% Change
General Employee DB	\$3,276,537	\$3,560,240	\$283,703	8.66%
Lifeguards DB	210,518	215,911	5,393	2.56%
Police DB	3,303,037	3,653,689	350,652	10.62%
Fire-Rescue DB	4,001,559	4,362,652	361,093	9.02%
Total DB Contribution	\$10,791,651	\$11,792,492	\$1,000,841	9.27%
Total DC Contribution	\$617,317	\$626,921	9,604	-9.41%
Total Town DB and DC Contribution	\$11,408,968	\$12,419,413	\$1,010,445	9.42%

The Town Council approved using a portion of the prepaid contribution \$560,945 made in FY19 to offset the effects of the compensation study on the retirement costs that would impact FY21. The amount used in FY21 will be \$126,945. The remaining balance has been preserved to use in FY22 to offset a portion of the cost of the expected investment losses from FY20. The above numbers do not reflect the \$126,945 reduction. The historical 10-year trend in Town actuarially determined employer contributions (ADEC) for the defined benefit pensions are shown on the chart below.



The 10-year trend for employee contributions is shown below:



Based on pension changes, the Town no longer provides a DC plan for public safety employees. For General Employees and Lifeguards, the Town contributes a mandatory match of 3% and an optional match of 2% to the Defined Contribution (DC) plan. Total employer contributions to the DC plan are shown in the table below:

Employer Defined Contribution Funding

DC Contributions	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
General	\$684,688	\$467,062	\$445,592	\$608,756	\$620,535
Lifeguards	10,357	5,844	5,155	8,561	6,386
Police	0	0	0	0	0
Fire-Rescue	69,824	0	0	0	0
Total	\$764,869	\$472,906	\$450,747	\$617,317	\$626,921

Health Insurance (OPEB) Trust (610)

The actuarially determined transfer to the OPEB trust from the General Fund in the FY21 budget is \$429,858. This amount is \$6,844 more than FY20. The investment return assumption is 6%. The funded ratio in the actuarial report was 107.4%.

The Town’s balance in the OPEB trust 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.

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Long-Term Financial Plan

The Long-Term Financial Plan (LTFP) has been updated with the FY21 final budget. The entire document including the trend analysis, current financial condition, forecast and other funds trends and forecast can be found on the Town’s website.

The forecast is summarized below. We prepared the forecast with property tax revenue used to balance the forecast in each year. The FY22 forecast contains a property tax revenue increase of 2.15%. A taxable value increase of 4.41% in FY22, would reflect a decrease of 2.16% in the millage rate and would result in a \$0 increase per million of taxable value. It is far too early in the process to predict the total impact of the COVID-19 pandemic recession and its effect on Town revenues and expenditures and ultimately what the property tax increase will be for FY22.

	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Revenues	83,203,392	85,294,006	88,270,677	91,765,020	94,829,851	97,407,721	99,171,430	101,435,203
Expenditures	83,203,392	85,294,006	88,270,677	91,765,020	94,829,851	97,407,721	99,171,430	101,435,203
Surplus/(Deficit)	(0)	0	(0)	0	0	0	0	(0)
Property Tax Revenue % Increase	2.15%	2.55%	4.13%	4.88%	3.88%	2.99%	1.58%	2.42%

Conclusion

This concludes the executive summary portion of the FY21 budget. Please see the documents that follow this summary for detailed information about the FY21 budget.

Respectfully Submitted,



Kirk Blouin
Town Manager

cc: Jay Boodheshwar, Deputy Town Manager
Department Directors

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT

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 Town-wide 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 FY21.

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 below:

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 Town-wide 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 Town-wide, department and program goals, and the annual budget. We then use performance measures to track our progress in achieving the goals that have been set.

The process is depicted in a flowchart below 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



TOWN-WIDE BUDGET PRIORITIES FOR FY2021

The Town Council’s annual budget priorities for FY2021 are outlined below.

In addition to the Town Council priorities, the Departments developed other major initiatives for the year. The 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 priority and the Department objectives that will be implemented during the year or have already been implemented. A detailed listing of all departmental objectives and performance measurements can be found in the Department sections of this document.

Budget Priority #1	Continue to closely examine the budget and identify opportunities that will increase revenue and reduce expenditures. Continue to maintain extraordinary levels of service and continue to find new efficiencies. Balance the FY2021 budget that is forecasted with a \$1,324,529 deficit.
Department	Department Goal
Finance	Develop a general fund budget for FY21 that keeps taxes at a rate that would represent a \$0 increase for homestead properties
Human Resources	Manage the employee health insurance and wellness program in a manner that provides quality program resources in a legally compliant and fiscally responsible manner
Police Department	Review FY2020 department budget and functions to achieve possible cost savings and revenue sources for future budgets
Recreation	Launch successful programming and revenue expansion for the Mandel Recreation and Tennis Centers
Risk	Identify exposures in order to determine the type of coverage available to the Town
Town Manager	Continue to closely examine the budget and identify opportunities that will increase revenue and reduce expenditures. Continue to maintain extraordinary levels of service and continue to find new efficiencies. Balance the FY2021 budget that is forecasted with a \$1,324,529 deficit.

Budget Priority #2	
Work with the Retirement Board to identify ways to further address the Town’s unfunded pension liability. Develop a voluntary pension buyout plan for the Mayor and Town Council to consider. In addition to the existing pension plans, develop a new defined contribution plan option for new and existing employees.	
Department	Department Goal
Finance	Work with Human Resources to develop plans to reduce unfunded pension liability
Human Resources	Develop a new defined contribution plan option for new and existing employees and a voluntary pension buyout plan and for consideration by the Mayor and Town Council
Town Manager	Work with the Retirement Board to identify ways to further address the Town’s unfunded pension liability. Develop a voluntary pension buyout plan for the Mayor and Town Council to consider. In addition to the existing pension plans, develop a new defined contribution plan option for new and existing employees.

Budget Priority #3	
Secure favorable financing for the Town Marina Project. Begin construction on time (May 2020) and remain on schedule for a Fall 2021 completion. Keep the project within the final budget designated by Town Council. Create a business plan for the Town Marina. Provide regular updates to the Mayor and Town Council on critical pay, key decisions and budget performance.	
Department	Department Goal
Finance	Secure favorable financing for the Town Marina project
Public Works	Continue to work with the Director of Business Development and Operations, and the Town’s Purchasing Manager to ensure the Town Marina is constructed on time and on budget
Recreation (Marina)	Remain on schedule for a Fall 2021 renovation completion
Town Manager	Secure favorable financing for the Town Marina Project. Begin construction on time (May 2020) and remain on schedule for a Fall 2021 completion. Keep the project within the final budget designated by Town Council. Create a business plan for the Town Marina. Provide regular updates to the Mayor and Town Council on critical pay, key decisions and budget performance.

Budget Priority #4		Continue Planning, Zoning and Building process improvement initiative to further improve the operational efficiency, customer services and policies/procedures. Identify areas of the Town Code most in need of reform. Develop a budget and a process to include analysis of the existing code, research impacts of federal and state regulations, host a symposium with code reform experts, host public engagement session to solicit community feedback and prepare recommended code changes.
Department	Department Goal	
Planning and Zoning	Continue with process improvement and code reform.	
Planning and Zoning	Continue to review and modify departmental policies and processes to simplify the delivery of service to the community	
Town Manager	Continue Planning, Zoning and Building process improvement initiative to further improve the operational efficiency, customer services and policies/procedures. Identify areas of the Town Code most in need of reform. Develop a budget and a process to include analysis of the existing code, research impacts of federal and state regulations, host a symposium with code reform experts, host public engagement session to solicit community feedback and prepare recommended code changes.	

Budget Priority #5		Exercise strong management over construction costs relating to the undergrounding project that are within the Town’s ability to control, relating to the undergrounding project. Continue to engage and inform the community, the underground utility task force and the Town Council on project updates including construction progress, design and easement progress and financial summary. Continue to seek grant funding opportunities.
Department	Department Goal	
Public Works	Continue to work with the Project Manager in the Town Manager’s office, the Town’s Purchasing Manager, and the design engineer to optimize the design and construction of the Town-wide Undergrounding project to implement construction in the most efficient and cost effective manner	
Town Manager	Exercise strong management over construction costs relating to the undergrounding project that are within the Town’s ability to control, relating to the undergrounding project. Continue to engage and inform the community, the underground utility task force and the Town Council on project updates including construction progress, design and easement progress and financial summary. Continue to seek grant funding opportunities.	

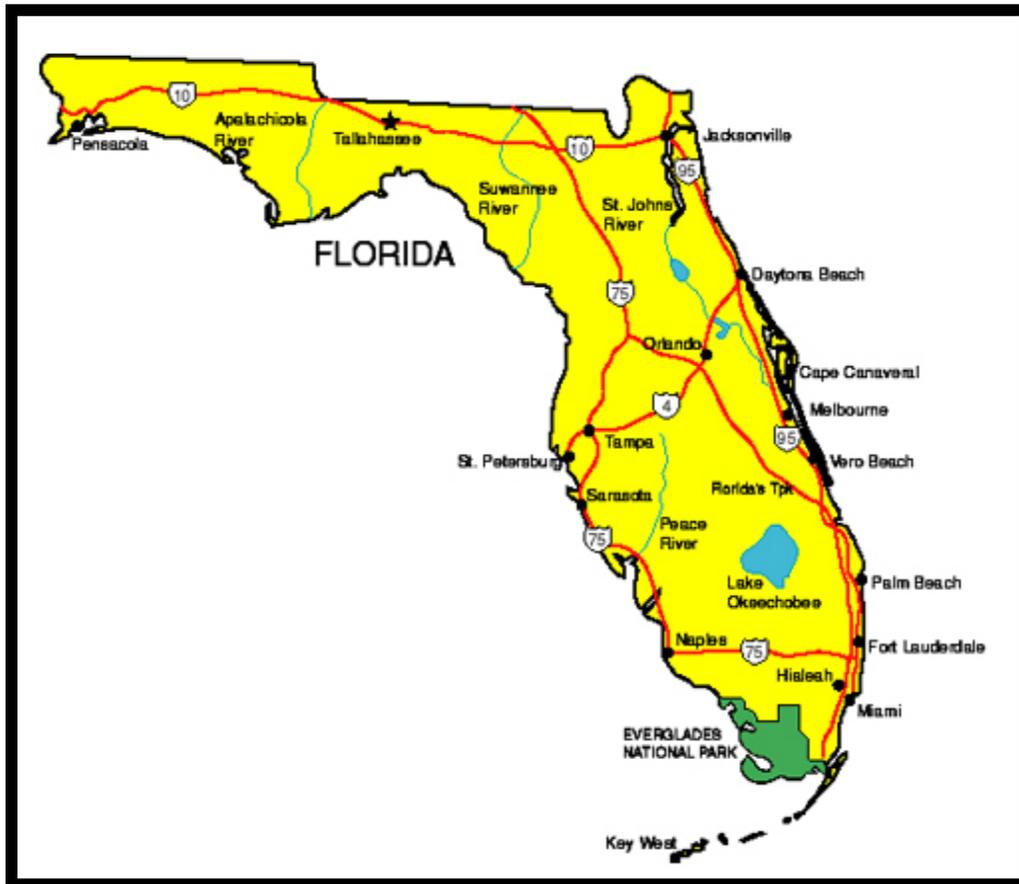
Budget Priority #6	Complete water feasibility study containing data collection and review, water supply options, water distribution options and evaluation report. The final report should have alternatives with total order of magnitude of cost shown and other non-quantitative factors such as constructability, regulatory, sustainability and risk.
Department	Department Goal
Public Works	Complete water feasibility study containing data collection and review, water supply options, water distribution options and evaluation report. The final report should have alternatives with total order of magnitude cost shown and other non-quantitative factors such as constructability, regulatory, sustainability and risk.
Town Manager	Complete water feasibility study containing data collection and review, water supply options, water distribution options and evaluation report. The final report should have alternatives with total order of magnitude of cost shown and other non-quantitative factors such as constructability, regulatory, sustainability and risk.

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.

LOCATION

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.



TOWN OVERVIEW/DEMOGRAPHICS

Palm Beach at a Glance	
Date of Incorporation	April 17, 1911
Form of Government	Council/Manager
Land Area	3.77 Square Miles
FY2021 General Fund Budget	\$80.9 million
Taxable Property Valuation	\$19.9 Billion

Town of Palm Beach Demographics			
Population		Service Statistics	
2019 (Univ of Florida Est)	8,321	Police Stations	1
2018 (Univ of Florida Est)	8,295	Fire-Rescue Stations	3
2017 (Univ of Florida Est)	8,291	Public Elementary School	1
2016 (Univ of Florida Est)	8,040	Public Library	1
2015 (Univ of Florida Est)	8,040	Recreation Facilities	
2010 (Census)	8,161	Tennis Courts	14
2000	9,676	Par 3 Golf Course	1
1990	9,814	Marina (88 slips)	1
1980	9,432	Community Building	1
1980	9,086	Playfields	5
1960	6,055	Bicycle Paths	9.3 miles
1950	3,886	Picnic Tables	77
		Outdoors Grills	28
		Recreation Areas	
		Phipps Ocean Park	24 acres
		Special Use Parks	
		Public Park on Beach	3.0 acres
		Municipal Beach	5.60 acres
		Peruvian/So. County Rd	0.24 acres
		Southern Blvd Causeway	9.60 acres
		Nature Islands	39 acres
Resident Statistics			
Median Age	68.5 yrs.		
Avg. Household Size	1.81		
Median Home Value	\$1,149,500		
Population by Age			
Under 5 years	1.0%		
Under 18 years	6.1%		
65 years and over	62.0%		
Racial Composition			
Caucasian & Other Races	95.3%		
Hispanic/Latino	4.1%		
African American	0.8%		
Asian	1.7%		
		Registered Voters	8,371
	Bond Ratings		
	2013/2016	Issuer's	
	Revenue Bond	Rating	
Moody's	Aa1	Aaa	
S&P	AAA	AAA	

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 several hotels in the St. Augustine area, Flagler extended his holdings southward. He bought and improved existing railways anticipating the tremendous potential for South Florida. His railway was named the Florida East Coast Railway.

Flagler’s agents soon were buying acres of land on the island of Palm Beach. Many early homesteaders found themselves very wealthy, as orders had been given to buy “at any price”. Ground was broken May 1, 1893, and on February 11, 1894, the Royal Poinciana Hotel, the largest wood structure in the world, opened in Palm Beach and welcomed 17 guests. A month after the opening, the first train pulled from the station on Loftin Street (later used as an office and warehouse by the Town of Palm Beach) in West Palm Beach on the newly built bridge across 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 clubhouse 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 8,371 registered voters in 2020 with approximately 8,321 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 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.

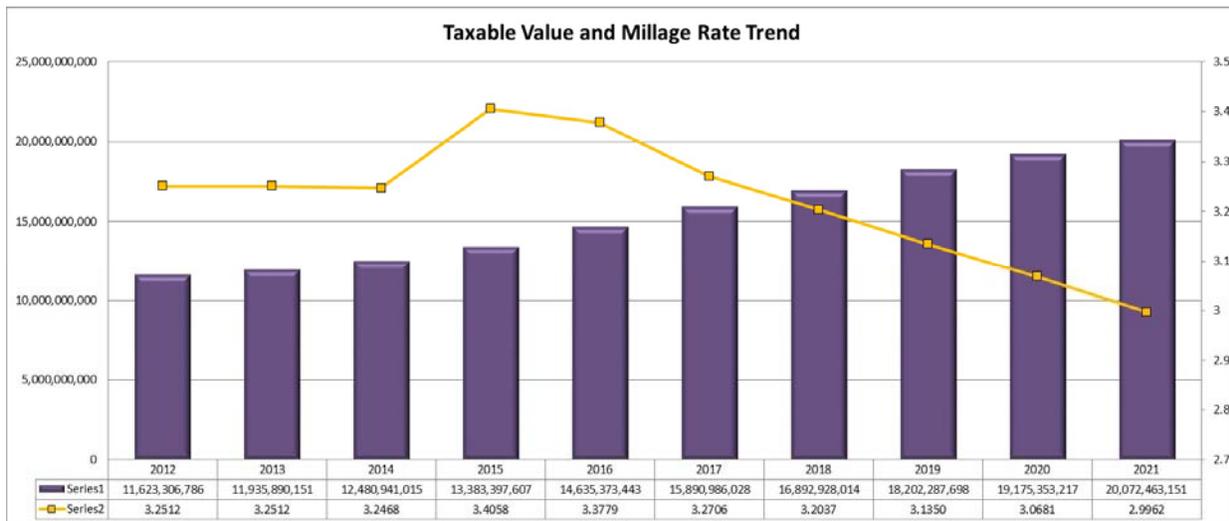
TAXABLE VALUE AND MILLAGE RATE

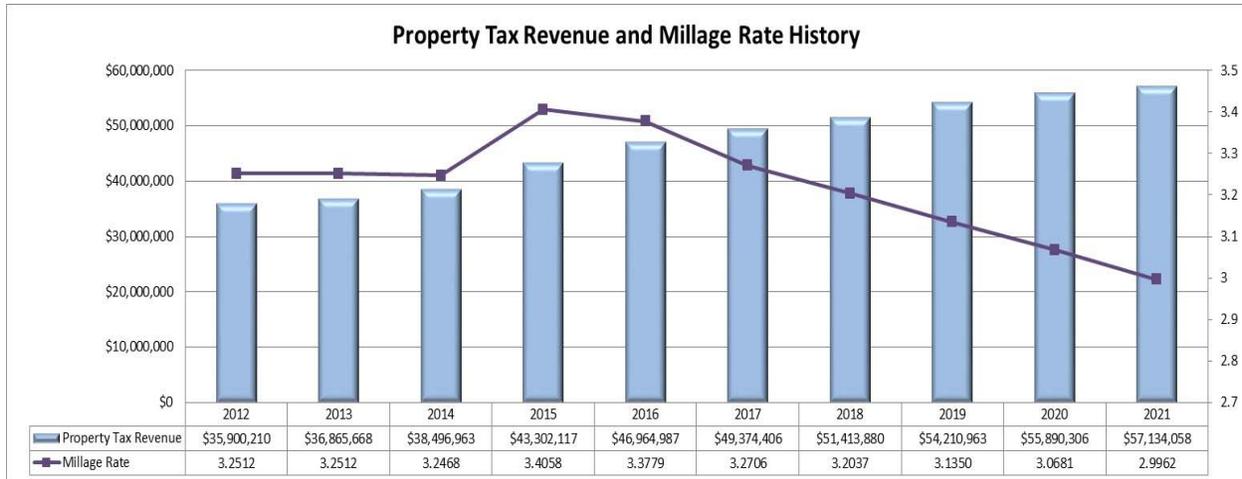
The Town Council approved a millage rate of 2.9962 for FY21, a decrease from the FY20 millage rate of 3.0681. Taxable value increased 4.68% to \$20,072,463,151 for FY21. Ad Valorem revenue of \$57,134,058 is included in the FY21 budget. Town adopted final millage rate is above rollback but below maximum millage rates. The increase in tax revenue from the rollback rate is \$199,999. 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	2.9500	\$56,235,452
Majority Vote Maximum Millage Rate	3.0496	\$58,134,114
2/3 Vote Maximum Millage Rate	3.3546	\$63,948,288
Town Adopted Final Millage Rate	2.9962	\$57,134,058

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 1.0322%. The 2/3 vote maximum rate is 110% of the majority maximum rate.

The Town’s taxable value since 2012 has increased 72.7% to all-time highs as shown in the chart below. The FY15 millage rate increased to supplement the budget for funding of the coastal protection program. Since that time, the millage rate had declined due to increasing values. The tax revenue trend is shown on the chart on the following page.



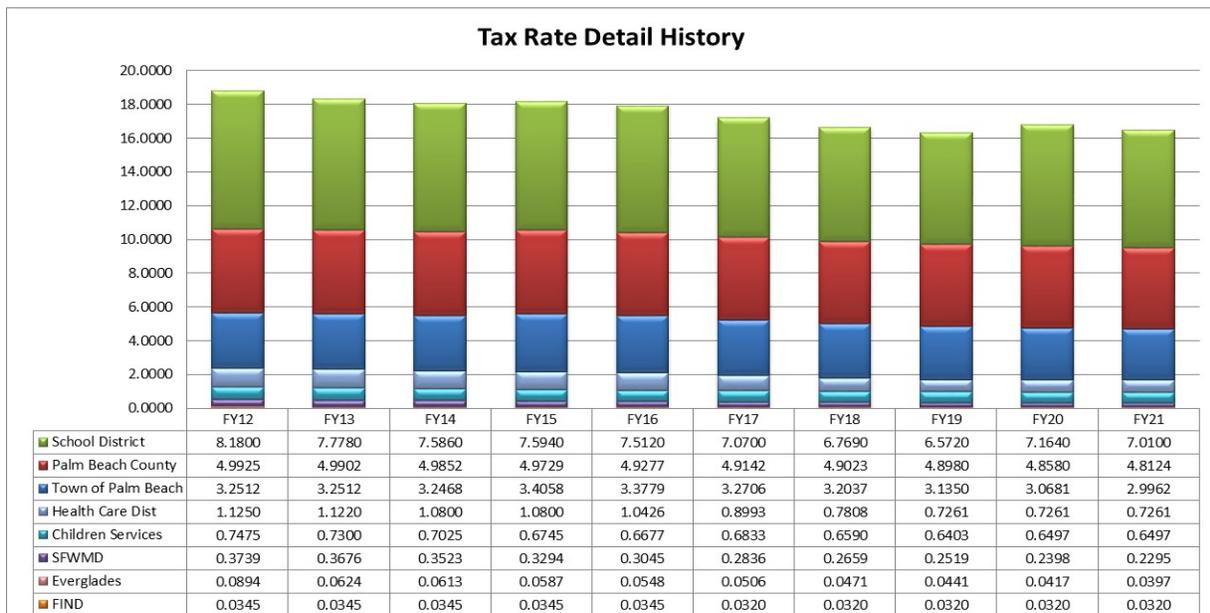


The Town millage rate represents 18.29% of the total tax bill. The table below illustrates the difference between the FY20 vs. FY21 total tax bill by taxing district for a Palm Beach property owner with a taxable value of \$1 million.

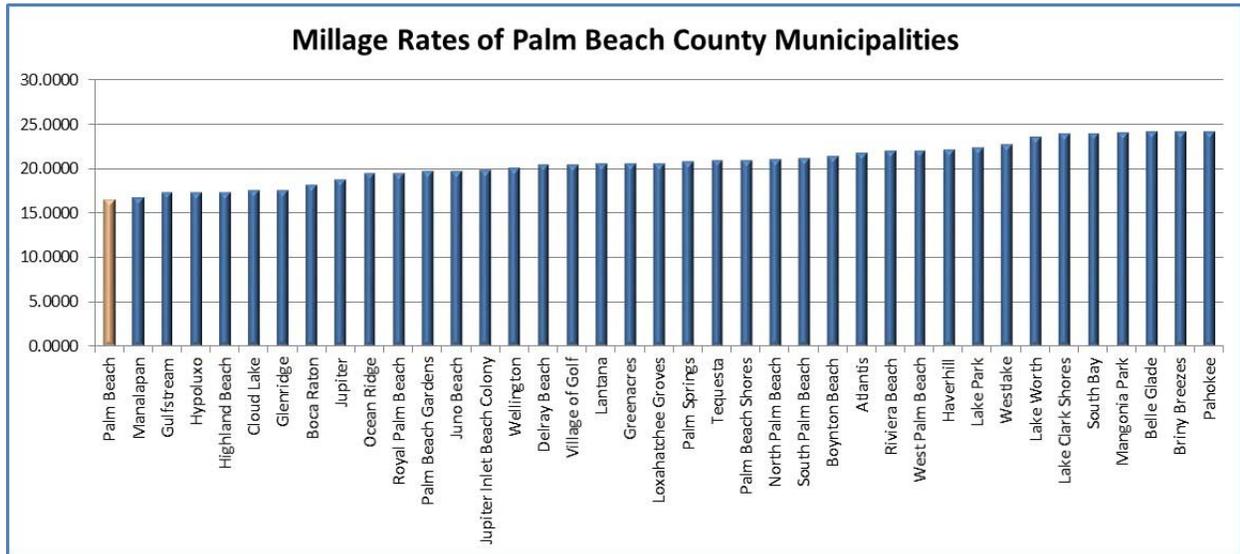
Impact on owner of \$1 million property

Taxing Authority	FY20 Millage Rate	FY21 Millage Rate	FY21 Tax Per \$1 Million Value	Change Per \$1 million Value	% Change	% of Total Tax Bill
Palm Beach County School District	7.1640	7.0100	\$7,010	-\$154.00	-2.15%	42.50%
Palm Beach County	4.8580	4.8124	\$4,812	-\$45.60	-0.94%	29.18%
Palm Beach	3.0681	2.9962	\$2,996	-\$71.90	-2.34%	18.17%
Health Care District	0.7261	0.7261	\$726	\$0.00	0.00%	4.40%
Children Services	0.6497	0.6497	\$650	\$0.00	0.00%	3.94%
South Florida Water Mgmt	0.2398	0.2295	\$230	-\$10.30	-4.30%	1.39%
Everglades Construction	0.0397	0.0380	\$38	-\$1.70	-4.28%	0.23%
Florida Inland Navigation	0.0320	0.0320	\$32	\$0.00	0.00%	0.19%
Grand Total	16.7774	16.4939	\$16,494	-\$283.50	-1.69%	100.00%

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

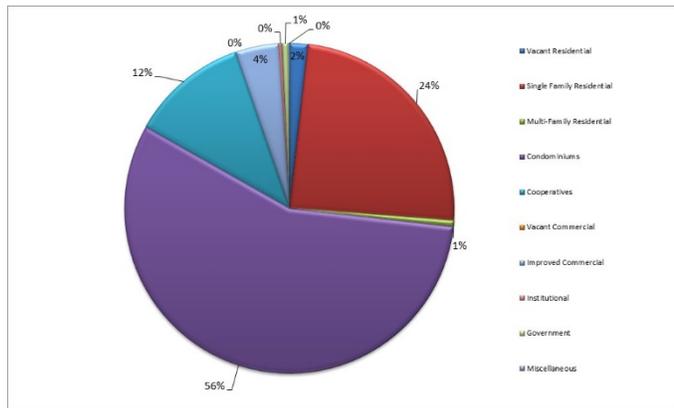


The Town's total millage rate is the lowest in Palm Beach County as shown below.



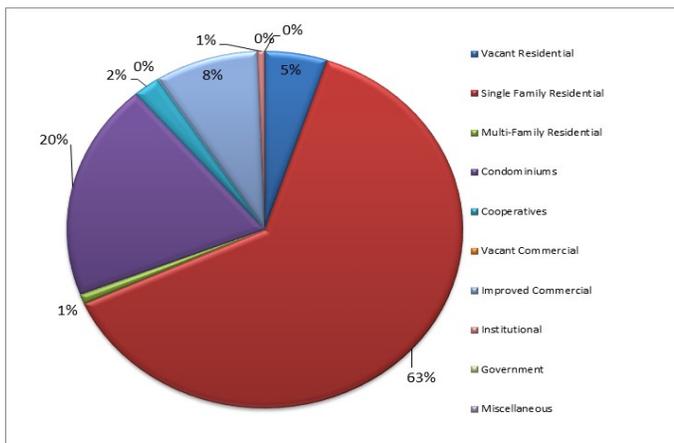
Property Breakdown by Number of Parcels

The Town has a total of 9,431 total parcels. Residential units total 8,882 or 94% of all parcels. Condominiums and Cooperatives represent the greatest percentage of total parcels in the Town at 67.5% or 6,370 parcels. Single family residential parcels are the second largest group at 2,286 parcels or 24.2% of the total. Commercial and industrial parcels total 402 and the balance is made up of multi-family, government, institutional and miscellaneous parcels. There are 3,318 Properties with a Homestead exemption representing 35.2% of the total parcels in the Town.



Property Breakdown by Taxable Value

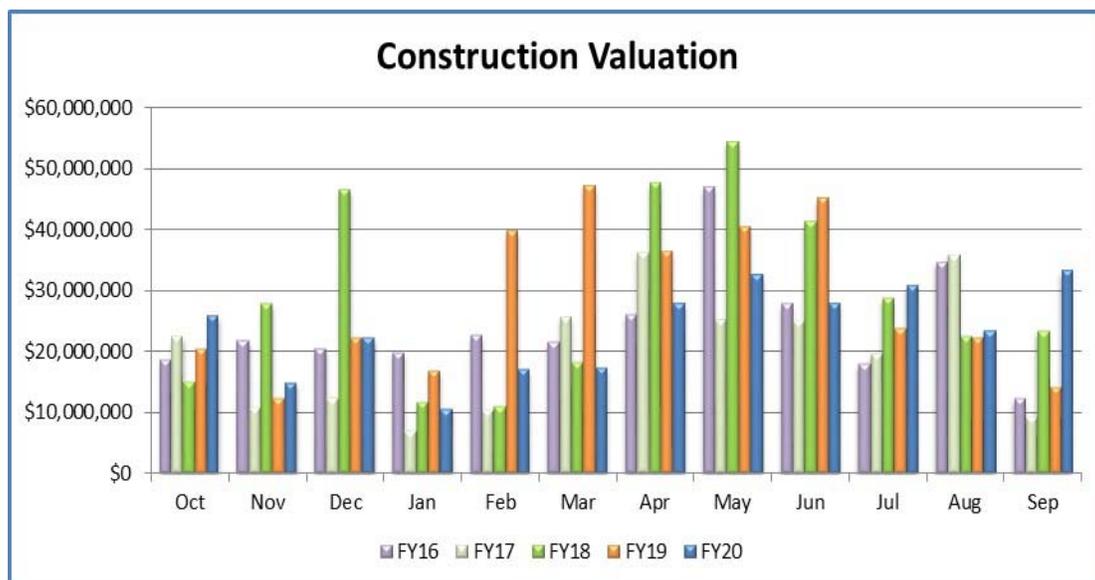
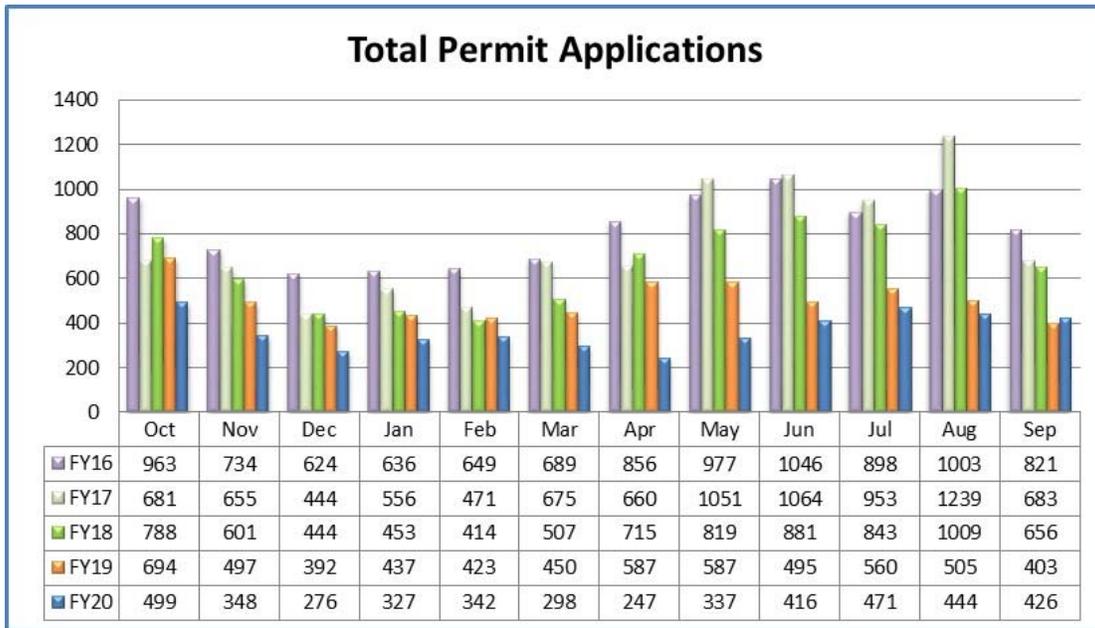
The taxable value of parcels in the Town totals \$19.2 billion. Residential parcels represent 90.9% of the total value of parcels at \$18,116,514,849 and single family residential represents 63.1% of the total value. Commercial and industrial properties represent 8.5% or \$1,688,925,964 of the total value of parcels.



Historical Building Permit Detail

During FY20, the Town revised the permit process and consolidated many building permits for one project into a master permit. The permit application numbers declined because of the new “one permit” process. Total construction valuation for FY20 was \$283,152,993 compared to \$340,659,012 in FY19. FY18 was the highest construction valuation ever recorded at \$347,629,618. We have estimated higher than average permit revenues for FY21, but do not expect the same revenues levels as experienced in FY18 and FY19.

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



FINANCIAL POLICIES

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

- 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

- 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 director 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

- 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

- 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 Programs and the Marina and Golf Course Enterprise Funds and set at a level that is competitive in the market and provides value for Town residents.
- Review new sources of revenue to fund operating and capital costs consistent with the Town Councils' goals and priorities.

INVESTMENT MANAGEMENT POLICIES

- 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

- 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

- 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

- Maintain a contingency reserve in the General Fund equal to 1% 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 Enterprise Funds equal to 5% of the proposed Town Marina and Golf Course Enterprise Fund's 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 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 unrestricted net position levels equal to 25% of the proposed budgeted revenues in the Town Marina 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 Golf Course Enterprise 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 repair and replacement fund. The reserve will be maintained at a rate of 100% of accumulated depreciation based on the estimated replacement cost.
- Maintain a repair and replacement reserve for funding the maintenance and improvement projects for the Golf Course.
- 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.

RETIREMENT FUNDING POLICY

- The Town of Palm Beach will budget and contribute an amount equal to the Actuarially Determined Employer Contribution (ADEC).
- In addition, the Town of Palm Beach will contribution additional funds over and above the ADEC during the first month of the fiscal year. These additional funds serve to reduce the Town's Unfunded Actuarially Accrued Liability (UAAL) and will be reflected as receivable contributions in the actuarial valuation that is as of the September 30th immediately preceding the deposit date of the additional Funds.
- The amount of \$5,420,000 of additional funding will be paid annually until fully funded, unless reduced due to a maximum allowed under this policy and subject to said funds being budgeted annually.
- The total Town contribution (including the ADEC) shall be capped at \$16 million (indexed after 2017 at 2.75% per annum).

BUDGET PREPARATION PROCESS

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

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

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

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 yearend.

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

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 yearend.
- 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)

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.

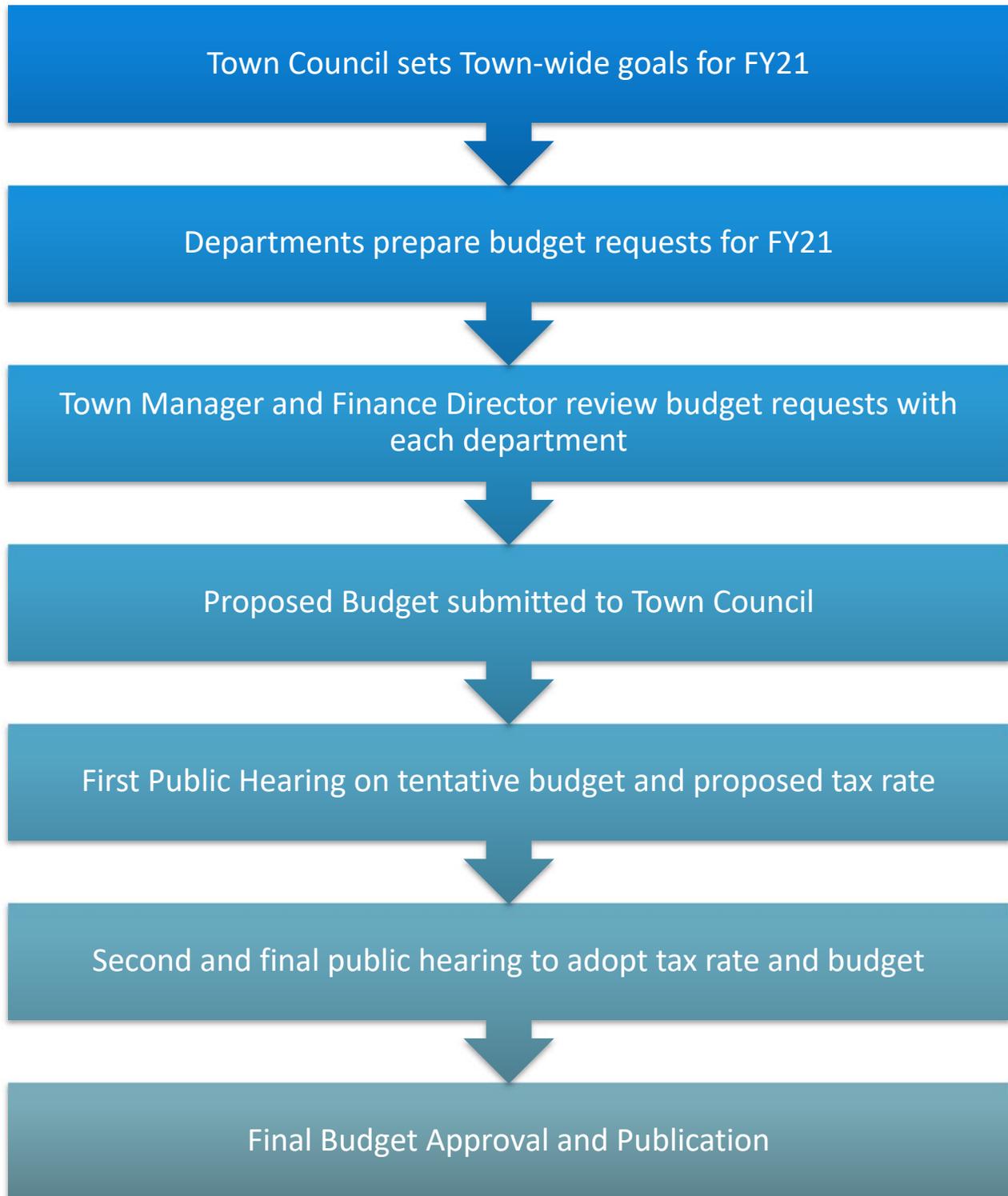
By State Law, the Town is required to hold two public hearings for adoption of a property tax rate and budget. The first public hearing is advertised by the Property Appraiser's mailing to each property owner a TRIM notice. In addition to notification of this first public hearing the TRIM notice contains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

BUDGET PROCESS



BUDGET CALENDAR

DATE	TASK
2/3/20	Finance to distribute FY21 budget instructions
2/11/20	Town Council Meeting – Adoption of the Town Manager’s goals for FY21
2/18/20	Submit initial CIP request forms to Public Works, IT requests to IT and reorganization/reclassification requests to HR
3/11/20	All budget information submitted to finance from departments
5/14/20 – 6/1/20	Town Manager’s initial review of departmental budgets, including Capital, Coastal, Health and OPEB
5/29/20	Property Appraiser issues preliminary property values
6/25/20	Proposed budget document pages returned to Finance
6/25/20	Notice from Property Appraiser of preliminary certification of taxable value
7/2/20	Distribution of proposed FY21 budget document
7/14/20	Town Council Meeting – consider proposed FY21 budget and initial resolution(s) adopting special non-ad valorem assessments and review of Long Term Financial Plan
8/17/20	Notice of proposed property taxes is mailed from Palm Beach County Property Appraiser
9/10/20	Town Council Meeting – First Public Hearing to approve tentative budget and proposed tax rate for FY21 and final resolution(s) adopting special non-ad valorem assessments
9/16/20	Town Council Meeting – Second Public Hearing to adopt FY21 Budget and Tax Rate
10/1/20	Resolution adopting final millage rate is forwarded to Property Appraiser and Tax Collector and Certificate of Compliance sent to Department of Revenue
10/26/20	Final FY21 Budget document distributed
11/16/20	Final FY21 Budget document submitted to the GFOA for Distinguished Budget Award

DESCRIPTION OF FUNDS AND FUND TYPES

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

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 (Major)

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, Information Technology and the Town Clerk’s Office.

In FY17, the Town Clerk’s Office became a division of the Town Manager’s Office. 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.

- **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 Risk Manager is also under the supervision of the Human Resources Department.

- **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.

- **Planning and Zoning**

The Planning and Zoning Department is responsible for zoning changes. 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 and contingent appropriations.

- **Transfers to other Funds**

This classification includes transfers to the capital, coastal, underground utility project, risk insurance, OPEB Trust, debt service funds and the extraordinary retirement contribution.

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 (Nonmajor) - Accounts for State confiscated property through the Police Department per Florida State Statutes Section 932.

- (102) Federal Forfeiture Fund (Nonmajor) - 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 (Nonmajor) - 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 (Nonmajor) – Accounts for grants received by the Town.
- (120) Underground Utility Assessment Fund (Nonmajor) – Accounts for assessment projects relating to undergrounding utilities in various assessment areas in the Town.
- (121) Special Assessment Maintenance Fund (Nonmajor) – Accounts for the non-capitalized expenses related to the assessment districts.

The Town has the following special revenue fund for which an annual budget is adopted:

- (122) Town-wide Undergrounding of Utilities Project Fund (Major) – Accounts for undergrounding utilities town-wide for all areas not previously completed.

DEBT SERVICE FUNDS (NONMAJOR)

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, 2013, 2016A and General Obligation Bond Series 2018 – This fund accounts for the debt service for the accelerated capital improvement program and the Town-wide Underground Utility Project.
- (206) Revenue Bond Series 2010B and 2016B – This fund accounts for the debt service for the Worth Avenue Special Assessment District Construction Project.

CAPITAL PROJECTS FUNDS

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 (Nonmajor) - 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 (Major) - 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.
- (311) Worth Avenue Assessment Area Improvement Fund (Nonmajor) - This fund was created during Fiscal Year 2010 to account for pre-construction and ongoing maintenance costs for Worth Avenue Improvements.

PROPRIETARY FUNDS

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

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 are 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.

- (401) Marina Enterprise Fund - This fund was created in FY2019 after the Recreation Enterprise Fund was dissolved and accounts for the Marina services at the Town Docks. The fund also includes capital projects and for the enterprise fund.
- (402) Par 3 Enterprise Fund – This fund was created in FY2019 after the Recreation Enterprise Fund was dissolved and accounts for the revenues and expenses of the Par 3 Golf Course. The fund also includes capital projects and equipment replacement reserves for the enterprise fund.
- (405) Building Enterprise Fund – This fund was created in FY2021. The fund includes the issuance of permits for building, mechanical, plumbing, electrical, gas, energy and coastal construction.

INTERNAL SERVICE FUNDS

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 has significantly reduced the budgetary fluctuations due to purchases of equipment and established the fixed asset inventory and depreciation schedule required by GASB 34.

FIDUCIARY FUNDS

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.

TRUST FUNDS

Trust funds are used when governments manage pension and OPEB trust 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

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

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.

GENERAL FUND LONG-TERM FINANCIAL PLAN FORECAST

Financial forecasts are the foundation of a long term financial plan. These forecasts provide the Mayor, Town Council and staff with information they need to more effectively determine future levels of service and methods of funding. We typically use the current year budget to prepare the forecast but due to the delay caused by the COVID-19 pandemic, we prepared this forecast of General Fund revenues and expenditures to include the FY21 proposed budget and an 8-year forecast through FY29. To full the full long term financial plan [click here](#).

Assumptions

The forecast for the first 2 - 4 years is based upon recent trends and specific expectations. The forecast for the remaining years is less tactical and more mathematical, and is based primarily upon estimates by actuaries and long term inflation expectations.

The major assumptions that were used to prepare the forecast are as follows:

	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Ad Valorem Tax Increase	2.15%	2.55%	4.13%	4.88%	3.88%	2.99%	1.58%	2.42%
General Inflation	1.60%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Salaries & Wages	4.59%	4.80%	2.06%	3.97%	4.34%	4.28%	4.38%	4.36%
Health Insurance	6.00%	6.00%	6.00%	5.87%	5.75%	5.62%	5.49%	5.49%
Pension (ADEC)	2.73%	3.74%	4.93%	4.47%	3.43%	-1.19%	-7.31%	-4.05%
Other Employee Benefits	3.99%	4.61%	5.50%	3.72%	4.24%	4.35%	4.45%	4.46%
Property Insurance	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Liability Insurance	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
W/C Insurance	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

Revenue forecasts are based upon historical trends and recent activity. The forecast was prepared using property tax to balance the budget. The percentage increases for ad valorem taxes are shown in the table above. This will not be the ultimate result in future years. The forecast for all revenue categories are described in greater detail later in this section.

The assumption for inflation for FY22 is 1.6% and 2.0% for all years thereafter is based upon the forecast in the *Livingston Survey* issued by the Federal Reserve Bank of Philadelphia. The salary and wage assumption is based upon the most recent compensation and benefits study in FY20 and average annual increases for all employee groups and forecasted retirements from FY22 through FY29. The health insurance forecast assumption is based upon input from our health consultant's actuary. The pension forecast assumptions were updated by the Town's pension actuary to include the results of the compensation study results. The other employee benefit assumptions have been calculated based upon anticipated retirements and other inflation

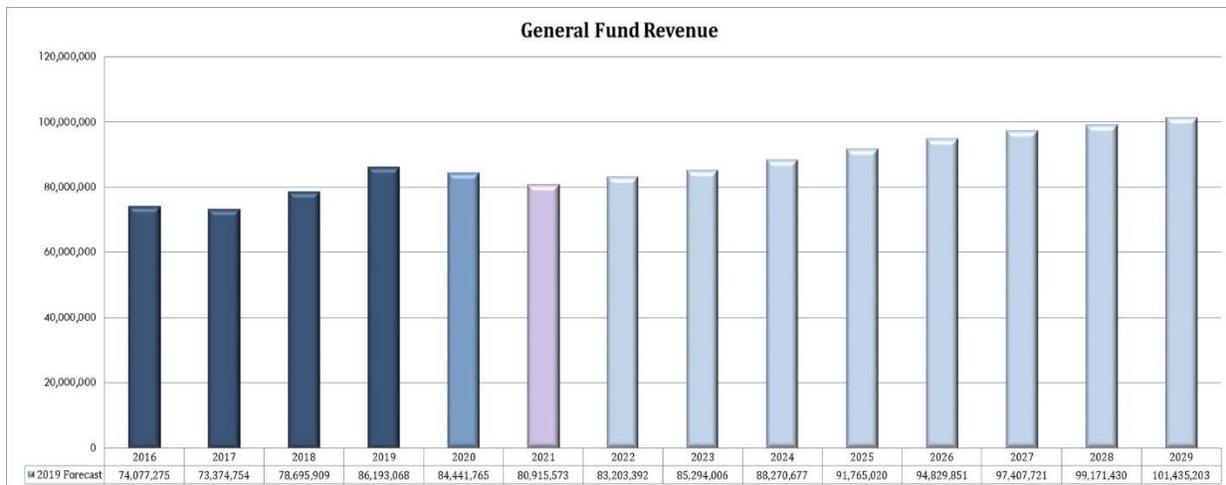
factors and does not include health insurance. Property, Liability and Workmen’s Compensation insurance assumptions are based upon information received from our brokers regarding potential increases.

2020 Forecast

The forecast charts shown on the following pages include actual results for 2016-2019 shown in dark blue, the FY20 budget, shown in medium blue and the proposed FY21 budget shown in violet, and then forecasts through FY29 shown in light blue. The forecast maintains service levels, funds the additional contribution of \$5,420,000 for the retirement program, and contains the results of the compensation and benefits study.

General Fund Revenue Forecast

The forecast for revenues is conservative and should allow for minor fluctuations in various revenue sources. The forecast details for each major revenue category are included in this analysis. The forecast chart below contains the property tax increases based on the assumptions shown on the table at the beginning of the document.



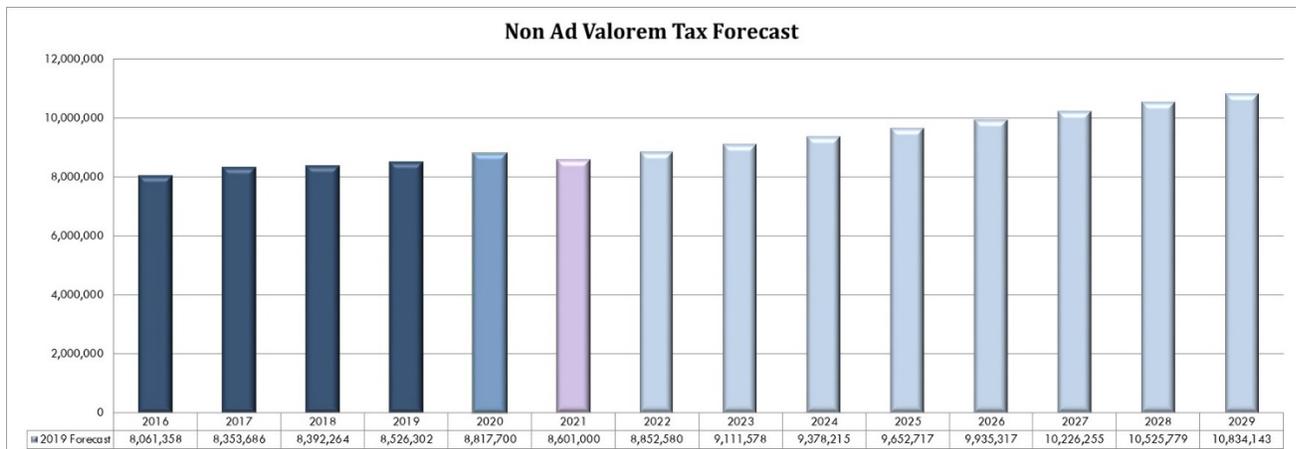
Property Tax Revenue

As mentioned earlier, we used ad valorem property taxes as the plug to balance the budget for the forecast years of FY22 through FY29. Over the past 5 years, taxable value has increased by 32.66% an average of 6.53% per year. The taxable value increase for FY21 was 4.68%. Over the past five years, the Town portion of the property tax bill for a \$1,000,000 homesteaded property has decreased by \$116. As of FY20, the total ad valorem tax bill including all taxing districts declined by \$7.32 per million of taxable value over the same five year period. In FY20, the school district millage increased based on a voter approved tax increase which caused the overall tax bill for a \$1 million homestead property owner to increase by \$1,123 in FY20. Prior to FY20, the total bill had decreased \$1,131 since 2016.



Non Ad Valorem Taxes

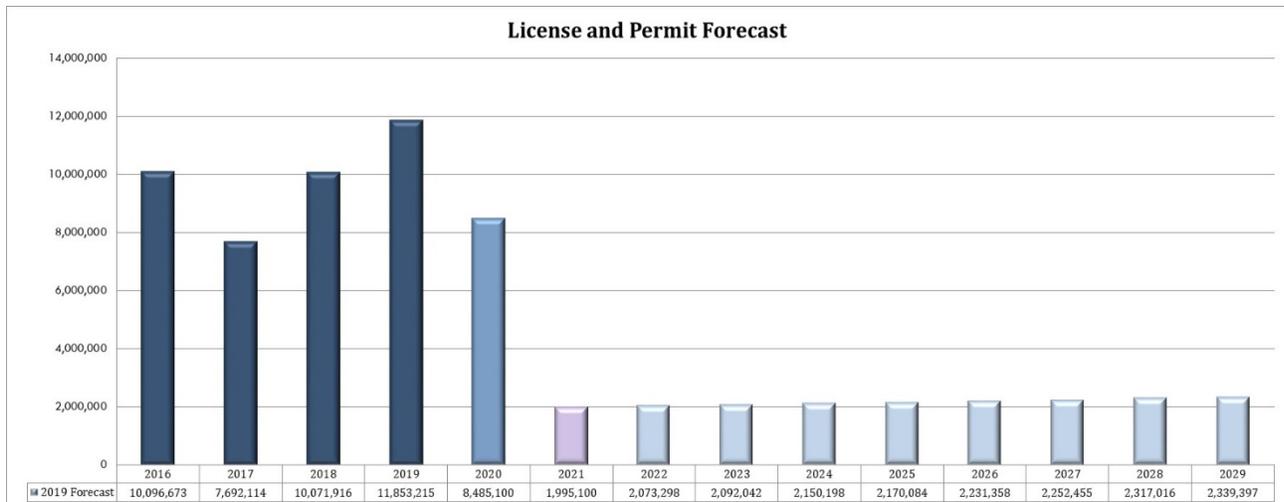
Non ad valorem taxes include local option gas taxes, franchise fees and utility service taxes. The forecast has increased because recent revenue collections have improved. The forecast and trend chart is shown below:



License and Permit Revenue

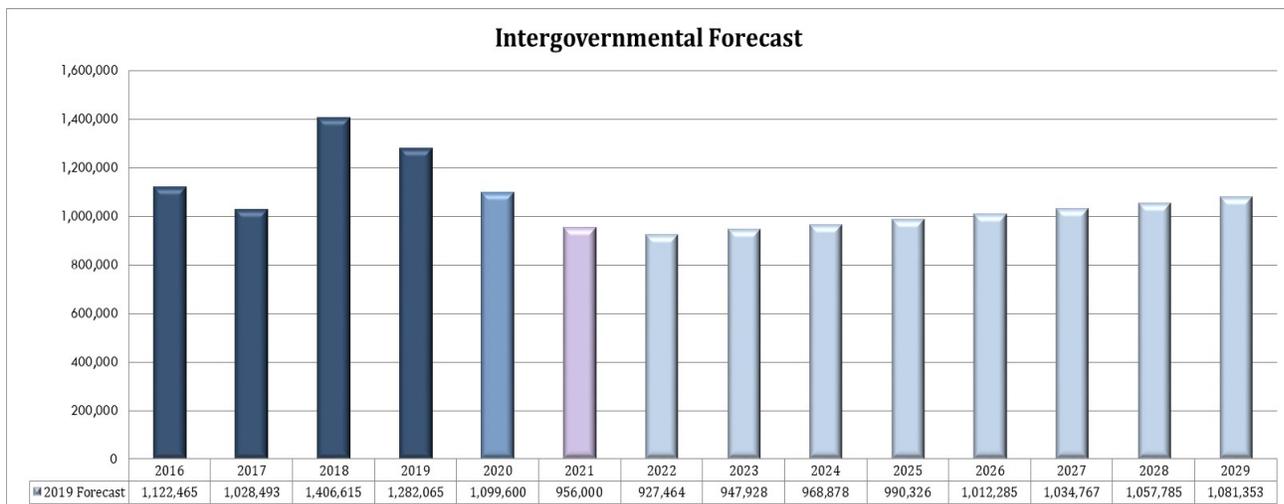
License and permit revenue includes business licenses, building permit revenues and parking permits.

The chart on the following page shows record years for these revenues sources in FY16, FY18 and FY19. In FY20, revenues are expected to be lower due to the COVID-19 shutdown. For FY21 through 29, the building permit related revenues have been transferred to the Building Enterprise Fund. The forecast below is for the remaining non-building permit revenues.



Intergovernmental Revenue

Intergovernmental revenue includes revenue received from Federal, State, County and local government sources. Revenues from the State of Florida include State revenue sharing, local government sales tax and alcoholic beverage licenses. Local revenues include County occupational license revenue, and the 911 reimbursement from Palm Beach County. Federal and State grants are also included in this category.

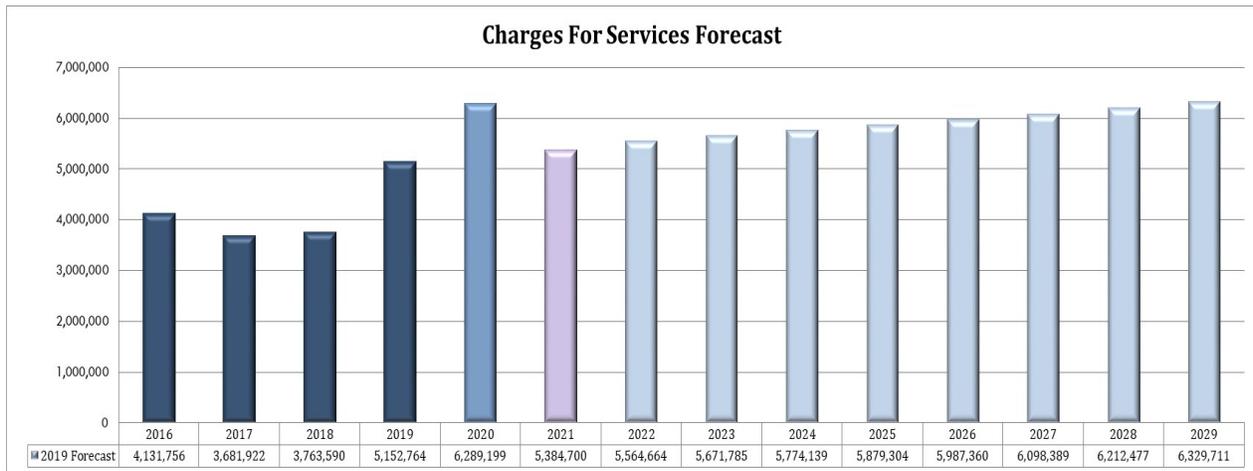


The forecast for intergovernmental revenues has decreased for FY21 and FY22 based on revenues received from the State of Florida for sales tax and revenue sharing. FY18 contained grant funds from FEMA and the Federal Government. The updated forecast for all other revenues anticipates a small inflationary increase per year.

Charges for Services

Charges for services include public safety fees, solid waste fees, parking meter collections and other small fees such as copy charges and lien searches. The updated forecast reflects the increase in special assignment overtime for two new large contracts. This revenue source

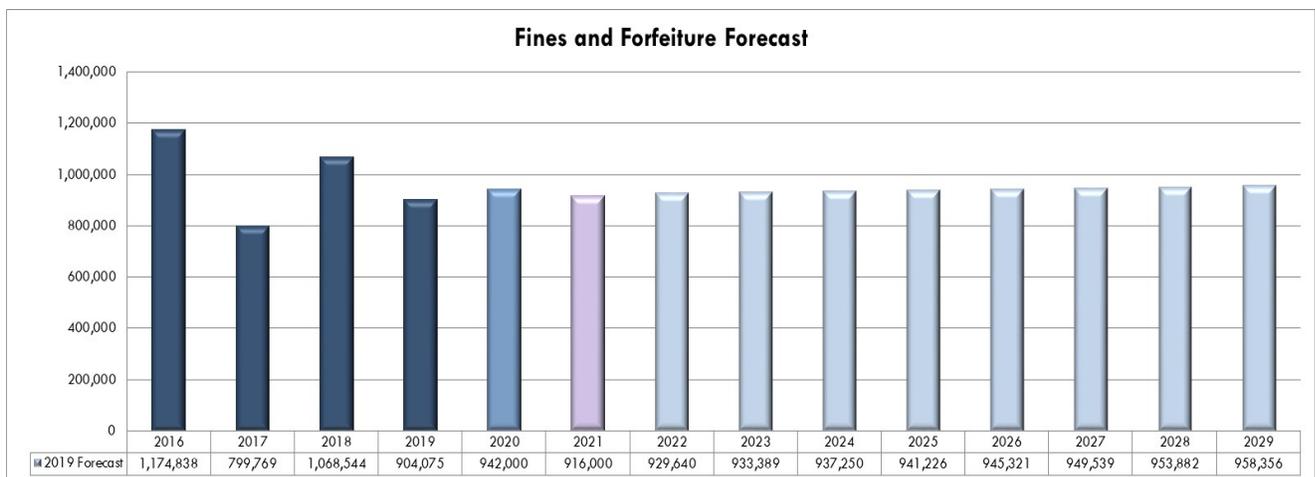
offsets increased expenditures in the salary and wage budget in the police department. If the contracts were not renewed and the revenue was lost, the expenditures would also decline by approximately the same amount. This category also includes the estimates for the revenue for the new Recreation Center beginning in FY20. The forecast for these revenue sources reflect small inflationary increases.



Fines and Forfeitures

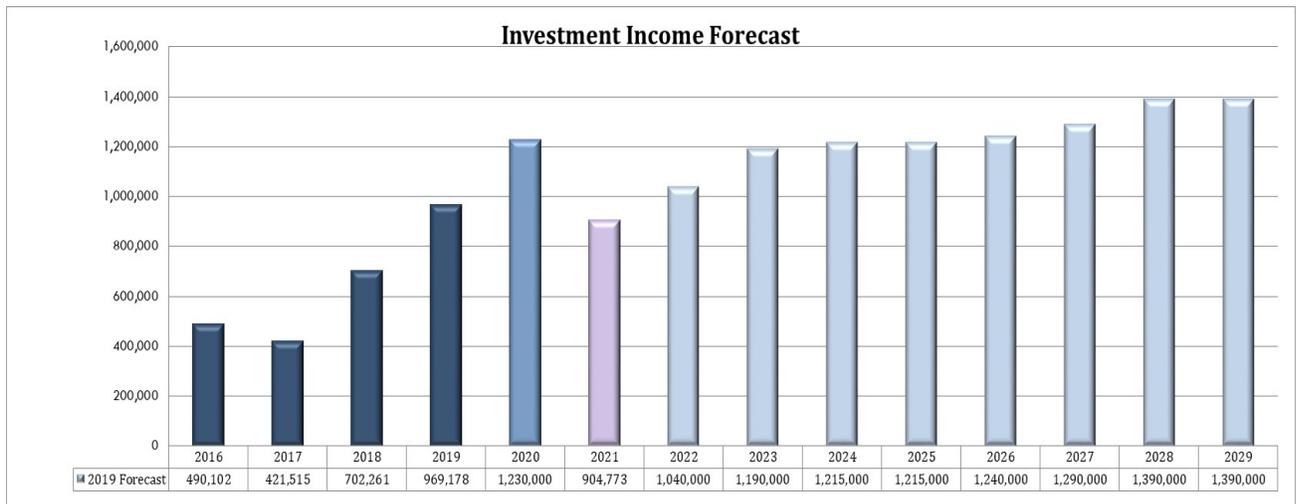
Fine and Forfeiture revenue includes traffic violation fines and penalties, parking fines and penalties and code enforcement violation fines.

Revenues from these sources have been variable and have declined in recent years. There have been several recent vacancies in parking enforcement and officers have been pulled from their duties to handle traffic duty during presidential visits. In addition, the new parking meter system allows a customer to update their meter time on their mobile device, so fewer tickets are being issued for parking meters. The downward forecast in these revenues from FY20 reflect the current status.



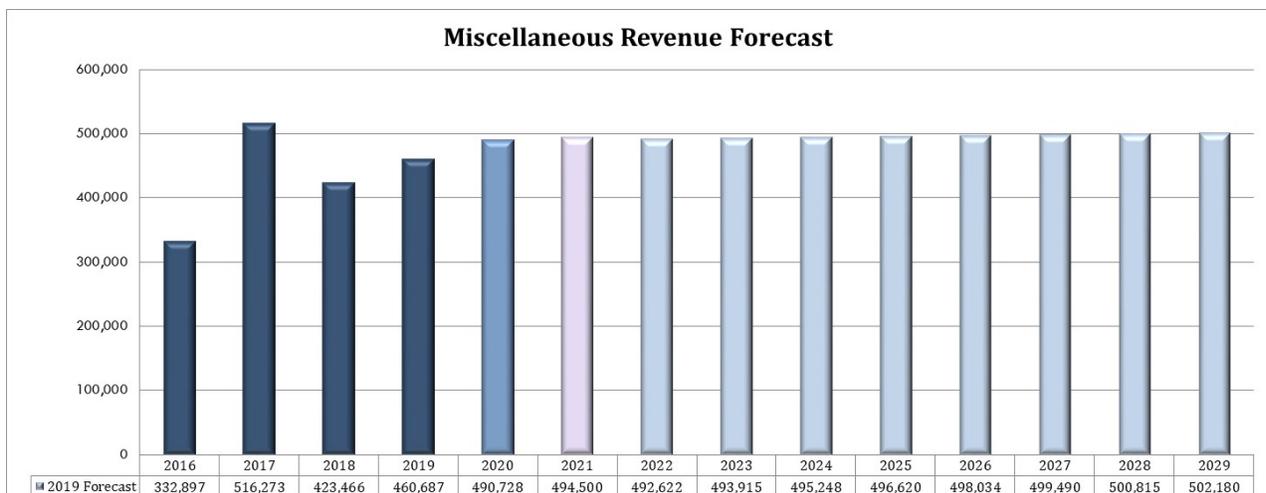
Investment Income

Investment returns started to increase due to rising interest rates. The Federal Reserve cut interest rates in response to the COVID-19 pandemic recession, so we have lowered our FY21 budget and future forecast for lower rates for the near term. The Investment Advisory Committee and our investment consultants are monitoring the situation closely and will adjust the duration of the portfolios as required.



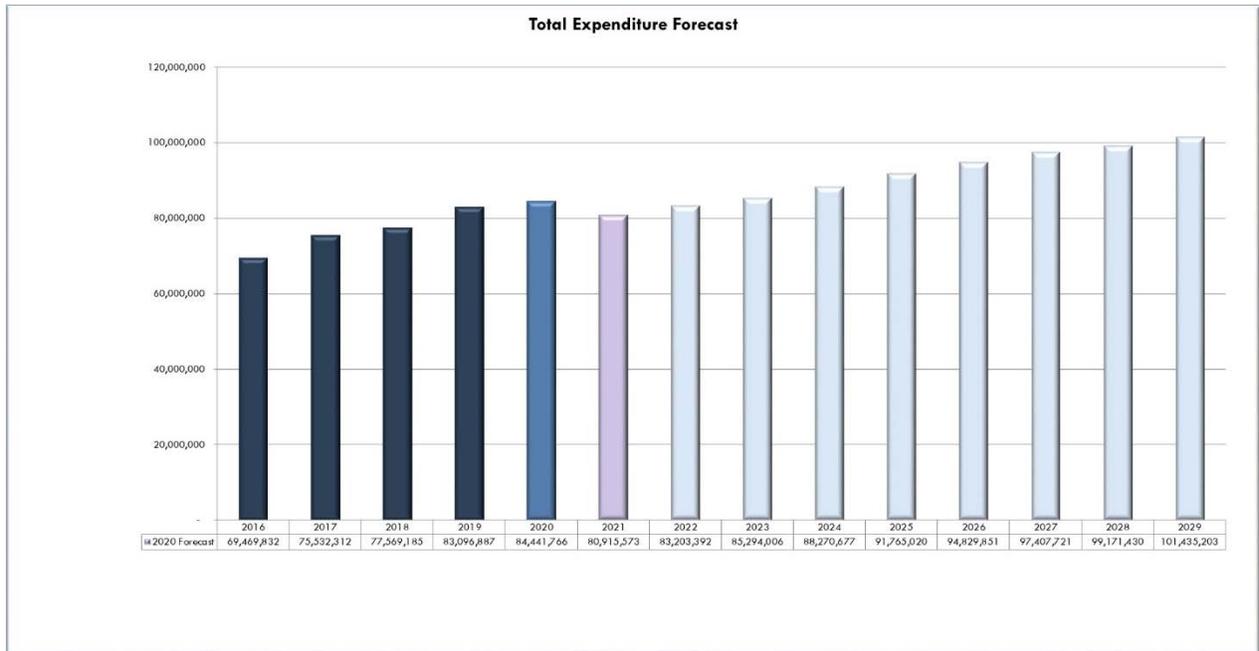
Miscellaneous and Transfers

Miscellaneous revenue includes rents and royalties, the sale of fixed assets and other revenue. The increase in the FY20 budget and future forecast is due to new revenue from the p-card rebate program, and higher than anticipated DC forfeiture funds.



Total General Fund Expenditures

The 2020 forecast contains the results of the compensation and benefit study and additional funding of \$5,420,000 annually for the pension fund. In addition, the forecast reflects the expenditure increase assumptions outlined earlier in this section. The charts in this section include four years of actual data from 2016-2019 in dark blue, the FY20 budget in medium blue, the proposed FY21 budget in violet and the forecast through FY29 in light blue. The forecast has been updated to reflect the transfer of the Building Permit related expenses to the new Building Enterprise Fund beginning in FY21.



Salary and Wages

The forecasted salary and wage increases are based upon the employee pay policies and replacements of retirees at lower salaries through the forecast period. The salary and wage assumption is based upon the compensation study results and the change to the merit system and new step program including COLA on October 1st of each year. In recent years expenditures have come in well below budget due to vacancies from retirements and turnover. We expect the FY20 actual costs to be below the budget amount. For FY21, a COLA increase was not included due to the negative CPI. The chart on the following page shows the forecast and past trends.

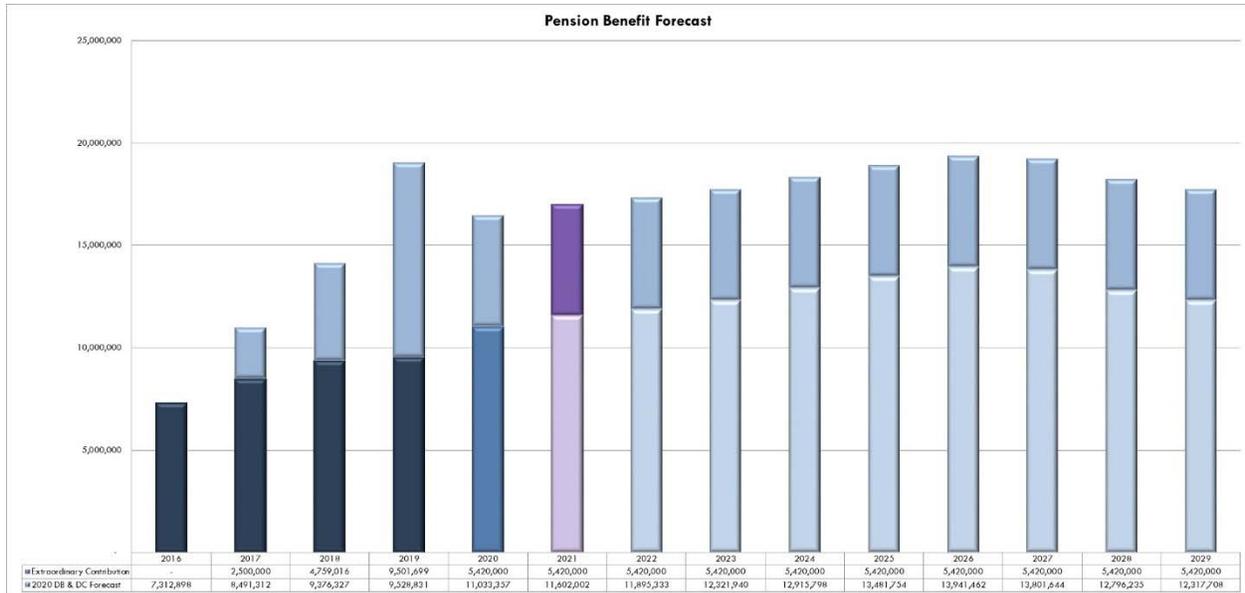


Reduced staffing has improved the salary forecast over recent years. The 2020 forecast contains the personnel cuts that have been made in FY21 and the reductions planned through attrition in future years. The average increase throughout the forecast period is 4.4% for total salary and wages.

Pension Benefits

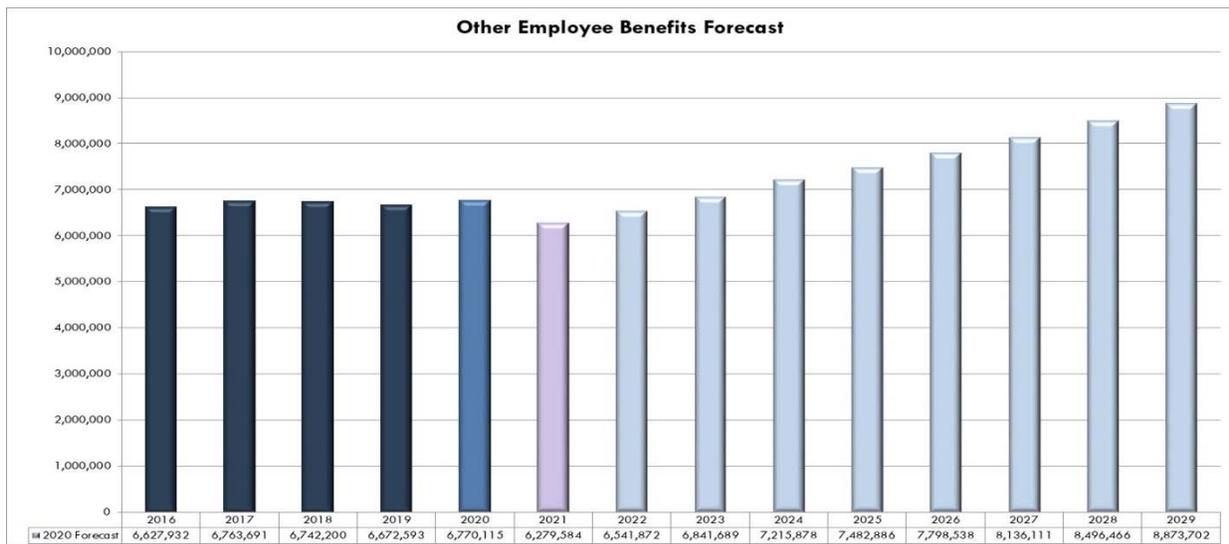
The pension estimate is based upon the actuary’s forecast for pension costs for the annual required contribution and estimates for the General Employee DC contributions. The forecast for annual contributions has been updated to include the compensation study results and the benefit changes for police officers and firefighters.

The forecast reflects the Town’s Retirement Board recommended a change in the investment assumption from 7.0% to 6.0% over a 5-year period, the change in the payroll growth assumption, the increase in the wage growth assumption and the new mortality tables. The actuary forecasts the costs to decline over the 10-year period if all assumptions are met. The FY19 extraordinary contribution includes additional funds paid into the system for the new amortization and the prepayment of the UAAL for the effects of the compensation study.



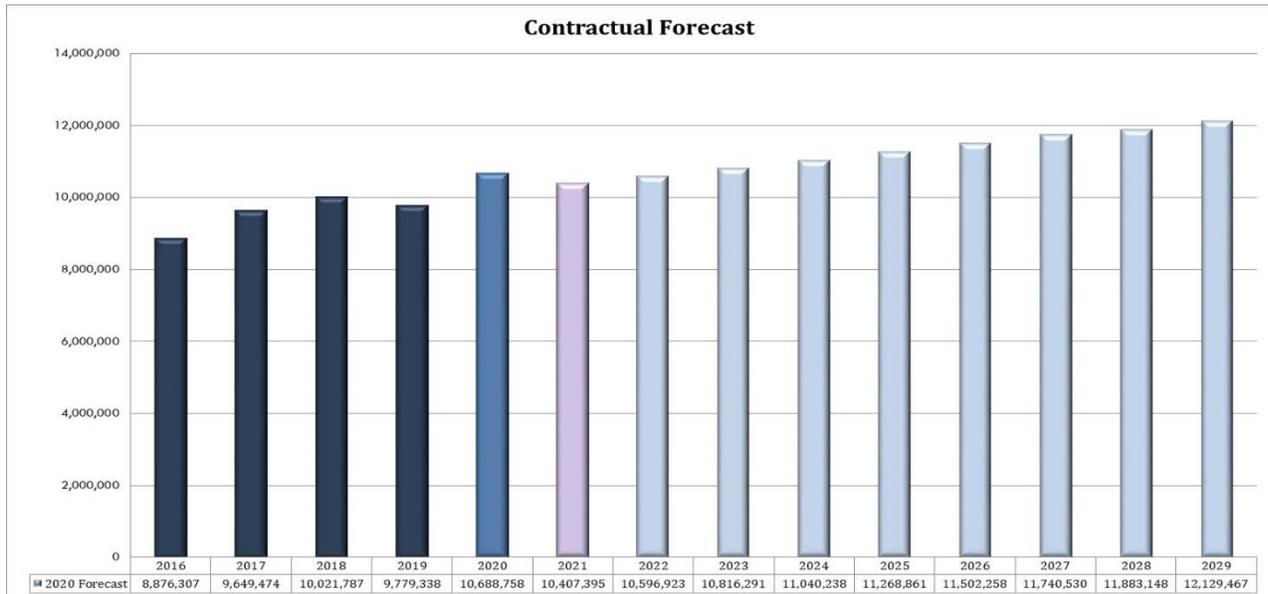
Other Employee Benefits

Other Employee Benefits includes all other benefits including health insurance. Health insurance costs have remained flat for six years. To be conservative, the health insurance forecast reflects an increase of 6.0% for FY22 – FY24, then reductions through the forecast period to 5.49%. The Town’s actuary for the health plan provided the health insurance forecast. Other employee benefits (including FICA, longevity, incentives, and allowances) are expected to increase at a much lower rate.



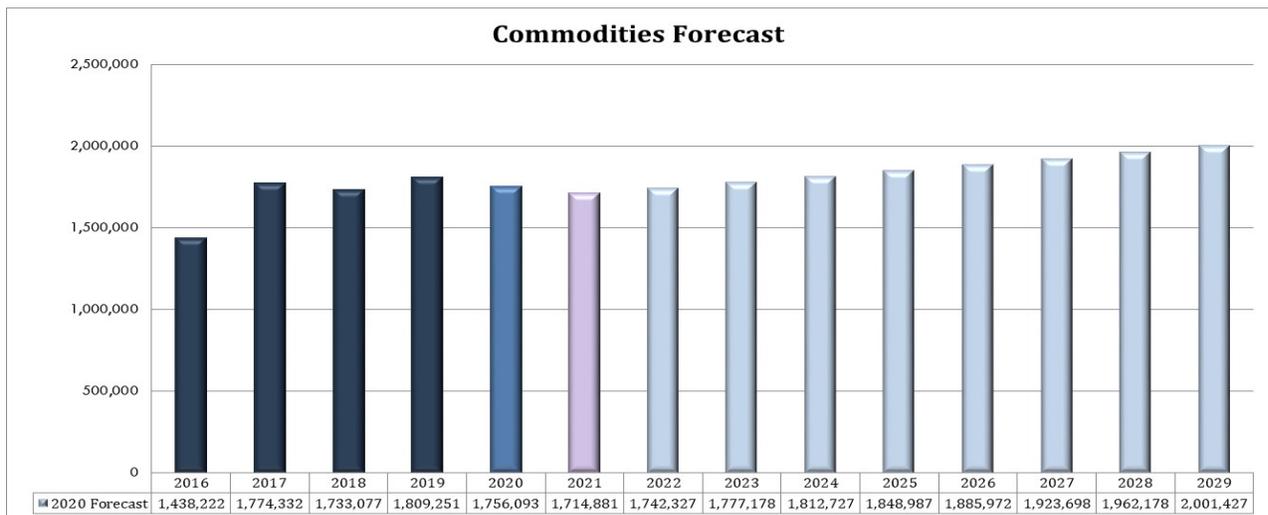
Contractual

The contractual costs have increased due to increases in software maintenance agreements, sanitary sewer treatment costs, landscape maintenance and the addition of Recreation Department expenses. Contractual expenditures are forecasted to increase by the rate of inflation.



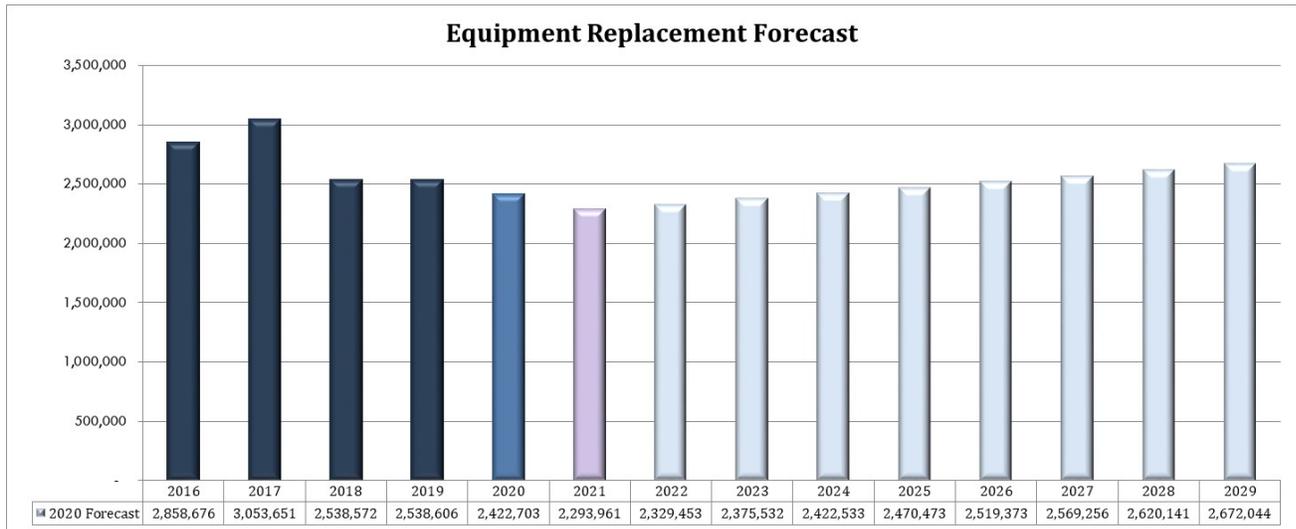
Commodities

The commodity forecast is based upon the assumed rate of inflation. Commodity budgets include fuel, supplies, dues, software, some computer hardware and vehicle maintenance and uniforms. The reduction in expenses represent an overall town effort to reduce expenses wherever possible.



Equipment Replacement/Capital Outlay

This category includes depreciation on Town vehicles and equipment that is charged to the departments and transferred to the Equipment Replacement Fund. It also includes purchases of new equipment that is not replacement equipment. There were large capital purchases in FY17 in the Police and Fire-Rescue Departments that caused the spike in each year.



Transfers

The Transfers category includes transfers to the Capital Improvement Program, Coastal Protection Fund, Debt Service Fund, Risk Insurance Fund and Retiree Health Insurance Trust. It also includes the annual contingency allocation.



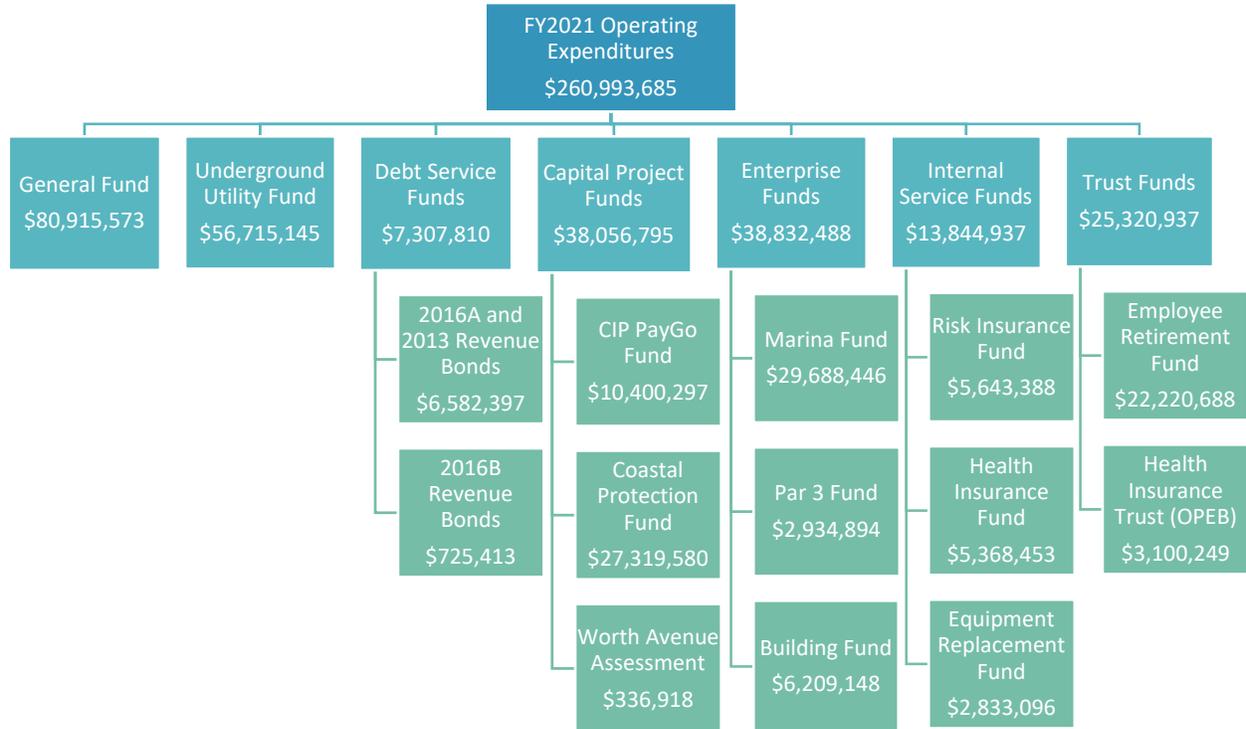
- In FY17, the transfer to the Capital Improvement Program increased by \$1,260,200. This transfer is intended to begin to build reserves for capital projects in the pay-as-you-go fund once the ACIP bond funds have been spent at the end of 2019. The forecast assumes a 10% increase per year until 2027 then a 5% increase thereafter. The increases are in anticipation of the need to increase funding in the Capital Improvement fund going forward to move toward pay-as-you-go funding for capital improvement projects.
- The Town Council approved a 10 year \$84 million Coastal Protection program in 2013. The first year funding in FY15 was approved at \$4,777,000. The transfer increased to \$8,015,220 due to increased beach renourishment project costs. In FY17, the transfer was lowered to \$7,265,000 due to the reduction in scope of some projects. In FY20 the transfer was reduced by \$369,413 and in FY21 the budget was reduced to the original \$4,777,000 because of the award of FEMA, Federal and State grant funding. The forecast for FY22 forward assumes a 3% increase per year in funding.
- Debt service decreased in FY17 due to the refunding of the 2010A bonds at a lower interest rate. The budget for FY21 was reduced due to the refunding of the balance of the 2010A bonds and the 2013 bonds. The forecast includes the debt service on both the 2016 and 2019 bonds which are paid mostly from General Fund revenues.
- Risk insurance premium increases have been estimated as follows: Property Insurance 5% per year, Liability Insurance 2% per year, and Worker's Compensation 3% per year throughout the forecast period.
- Retiree Health Insurance is based upon a forecast for Town Contributions prepared by the Town's actuary. Due to the over funded status of this trust the transfer has been reduced to \$423,014 in FY20. The actuary calculated the amounts in the forecast to keep the plan 100% funded if the investment return assumption is set at 6%.
- The General Fund contingency appropriation has been estimated to be 1% of the forecasted operating expenditures as required by Town policy. The General Fund contingency is funded through a transfer from fund balance rather than through operating revenues. The policy was modified to reduce the appropriation from 1.5% to 1% in FY18.
- The Town's contribution to the Four Arts Library is forecasted to increase by CPI capped at 3% per year.

Town of Palm Beach										
Revenue and Expenditure Forecast										
LTFP FY2020 - FY2029										
	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Revenues										
Ad Valorem Taxes	55,979,439	57,134,000	58,364,632	59,853,789	62,328,118	65,371,794	67,908,039	69,940,308	71,044,088	72,761,104
Non Ad Valorem Taxes	8,817,700	8,601,000	8,852,580	9,111,578	9,378,215	9,652,717	9,935,317	10,226,255	10,525,779	10,834,143
Licenses & Permits	8,485,100	1,995,100	2,073,298	2,092,042	2,150,198	2,170,084	2,231,358	2,252,455	2,317,016	2,339,397
Intergovernmental	1,099,600	956,000	927,464	947,928	968,878	990,326	1,012,285	1,034,767	1,057,785	1,081,353
Charges for Services	6,289,199	5,384,700	5,564,564	5,671,785	5,774,139	5,879,304	5,987,360	6,098,389	6,212,477	6,329,711
Fines and Forfeitures	942,000	916,000	929,640	933,389	937,250	941,226	945,321	949,539	953,882	958,356
Investment Earnings	1,230,000	904,773	1,040,000	1,190,000	1,215,000	1,215,000	1,240,000	1,290,000	1,390,000	1,390,000
Miscellaneous and Transfers	515,728	3,719,500	4,302,622	4,328,915	4,330,248	4,331,620	4,333,034	4,359,490	4,385,815	4,437,180
Total Operating Revenues	83,358,766	79,611,073	82,054,900	84,129,426	87,082,046	90,552,071	93,592,714	96,151,203	97,886,842	100,131,244
Transfers from Fund Balance	1,083,000	1,304,500	1,148,492	1,164,580	1,188,632	1,212,950	1,237,138	1,256,519	1,284,588	1,303,958
Total Revenues	84,441,766	80,915,573	83,203,392	85,294,006	88,270,678	91,765,021	94,829,852	97,407,722	99,171,430	101,435,202
Expenditures										
Salaries and Wages	28,004,601	26,512,380	27,569,524	28,141,972	29,262,992	30,539,101	31,852,537	33,254,145	34,711,835	36,211,280
Pension Benefits	10,474,061	11,099,260	11,376,360	11,793,745	12,368,536	12,912,678	13,350,195	13,187,217	12,157,767	11,654,490
DC Plan Benefits	559,296	502,742	518,974	528,194	547,263	569,076	591,267	614,427	638,468	663,218
Other Employee Benefits	6,770,115	6,279,584	6,541,872	6,841,689	7,215,878	7,482,886	7,798,538	8,136,111	8,496,466	8,873,702
Contractual	10,682,513	10,407,395	10,596,923	10,816,291	11,040,238	11,268,861	11,502,258	11,740,530	11,883,148	12,129,467
Commodities	1,753,420	1,712,155	1,739,556	1,774,353	1,809,845	1,846,047	1,882,974	1,920,639	1,959,058	1,998,245
Equipment Replacement	2,422,703	2,293,961	2,329,453	2,375,532	2,422,533	2,470,473	2,519,373	2,569,256	2,620,141	2,672,044
Library Services	352,650	352,650	363,230	374,126	385,350	396,911	408,818	421,083	433,715	446,726
Transfer to Capital Improvement	2,420,000	2,662,000	2,928,200	3,221,020	3,543,122	3,897,434	4,287,178	4,715,895	5,187,485	5,446,859
Transfer to Coastal Protection	6,520,211	4,777,000	4,920,310	5,067,919	5,219,957	5,376,556	5,537,852	5,703,988	5,875,107	6,051,361
Transfer to the UUTF	144,450	165,000	176,550	188,909	202,132	216,281	231,421	-	-	-
Extraordinary Transfer to Retirement Fund	5,420,000	5,420,000	5,420,000	5,420,000	5,420,000	5,420,000	5,420,000	5,420,000	5,420,000	5,420,000
Debt Service	5,983,913	5,691,148	5,646,719	5,640,423	5,648,771	5,658,776	5,667,781	5,858,767	5,854,128	5,855,211
Retiree Health	423,014	429,858	402,178	384,768	391,956	842,833	829,891	816,793	792,449	768,629
Transfer to Risk Insurance Fund	1,900,819	2,010,439	2,063,184	2,098,605	2,141,578	2,192,247	2,250,708	2,330,436	2,412,656	2,497,479
Contingency	610,000	600,000	610,358	626,460	650,527	674,860	699,060	718,434	729,006	746,491
Total Expenditures	84,441,766	80,915,572	83,203,391	85,294,006	88,270,678	91,765,020	94,829,851	97,407,721	99,171,429	101,435,202
Surplus/(Deficit)	-									

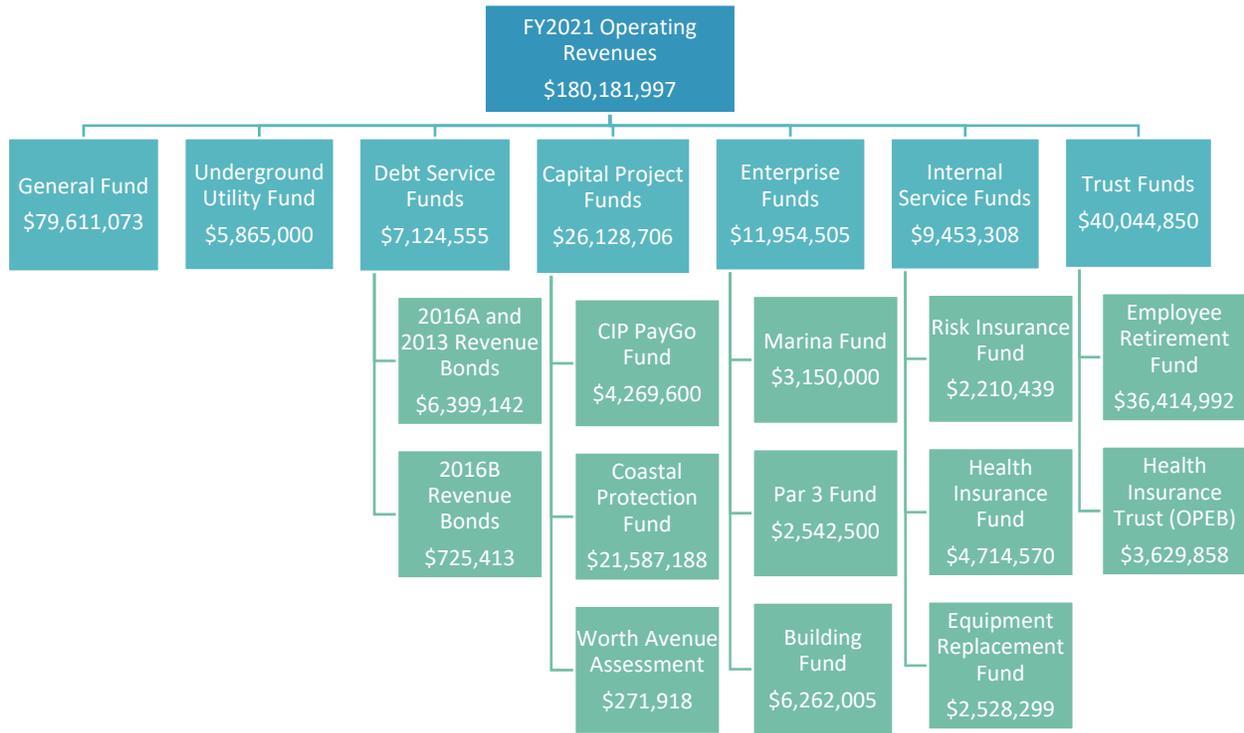


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BREAKDOWN OF TOTAL OPERATING EXPENDITURES – ALL FUNDS



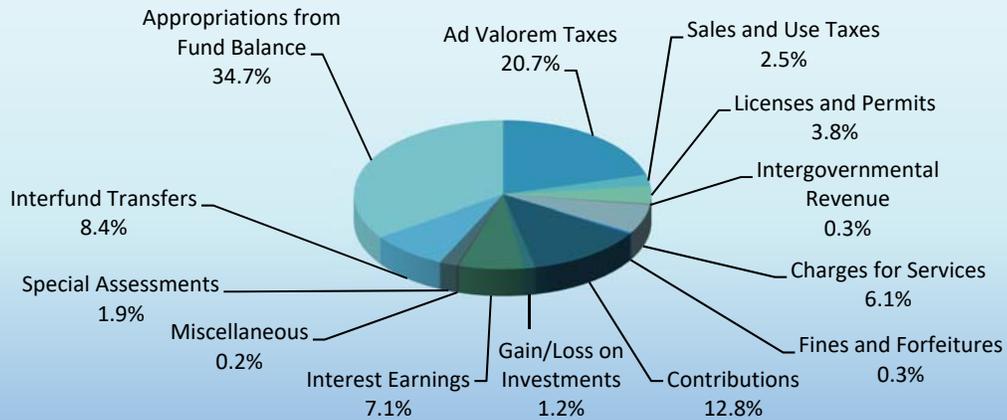
BREAKDOWN OF TOTAL OPERATING REVENUES – ALL FUNDS



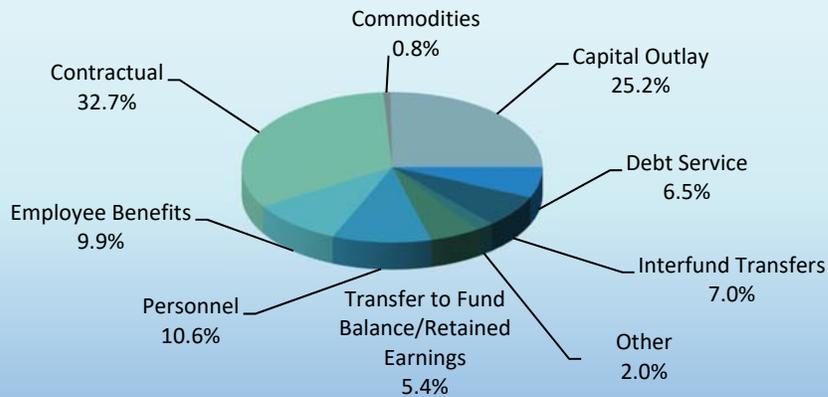
BUDGET SUMMARY BY FUND TYPE

FY 21 Budget Summary by Fund Type, Revenues and Expenditures								
	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Trust & Agency	Totals
Revenues								
Ad Valorem Taxes	57,134,058	0	0	0	0	0	0	57,134,058
Non Ad Valorem Taxes	6,351,000	0	0	500,000	0	0	0	6,851,000
Licenses and Permits	4,290,100	0	0	0	6,247,005	0	0	10,537,105
Intergovernmental	923,300	0	0	0	0	0	0	923,300
Charges for Services	5,384,700	0	0	0	2,590,500	8,798,308	0	16,773,508
Fines and Forfeitures	916,000	0	0	0	0	0	0	916,000
Contributions/Grants	32,700	0	0	17,267,500	3,100,000	0	14,822,350	35,222,550
Gain/Loss on Investments	0	0	0	0	0	55,000	3,300,000	3,355,000
Interest Earnings	904,715	800,000	2,000	657,288	0	600,000	16,500,000	19,464,003
Miscellaneous	449,500	200,000	0	0	17,000	0	2,500	669,000
Special Assessments	0	4,200,000	723,413	264,918	0	0	0	5,188,331
Bond Proceeds	0	0	0	0	0	0	0	0
Interfund Transfers	3,225,000	665,000	6,399,142	7,439,000	0	0	5,420,000	23,148,142
Subtotal	79,611,073	5,865,000	7,124,555	26,128,706	11,954,505	9,453,308	40,044,850	180,181,997
Appropriations from Fund								
Balance	1,304,500	50,850,145	183,255	11,928,089	26,930,840	4,391,629	0	95,588,458
Total Revenues	\$80,915,573	\$56,715,145	\$7,307,810	\$38,056,795	\$38,885,345	\$13,844,937	\$40,044,850	\$275,770,455
Expenditures								
Salaries and Wages	26,512,380	109,872	0	126,751	2,132,793	261,596	136,939	29,280,331
Employee Benefits	17,856,712	35,437	0	51,730	1,116,562	5,346,123	2,947,202	27,353,766
Contractual	10,407,395	53,170,486	0	343,851	2,020,785	1,900,407	22,235,961	90,078,885
Commodities	1,712,155	500	0	6,200	380,550	3,715	835	2,103,955
Depreciation/Capital Outlay	2,318,836	0	0	36,163,082	28,749,456	2,284,784	0	69,516,158
Debt Service	5,691,148	3,398,850	7,285,310	513,181	935,713	48,312	0	17,872,514
Interfund Transfers	15,464,297	0	0	500,000	3,225,000	0	0	19,189,297
Other	952,650	0	22,500	352,000	271,629	4,000,000	0	5,598,779
Subtotal	80,915,573	56,715,145	7,307,810	38,056,795	38,832,488	13,844,937	25,320,937	260,993,685
Transfer to Fund								
Balance/Retained Earnings	0	0	0	0	52,857	0	14,723,913	14,776,770
Total Expenditures	\$80,915,573	\$56,715,145	\$7,307,810	\$38,056,795	\$38,885,345	\$13,844,937	\$40,044,850	\$275,770,455
Financial Ratios								
	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Trust & Agency	Total
Ad Valorem Taxes as percentage of total fund budget	70.61%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.72%
Ad Valorem Taxes per capita (8,321 population)	\$6,866	\$0	\$0	\$0	\$0	\$0	\$0	\$6,866
Total expenditures per capita (8,321 population)	\$9,724	\$6,816	\$878	\$4,574	\$4,673	\$1,664	\$4,813	\$33,142
Personnel as a percentage of the total budget	32.77%	0.00%	0.00%	0.33%	5.48%	1.89%	0.34%	10.62%
Capital expenditures as percentage of total fund budget	2.87%	0.00%	0.00%	95.02%	73.93%	16.50%	0.00%	25.21%
Capital expenditures per capita (8,321 population)	\$279	\$0	\$0	\$4,346	\$3,455	\$275	\$0	\$8,354

FY21 Budget by Revenue Type All Funds



FY21 Budget by Expenditure Classification All Funds



SUMMARY OF MAJOR REVENUES BY FUND TYPE

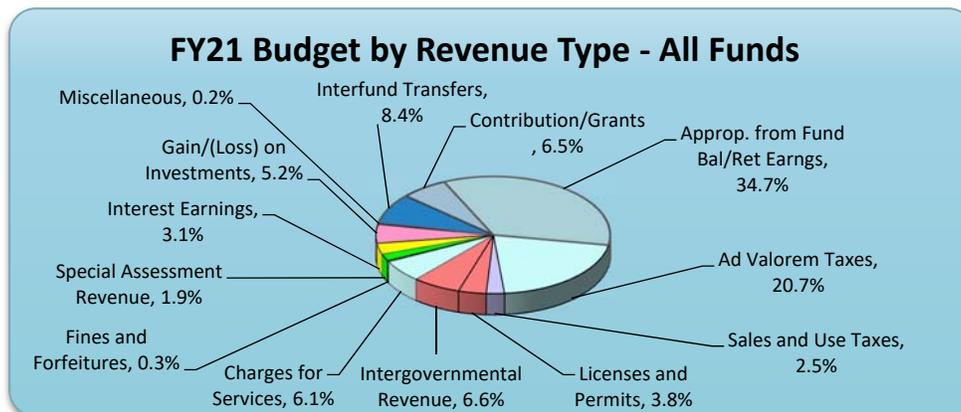
Description	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	FY21 Budget to FY21	
						FY20 Budget % Variance	% of Total
General Fund							
Ad Valorem Taxes	\$52,282,254	\$54,883,747	\$55,979,439	\$55,979,439	\$57,134,000	2.06%	70.61%
Sales and Use Taxes	6,143,197	6,299,361	6,459,000	6,191,643	6,351,000	-1.67%	7.85%
Licenses and Permits	12,360,272	14,126,340	10,900,800	10,378,104	4,290,100	-60.64%	5.30%
Intergovernmental Revenue	1,406,615	1,282,063	1,099,600	1,204,672	956,000	-13.06%	1.18%
Charges for Services	3,763,590	5,152,761	6,289,199	4,919,027	5,384,700	-14.38%	6.65%
Fines and Forfeitures	1,068,544	904,076	942,000	939,086	916,000	-2.76%	1.13%
Interest Earnings	702,261	969,782	1,230,000	844,084	904,773	-26.44%	1.12%
Miscellaneous	384,176	414,502	433,728	441,846	449,500	3.64%	0.56%
Interfund Transfers	585,000	2,161,035	25,000	25,000	3,225,000	12800.00%	3.99%
Subtotal	78,695,909	86,193,667	83,358,766	80,922,901	79,611,073	-4.50%	98.39%
Appropriations from Fund Balance	0	0	1,083,000	0	1,304,500	20.45%	1.61%
Total General Fund	\$78,695,909	\$86,193,667	\$84,441,766	\$80,922,901	\$80,915,573	-4.18%	100.00%
Special Revenue Funds							
Interest Earnings	449,285	1,719,181	250,000	960,000	800,000	220.00%	1.41%
Special Assessments	15,688,010	4,338,050	4,000,000	4,300,000	4,200,000	5.00%	7.41%
Miscellaneous Revenue	378,298	800,654	0	200,000	200,000	0.00%	0.35%
Donations	0	0	0	0	0	0.00%	0.00%
Bond Proceeds	0	60,499,897	0	0	0	0.00%	0.00%
Interfund Transfers	1,130,000	635,000	644,450	644,450	665,000	3.19%	1.17%
Subtotal	17,645,593	67,992,783	4,894,450	6,104,450	5,865,000	19.83%	10.34%
Appropriations from Fund Balance	0	0	29,137,825	0	50,850,145	74.52%	89.66%
Total Debt Service Funds	\$17,645,593	\$67,992,783	\$34,032,275	\$6,104,450	\$56,715,145	66.65%	100.00%
Debt Service Funds							
Interest Earnings	2,762	12,840	12,500	2,348	2,000	0.00%	0.03%
Special Assessments	747,876	720,810	711,100	711,100	723,413	1.73%	9.90%
Bond Proceeds	0	0	0	53,499,266	0	0.00%	0.00%
Interfund Transfers	6,916,632	6,736,682	6,727,833	6,727,833	6,399,142	-4.89%	87.57%
Subtotal	7,667,270	7,470,331	7,451,433	60,940,547	7,124,555	-4.39%	97.49%
Appropriations from Fund Balance	0	0	187,499	0	183,255	-2.26%	2.51%
Total Debt Service Funds	\$7,667,270	\$7,470,331	\$7,638,932	\$60,940,547	\$7,307,810	-4.33%	100.00%
Capital Projects Funds							
Interest Earnings	376,368	1,497,021	1,101,301	1,397,526	657,288	-40.32%	1.73%
Sales and Use Taxes	576,792	623,176	500,000	500,000	500,000	0.00%	1.31%
Grants/Interlocal/Donations	7,117,416	9,322,817	25,708,657	3,584,390	17,262,500	-32.85%	45.36%
Special Assessment Revenue	230,625	223,595	264,317	267,136	269,918	2.12%	0.71%
Miscellaneous	21,000	0	0	0	0	0.00%	0.00%
Interfund Transfers	12,148,324	21,615,921	8,940,211	8,940,211	7,439,000	-16.79%	19.55%
Subtotal	20,470,525	33,282,529	36,514,486	14,689,263	26,128,706	-28.44%	68.66%
Appropriations from Fund Balance	0	0	11,232,104	11,501,238	11,928,089	6.20%	31.34%
Total Capital Projects Funds	\$20,470,525	\$33,282,529	\$47,746,590	\$26,190,501	\$38,056,795	-20.29%	100.00%
Enterprise Funds							
Charges for Services	\$6,866,061	\$6,564,551	\$4,779,762	\$4,493,322	\$2,590,500	-45.80%	6.66%
Licenses and Permits	\$0	\$0	\$0	\$0	\$6,247,005	0.00%	16.07%
Interest Earnings	69,259	432,612	0	210,653	0	0.00%	0.00%
Loan Proceeds	0	0	0	31,000,000	0	0.00%	0.00%
Grants/Interlocal/Donations	1,761,358	0	0	325,000	3,100,000	0.00%	7.97%
Interfund Transfers	4,600,000	6,225,321	0	644,189	0	0.00%	0.00%
Miscellaneous	1,793	7,566	4,500	6,117	17,000	277.78%	0.04%
Subtotal	13,298,471	13,230,050	4,784,262	36,679,281	11,954,505	149.87%	30.74%
Appropriations from Retained Erngs.	0	10,358,148	274,634	0	26,930,840	9706.08%	69.26%
Total Enterprise Funds	\$13,298,471	\$23,588,198	\$5,058,896	\$36,679,281	\$38,885,345	668.65%	100.00%

Summary of Major Revenues by Fund Type
Town of Palm Beach

FY2021

Description	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	FY21 Budget to FY21	
						FY20 Budget % Variance	FY21 % of Total
Internal Service Funds							
Interest Earnings	\$170,280	\$1,197,346	\$520,000	\$1,100,000	\$600,000	15.38%	4.33%
Gain/Loss on Investments	29,664	-2,413	40,000	40,000	55,000	37.50%	0.40%
Miscellaneous	544,734	1,031,137	0	146,533	0	0.00%	0.00%
Interfund Transfers	0	110,268	0	0	0	0.00%	0.00%
Charges for Services	9,145,301	9,004,158	8,767,277	8,925,349	8,798,308	0.35%	63.55%
Subtotal	9,889,979	11,340,496	9,327,277	10,211,882	9,453,308	1.35%	68.28%
Appropriations from Retained Erngs.	0	0	4,021,960	0	4,391,629	9.19%	31.72%
Total Internal Service Funds	\$9,889,979	\$11,340,496	\$13,349,237	\$10,211,882	\$13,844,937	3.71%	100.00%
Trust & Agency Funds							
Interest Earnings	1,623,139	3,080,120	2,503,295	6,031,994	5,500,000	119.71%	13.73%
Gain/Loss on Investments	16,590,910	8,522,498	16,882,071	5,500,000	14,300,000	0.00%	35.71%
Miscellaneous	565,101	-46,158	5,000	275,263	2,500	-50.00%	0.01%
Contributions	12,933,359	12,393,053	13,540,832	13,675,584	14,822,350	9.46%	37.01%
Interfund Transfers	4,759,016	9,501,699	5,420,000	5,420,000	5,420,000	0.00%	13.53%
Subtotal	36,471,526	33,451,212	38,351,198	30,902,841	40,044,850	4.42%	100.00%
Appropriations from Fund Balance	0	0	0	0	0	0.00%	0.00%
Total Trust & Agency Funds	\$36,471,526	\$33,451,212	\$38,351,198	\$30,902,841	\$40,044,850	4.42%	100.00%
All Funds							
Ad Valorem Taxes	\$52,282,254	\$54,883,747	\$55,979,439	\$55,979,439	\$57,134,000	2.06%	20.72%
Sales and Use Taxes	6,719,989	6,922,537	6,959,000	6,691,643	6,851,000	-1.55%	2.48%
Licenses and Permits	12,360,272	14,126,340	10,900,800	10,378,104	10,537,105	-3.34%	3.82%
Intergovernmental Revenue	1,406,615	1,282,063	26,808,257	1,204,672	18,218,500	-32.04%	6.61%
Commercial Paper	0	60,499,897	0	0	0	0.00%	0.00%
Charges for Services	19,774,952	20,721,470	19,836,238	18,337,698	16,773,508	-15.44%	6.08%
Fines and Forfeitures	1,068,544	904,076	942,000	939,086	916,000	-2.76%	0.33%
Special Assessment Revenue	16,666,511	5,282,455	4,975,417	5,278,236	5,193,331	4.38%	1.88%
Interest Earnings	3,393,354	8,908,901	5,617,096	10,546,605	8,464,061	50.68%	3.07%
Gain/(Loss) on Investments	16,620,574	8,520,085	16,922,071	5,540,000	14,355,000	-15.17%	5.21%
Miscellaneous	1,895,102	2,207,702	443,228	54,569,025	669,000	50.94%	0.24%
Interfund Transfers	30,138,972	46,985,926	21,757,494	22,401,683	23,148,142	6.39%	8.39%
Contribution/Grants	21,812,133	21,715,870	13,540,832	17,584,974	17,922,350	32.36%	6.50%
Approp. from Fund Bal/Ret Earnings	0	10,358,148	45,937,022	11,501,238	95,588,458	108.09%	34.66%
Total All Funds	\$184,139,272	\$263,319,217	\$230,618,894	\$220,952,403	\$275,770,455	19.58%	100.00%

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



SUMMARY OF EXPENDITURE CLASSIFICATIONS BY FUND TYPE

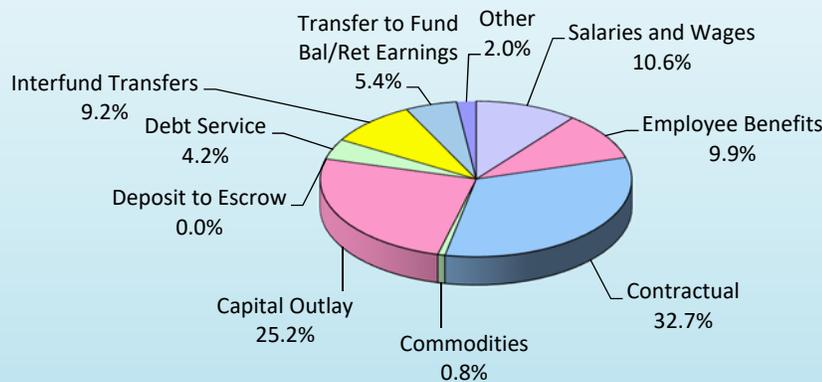
Description	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY21 Budget to		
					FY2021 Budget	FY20 Budget % Variance	FY2021 % of Total
General Fund							
Salaries and Wages	\$23,764,069	\$24,909,207	\$28,004,601	\$25,908,086	\$26,512,380	-5.33%	32.77%
Employee Benefits	17,078,527	16,492,516	18,226,486	18,030,206	17,856,712	-2.03%	22.07%
Contractual	10,008,307	9,871,056	10,682,513	10,854,807	10,407,395	-2.58%	12.86%
Commodities	1,754,984	1,727,763	1,753,420	1,955,826	1,712,155	-2.35%	2.12%
Depreciation/Capital Outlay	2,552,052	2,533,597	2,422,703	2,437,362	2,318,836	-4.29%	2.87%
Interfund Transfers	22,098,146	27,078,620	22,389,393	22,389,393	21,155,445	-5.51%	26.15%
Other	335,008	345,058	962,650	352,650	952,650	-1.04%	1.18%
Subtotal	77,591,093	82,957,817	84,441,766	81,928,330	80,915,573	-4.18%	100.00%
Transfer to Fund Balance	0	0	0	0	0	0.00%	0.00%
Total General Fund	\$77,591,093	\$82,957,817	\$84,441,766	\$81,928,330	\$80,915,573	-4.18%	100.00%
Special Revenue Funds							
Salaries and Wages	\$93,361	\$98,609	\$105,355	\$102,000	\$109,872	100.00%	0.19%
Employee Benefits	24,621	32,838	34,043	34,043	35,437	100.00%	0.06%
Contractual	9,189,392	7,701,920	30,494,027	9,095,807	53,170,486	74.36%	93.75%
Commodities	143	147	500	0	500	0.00%	0.00%
Debt Service	492,723	2,887,490	3,398,350	3,398,350	3,398,850	0.00%	5.99%
Interfund Transfers	0	0	0	0	0	100.00%	0.00%
Subtotal	9,800,240	10,721,004	34,032,275	12,630,200	56,715,145	66.65%	100.00%
Transfer to Fund Balance	0	0	0	0	0	0.00%	0.00%
Total Debt Service Funds	\$9,800,240	\$10,721,004	\$34,032,275	\$12,630,200	\$56,715,145	66.65%	100.00%
Debt Service Funds							
Debt Service	\$7,624,843	\$7,632,943	\$7,623,932	\$7,108,924	\$7,285,310	-4.44%	99.69%
Deposit to Escrow	0	0	0	52,802,290	0	0.00%	0.00%
Other	8,108	7,908	15,000	687,763	22,500	50.00%	0.31%
Interfund Transfers	0	0	0	0	0	-100.00%	0.00%
Subtotal	7,632,951	7,640,851	7,638,932	60,598,977	7,307,810	-4.33%	100.00%
Transfer to Fund Balance	0	0	0	0	0	-100.00%	0.00%
Total Debt Service Funds	\$7,632,951	\$7,640,851	\$7,638,932	\$60,598,977	\$7,307,810	-4.33%	100.00%
Capital Projects Funds							
Salaries and Wages	\$119,453	\$123,164	\$124,159	\$124,159	\$126,751	2.09%	0.33%
Employee Benefits	61,443	47,057	50,000	50,000	51,730	3.46%	0.14%
Contractual	1,783,154	1,398,296	3,133,817	272,721	343,851	-89.03%	0.90%
Commodities	4,546	2,792	4,700	4,700	6,200	31.91%	0.02%
Capital Outlay	9,840,223	16,333,127	42,696,307	23,657,166	36,163,082	-15.30%	95.02%
Interfund Transfers	4,486,038	2,061,432	1,044,107	2,071,107	1,013,181	-2.96%	2.66%
Other	0	0	693,500	0	352,000	-49.24%	0.92%
Subtotal	16,294,857	19,965,868	47,746,590	26,179,853	38,056,795	-20.29%	100.00%
Transfer to Fund Balance	0	0	0	0	0	0.00%	0.00%
Total Capital Projects Funds	\$16,294,857	\$19,965,868	\$47,746,590	\$26,179,853	\$38,056,795	-20.29%	100.00%
Enterprise Funds							
Salaries and Wages	\$1,296,318	\$692,927	\$811,625	\$724,267	\$2,132,793	162.78%	5.48%
Employee Benefits	992,778	498,614	405,146	405,595	1,116,562	175.59%	2.87%
Contractual	1,621,680	1,435,516	1,398,460	1,271,856	2,020,785	44.50%	5.20%
Commodities	316,830	353,228	412,300	337,145	380,550	-7.70%	0.98%
Capital Outlay	679,642	544,308	1,532,230	10,825,489	28,749,456	1776.31%	73.93%
Debt Service	198,263	199,338	199,813	426,199	935,713	368.29%	2.41%
Interfund Transfers	585,000	1,307,160	25,000	25,000	3,225,000	12800.00%	8.29%
Other	281,575	419,789	139,507	85,298	271,629	94.71%	0.70%
Subtotal	5,972,084	5,450,879	4,924,081	14,100,849	38,832,488	688.62%	99.86%
Transfer to Retained Earnings	0	0	134,815	0	52,857	0.00%	0.14%
Total Enterprise Funds	\$5,972,084	\$5,450,879	\$5,058,896	\$14,100,849	\$38,885,345	668.65%	100.00%

Summary of Expenditure Classifications by Fund Type
Town of Palm Beach

FY2021

Description	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY21 Budget to		
					FY2021 Budget	FY20 Budget % Variance	FY2021 % of Total
Internal Service Funds							
Salaries and Wages	\$156,023	\$151,769	\$238,476	\$213,941	\$261,596	9.69%	1.89%
Employee Benefits	4,575,357	4,000,543	5,336,410	4,758,018	5,346,123	0.18%	38.61%
Contractual	1,896,208	1,675,649	1,781,990	1,757,013	1,900,407	6.65%	13.73%
Commodities	9,779	3,537	3,756	2,980	3,715	-1.09%	0.03%
Capital Outlay	1,678,666	1,727,927	1,190,235	1,190,235	2,284,784	91.96%	16.50%
Debt Service	4,767	3,759	48,312	48,312	48,312	0.00%	0.35%
Interfund Transfers	4,600,000	780,421	0	0	0	0.00%	0.00%
Other	0	0	4,000,000	0	4,000,000	0.00%	28.89%
Subtotal	12,920,799	8,343,606	12,599,179	7,970,499	13,844,937	9.89%	100.00%
Transfer to Retained Earnings	0	0	750,058	1,730,058	0	0.00%	0.00%
Total Internal Service Funds	\$12,920,799	\$8,343,606	\$13,349,237	\$9,700,557	\$13,844,937	3.71%	100.00%
Trust & Agency Funds							
Salaries and Wages	\$104,458	\$113,767	\$152,329	\$105,534	\$136,939	-10.10%	0.34%
Employee Benefits	3,187,671	2,525,966	2,910,934	2,716,756	2,947,202	1.25%	7.36%
Contractual	21,851,144	20,188,970	21,764,110	21,798,803	22,236,796	2.17%	55.53%
Subtotal	25,143,273	22,828,703	24,827,373	24,621,093	25,320,937	1.99%	63.23%
Transfer to Fund Balance	0	0	13,523,825	0	14,723,913	8.87%	36.77%
Total Trust & Agency Funds	\$25,143,273	\$22,828,703	\$38,351,198	\$24,621,093	\$40,044,850	4.42%	100.00%
Total: All Funds							
Salaries and Wages	\$25,533,681	\$26,089,443	\$29,436,545	\$27,177,987	\$29,280,331	-0.53%	10.62%
Employee Benefits	\$25,920,397	\$23,597,533	\$26,963,019	\$25,994,618	\$27,353,766	1.45%	9.92%
Contractual	46,349,885	42,271,407	69,254,917	45,051,007	90,079,720	30.07%	32.66%
Commodities	2,086,281	2,087,466	2,174,676	2,300,651	2,103,120	-3.29%	0.76%
Capital Outlay	14,750,582	21,138,959	47,841,475	38,110,252	69,516,158	45.31%	25.21%
Deposit to Escrow	0	0	0	52,802,290	0	0.00%	0.00%
Debt Service	8,320,596	10,723,530	11,270,407	10,981,785	11,668,185	3.53%	4.23%
Interfund Transfers	31,769,184	31,227,633	23,458,500	24,485,500	25,393,626	8.25%	9.21%
Transfer to Fund Bal/Ret Earnings	0	0	14,408,698	1,730,058	14,776,770	2.55%	5.36%
Other	624,691	772,755	5,810,657	1,125,711	5,598,779	-3.65%	2.03%
Subtotal All Funds	\$155,355,297	\$157,908,727	\$230,618,894	\$229,759,859	\$275,770,455	19.58%	100.00%

**FY21 Budget by Expenditure Classification
All Funds**



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.

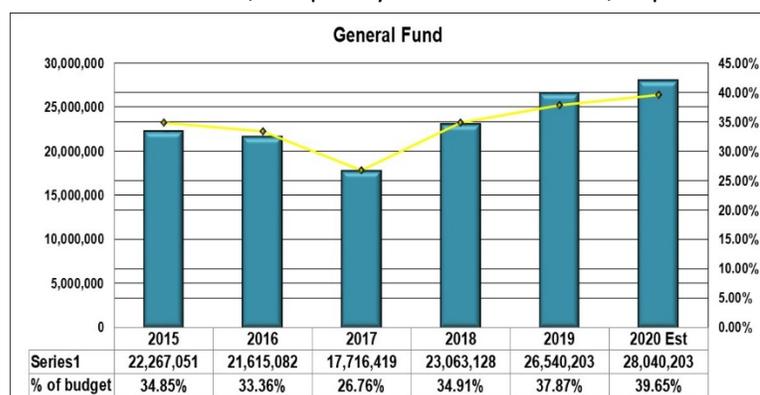
Below is a table showing the projected fund balance through September 30, 2021, based on the estimated ending fund balance at September 30, 2020 plus FY21 budgeted revenues less expenditures for all funds.

Fund Balance Projections Fiscal Year 2021 Annual Budget

Fund	Projected Fund Balance at 9/30/20	Estimated FY2021 Revenues	Estimated FY2021 Expenditures	Projected Fund Balance at 9/30/21
General Fund	\$ 28,040,203	\$ 80,915,573	\$ 80,915,573	\$ 28,040,203
Townwide Underground Utilities Fund	\$ 57,418,765	\$ 5,865,000	\$ 56,715,145	\$ 6,568,620
2013 and 2016A Bonds Debt Service Fund	\$ 1,719,576	\$ 6,399,142	\$ 6,582,397	\$ 1,536,321
2016B Worth Avenue Bond Debt Service Fund	\$ 174,738	\$ 725,413	\$ 725,413	\$ 174,738
Capital Improvement Fund	\$ 13,704,101	\$ 4,269,600	\$ 10,400,297	\$ 7,573,404
Coastal Management Fund	\$ 29,118,989	\$ 21,587,188	\$ 27,347,808	\$ 23,358,369
Worth Avenue Assessment District Fund	\$ 349,090	\$ 271,918	\$ 336,918	\$ 284,090
Marina Enterprise Fund	\$ 31,420,573	\$ 3,150,000	\$ 29,688,823	\$ 4,881,750
Par 3 Golf Course Enterprise Fund	\$ 10,092,072	\$ 2,542,500	\$ 2,435,687	\$ 10,198,885
Building Fund	\$ -	\$ 6,262,005	\$ 6,194,774	\$ 67,231
Risk Insurance Fund	\$ 5,002,310	\$ 2,210,439	\$ 5,644,682	\$ 1,568,067
Health Insurance Fund	\$ 7,510,950	\$ 4,714,570	\$ 5,367,532	\$ 6,857,988
Equipment Replacement Fund	\$ 29,547,312	\$ 2,503,424	\$ 2,833,096	\$ 29,217,640
Employee's Retirement Fund	\$ 236,529,932	\$ 36,414,992	\$ 22,220,227	\$ 250,724,697
OPEB Trust Fund	\$ 32,812,874	\$ 3,629,858	\$ 3,099,484	\$ 33,343,248
Totals	\$ 483,441,485	\$ 181,461,622	\$ 260,507,856	\$ 404,395,251

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 FY20 General Fund operating budget (General Fund budget less CIP, coastal and extraordinary retirement transfer) is \$17,520,389. The FY19 ending fund balance was \$26,540,203. The unassigned fund balance exceeded the minimum requirement by \$9,019,814. The General Fund Undesignated Fund Balance has consistently exceeded the



required minimum level of 25%. The chart shows the trend for the General Fund Undesignated Fund Balance and the percent of budgeted expenditures the balance represents.

In FY19, a transfer of \$2,641,699 from the unassigned fund balance to the Retirement Fund was made during the fiscal year. This transfer was approved by the Town Council to prepay the increase to the UAAL due to the effects of the compensation and benefit study.

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

The 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 and sick time and the related payroll tax liability. The balance in the reserve as of September 30, 2019, was \$3,094,888. The FY21 appropriation for the pay-out of eligible accrued vacation, sick and compensatory time from this reserve is \$490,705.

Townwide Underground Utilities Fund

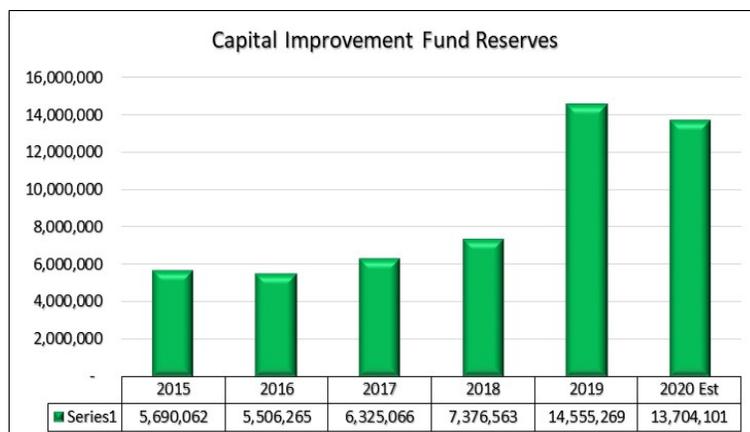
The Town issued General Obligation Bonds in FY19 for the Townwide Underground Utilities Project. Phase 1 North was completed in FY19 and Phase 1 South, Phase 2 and 3 North should be completed in FY20, Phase 3 South construction will start fall of 2020, and Phase 4 is expected to begin in 2021. Engineering and design is underway for Phases 5 and 6 of the project. The completion of these projects will reduce the net assets in this fund during FY21.

Debt Service Funds

The debt service fund for the 2016A and 2019 bonds has excess reserves of \$1,381,353 that had accrued since the issuance of the 2013 bonds. These excess funds are being used to lower the annual transfer from the General Fund to the debt service fund over a period of 7 years.

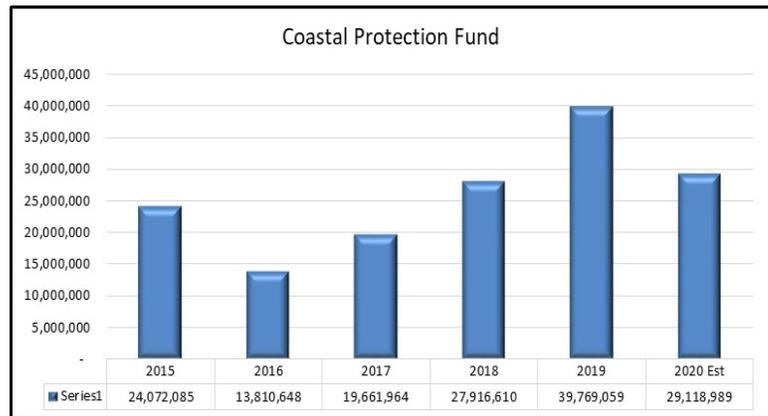
Capital Improvement Fund

For many years, the Town funded all of the capital infrastructure improvements through pay-as-you-go financing. In 2010, the Town issued the first of two bonds for capital improvements to accelerate many large scale capital improvement projects identified in the 20 year plan. For FY21, the transfer to Capital Improvement Fund from the General Fund increased to \$2,662,000 to build up the reserves for future projects. Now that the bond proceeds from the Accelerated Capital Improvement Projects, the Town will return to pay-as-you-go financing for future capital projects and the reserves of this fund will be used for funding. The increase in the FY19 balance is due to the transfer of the Mandel Recreation Center project to this fund from the Recreation Enterprise Fund.



Coastal Protection Fund

The Coastal Protection Fund reserves are in place for beach renourishment projects. The Coastal Protection financing plan calls for annual transfers from the General Fund to the Coastal Fund to accumulate funds for renourishment projects and the other costs associated with the plan. The FY21 transfer is \$4,777,000. As of September 30, 2019, the reserve balance in this fund is \$39,769,059. Excess reserves from closed out projects total \$3,623,091. A portion of this excess reserve, \$3,562,492, was approved to be used for the replacement of the bulkhead at the marina. The Mid-Town beach renourishment project occurred in FY20. Sufficient funds will be available for future project with Federal, State and County grant funds expected to offset a significant amount of the cost.



Worth Avenue Assessment District

The Worth Avenue Assessment District is used to account for the maintenance of the improvements on Worth Avenue. The maintenance and debt service is fully paid through assessments on the property owners in this district. The reserves in this fund have accumulated since the initial capital project was completed. The reserves in FY21 are being used to offset increased maintenance costs and for valet service during the season.

Marina Enterprise Fund Reserves

The Recreation Enterprise Fund was dissolved in FY19. The Marina and Par 3 Golf Course now are separate enterprise funds. The Recreation and Tennis activities have been transferred to the General Fund. The ending FY18 reserves were divided between the Marina and the Par 3 Golf course and any reserves related to the Recreation activities and Tennis were transferred to the General Fund.

At the end of FY19, \$3,980,807 had been set aside in the Dock Replacement Reserve. The Dock Replacement reserve was created to partially fund the replacement cost of the construction of the Town’s docks when they are replaced. In FY18, the Town used a portion of these reserves to fund the engineering and permitting costs associated with the dock replacement project. The Marina was closed at the end of the season to begin construction of the new Marina. A loan was secured for \$31,000,000 to finance a portion of the construction. Construction is expected to be finished in the fall of 2021. The Marina Enterprise Fund net assets are expected to decline in FY21 due to the closure of the marina and the cost of construction.

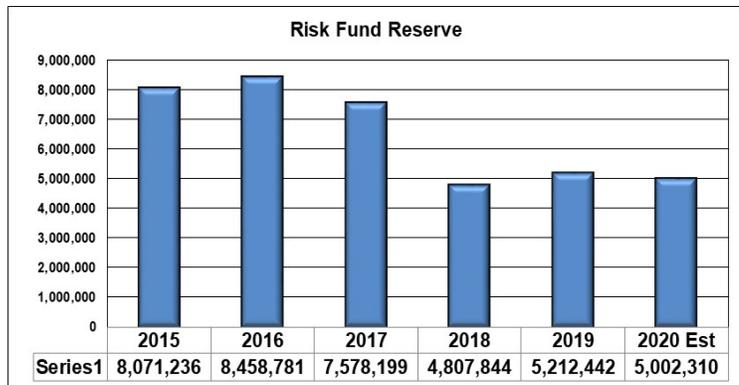
Par 3 Enterprise Fund Reserves

At the end of FY18, the Par 3 Golf Course maintenance and improvement reserve and the Par 3 Clubhouse reserve were combined into the Par 3 Golf course repair and replacement reserve. This reserve is funded with the proceeds from the Maintenance and Improvement fee and a transfer equal to ½ of the annual depreciation on the clubhouse and golf course. The balance in this reserve as of September 30, 2020 is

estimated to be \$1,062,148. The Par 3 Enterprise Fund also has an Equipment Replacement Fund with a reserve balance at the end of FY20 of \$580,258.

Risk Fund Reserves

The total reserve balance for the Risk Fund was \$5,212,442 as of September 30, 2019. 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 trend for the Risk Fund Reserve is shown in the table. The fund balance declined in FY18 due to a transfer of \$2,300,000 of excess reserves to the Recreation



Enterprise Fund to partially fund the Town’s portion of the new Recreation Center. The minimum recommended reserve balance is \$4,000,000, which represents the amount of the Reserve for Catastrophic Exposures/Emergencies and the Contingency Reserve plus an equity amount of \$1 million to safeguard the Town’s budget from an adverse event recommended by the actuary. The excess reserve for this fund at the end of FY19 is \$1,212,442. For FY20, the Risk fund is expected to use a portion of the excess reserve and end the year over the minimum recommended amount. The \$3,000,000 appropriated for contingency and the Reserve for Catastrophic Exposures/Emergencies is not expected to be spent unless there is an emergency event such as a hurricane that would require the use of these reserves.

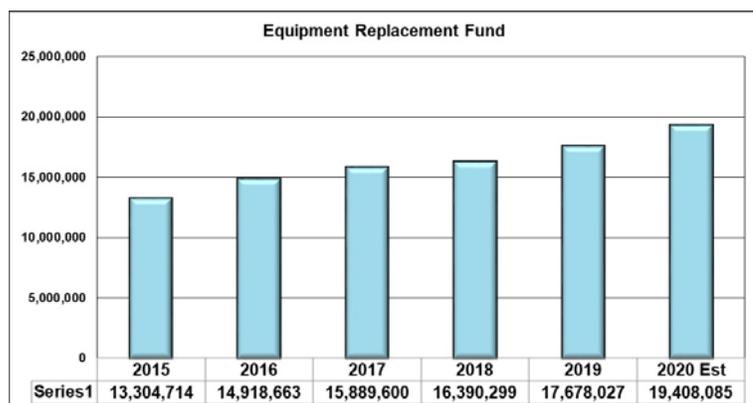
Reserve for Catastrophic Exposures/Emergencies - Risk Fund

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 of 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.

Equipment Replacement Fund

The Town-wide 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.

The Unassigned balance in the Equipment Replacement Fund Reserve for year-end FY19 is \$17,678,027. In FY13, the Town Council approved the use of funds from this reserve for internal financing for small

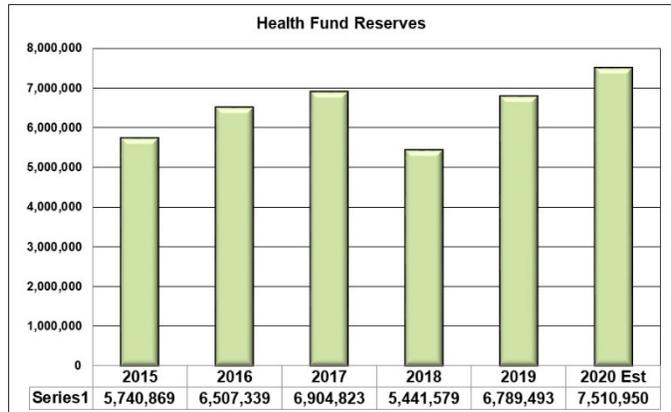


neighborhood underground utility projects financed by special assessments. To date, there is a balance of \$1,891,767 remaining from this allocation. Currently the total amount in the fund available for equipment replacement is \$15,446,987 leaving an excess of \$2,231,040.

For FY21, income including the depreciation transfer will total \$2,503,424 and expenditures for capital equipment are budgeted at \$2,333,096 which will cause the net assets of this fund to increase.

Health Insurance Reserve

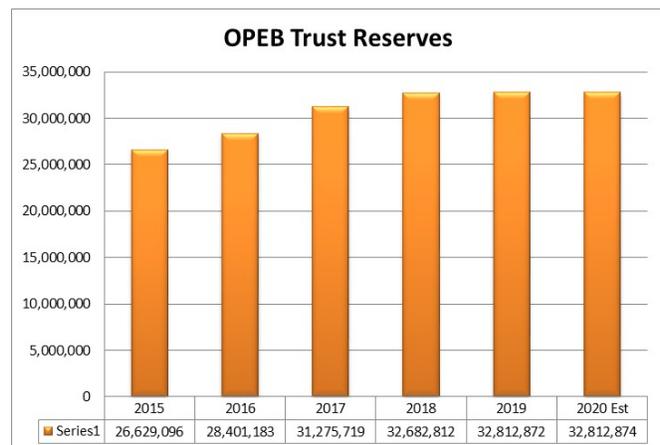
The balance of the reserve in the Health Fund at the end FY19 is \$6,789,493. These reserves guard against any deficiencies in the Town’s self-insurance health fund for active employees’ insurance expenditures. The trend in the reserve balance is shown in the chart. Since FY13, the Town maintained level funding of health insurance benefits due to the wellness program and good claims experience which enabled a reduction in funding for FY19 and FY20 and allowed for maintained level funding in FY21. The reserves of this fund have



provided a cushion in case claims unexpectedly increase. In FY18, a transfer of \$2,300,000 from excess reserves to the Recreation Enterprise Fund was made to fund the Town’s portion of the new Recreation Center. The actuary recommends a minimum reserve of 6 months of estimated claims as well as the incurred but not Recorded (IBNR) claims. These amounts at the end of FY19 totalled \$1,548,944, leaving a surplus reserve amount of \$5,240,549. Reserves are expected to increase due to lower than anticipated claims. For FY21, the contingency balance is not expected to be spent and the projected fund balance is expected to be stable.

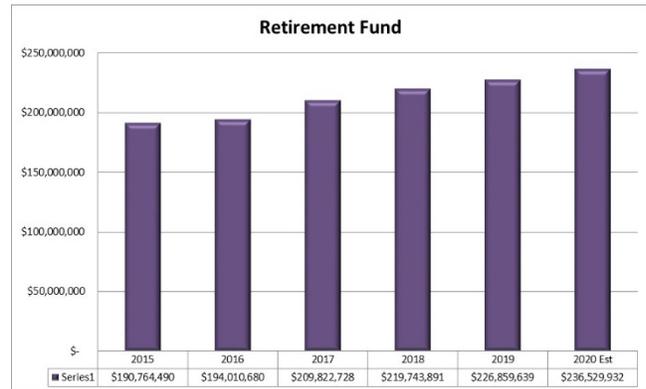
OPEB (Other Post Employment Benefits) Trust

The Town’s OPEB Trust Fund was established in 2007 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’s investments are overseen by the Town’s Investment Advisory Committee. The net asset balance in this trust is \$32,812,872 as of September 30, 2019. The total OPEB liability is calculated to be \$30,440,000, resulting in a Net OPEB asset of \$2,372,872, and a funded ratio of 107.8% using a 6% return assumption. The actuarially determined transfer from the General Fund for the OPEB liability for FY21 is \$429,858. 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 three 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 retirement fund at the end of FY19 were \$230,236,337. The increase was a result of good investment performance during the year and the extraordinary retirement contribution.



Contingency Reserves

Contingency reserves were established for the General Fund, Capital Fund, Equipment Replacement Fund, Marina and Par 3 Enterprise Funds, Building Permit 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% of the FY20 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 Enterprise Funds maintain a Contingency Reserve 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. Amounts from the contingency are appropriated for expenditures through an affirmative vote of the Town Council.

The table below identifies the contingency budgets and actual expenditures for the fiscal years 2016 through FY2021 budget.

Contingency	2016	2017	2018	2019	2020	2021
General Fund Budget	\$ 944,686	\$ 960,300	\$ 655,877	\$560,000	\$610,000	\$600,000
General Fund Actual	\$ 764,145	\$ 759,644	\$ 12,000	\$ 79,864	\$160,280	\$ -
CIP Budget	\$ 208,000	\$ 348,600	\$ 284,500	\$603,750	\$693,500	\$352,000
CIP Actual	\$ 208,000	\$ -	\$ -	\$ 95,796	\$ -	\$ -
ERF Budget	\$ 500,000	\$ 500,000	\$ 500,000	\$500,000	\$500,000	\$500,000
ERF Actual	\$ 29,111	\$ 10,391	\$ 105,252	\$ -	\$ -	\$ -
Risk Budget	\$ 500,000	\$ 500,000	\$ 500,000	\$500,000	\$500,000	\$500,000
Risk Actual	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Health Budget	\$ 500,000	\$ 500,000	\$ 500,000	\$500,000	\$500,000	\$500,000
Health Actual	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Par 3 Golf Course Budget	\$ -	\$ -	\$ -	\$ 89,630	\$ 85,298	\$ 93,223
Par 3 Golf Course Actual	\$ -	\$ -	\$ -	\$ 55,882	\$ 69,000	\$ -
Marina Budget	\$ -	\$ -	\$ -	\$ 55,679	\$ 54,209	\$ 39,686
Marina Actual	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Building Permit Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$138,035
Building Permit Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Recreation Enterprise Budget	\$ 285,300	\$ 321,200	\$ 168,303	\$ -	\$ -	\$ -
Recreation Enterprise Actual	\$ 135,030	\$ -	\$ 37,750	\$ -	\$ -	\$ -

Unassigned Net Position

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. Bond rating agencies look closely at the reserve levels and the financial policies in place when rating a municipality. The rating agencies reviewed the Town's credit ratings in preparation for the issuance of the Town's 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 Revenue Bonds and provided the Town with a General Obligation Bond rating of Aaa. Standard and Poor's has recently upgraded the credit rating on the revenue bonds to AAA and provided the Town's General Obligation Bond a 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.

The table below and the chart on the next page summarize the trend of the unassigned net position, compensated absence, and replacement reserve balances for fiscal year ending FY15 through estimated fiscal year end 2020.

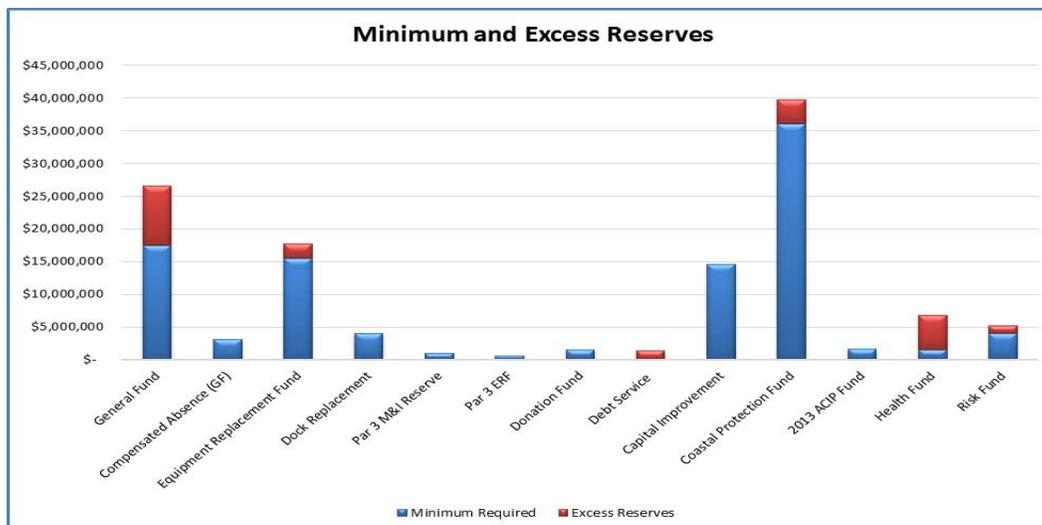
Fund	2015	2016	2017	2018	2019	2020 Est
General Fund	\$ 22,267,051	\$ 21,615,082	\$ 17,716,419	\$ 23,063,128	\$ 26,540,203	\$ 28,040,203
Compensated Absence (GF)	\$ 3,168,789	\$ 3,061,180	\$ 3,210,518	\$ 3,129,714	\$ 3,094,888	\$ 3,000,000
Townwide Underground Fund			\$ (1,172,618)	\$ 6,672,736	\$ 63,944,516	\$ 57,418,765
Equipment Replacement Fund	\$ 13,304,714	\$ 14,918,663	\$ 15,889,600	\$ 16,390,299	\$ 17,678,027	\$ 19,408,085
Recreation Enterprise Fund	\$ 179,645	\$ 169,291	\$ 777,250	\$ -	\$ -	\$ -
Recreation ERF	\$ 584,638	\$ 583,475	\$ 651,225	\$ -	\$ -	\$ -
Dock Replacement	\$ 2,880,038	\$ 3,356,781	\$ 3,801,256	\$ 2,587,882	\$ 3,980,807	\$ 3,980,807
Par 3 M&I Reserve	\$ 351,246	\$ 388,132	\$ 442,910	\$ -	\$ -	\$ -
Tennis M&I reserve	\$ 46,320	\$ 53,852	\$ 61,142	\$ 71,610	\$ -	\$ -
Par 3 M&I	\$ 147,602	\$ 327,485	\$ 287,426	\$ 872,468	\$ 992,341	\$ 1,062,148
Par 3 Equipment Replacement					\$ 524,641	\$ 580,258
Donation Fund	\$ 564,368	\$ 1,180,331	\$ 3,018,697	\$ 1,666,199	\$ 1,490,547	\$ 1,530,381
Debt Service	\$ 1,567,384	\$ 955,441	\$ 1,569,976	\$ 1,566,248	\$ 1,381,353	\$ 1,719,576
Capital Improvement	\$ 5,898,531	\$ 5,506,265	\$ 6,639,003	\$ 7,376,553	\$ 14,555,269	\$ 13,704,101
Coastal Protection Fund	\$ 24,072,085	\$ 13,810,648	\$ 19,661,966	\$ 27,916,610	\$ 39,769,059	\$ 29,118,989
2013 ACIP Fund	\$ 34,967,926	\$ 20,196,064	\$ 12,095,772	\$ 7,286,574	\$ 1,601,603	\$ -
Health Fund	\$ 5,740,869	\$ 6,507,339	\$ 6,904,823	\$ 5,441,578	\$ 6,789,493	\$ 7,510,950
Risk Fund	\$ 8,071,236	\$ 8,458,781	\$ 7,578,199	\$ 4,807,846	\$ 5,212,442	\$ 5,002,310
Health - OPEB Trust	\$ 26,629,096	\$ 28,401,183	\$ 31,275,719	\$ 32,682,812	\$ 32,812,872	\$ 32,812,874
Pension Funds	\$ 190,764,490	\$ 194,010,680	\$ 209,822,728	\$ 219,743,891	\$ 226,859,639	\$ 236,529,932
Total	\$ 341,206,028	\$ 323,500,673	\$ 340,232,011	\$ 361,276,148	\$ 447,227,700	\$ 441,419,379



Excess Reserves

Many of the Town’s reserves must be maintained at a minimum level set by policy or based on recommendations of the actuarial firms used by the Town. The various capital fund reserves represent funds that have been accrued for future projects, or in the case of the 2013 ACIP funds, the remaining bond funds available for projects. The chart below shows the FY19 ending balance, minimum reserve amount and excess reserve balances. Total excess reserves are \$22,708,289. Of this amount \$3,562,492 was allocated from the Coastal Protection Fund for the bulkhead construction for the Marina project during FY20.

Fund	2019 Reserve Balance	Minimum Required Balance	Excess Reserves
General Fund	\$ 26,540,203	\$ 17,520,389	\$ 9,019,814
Compensated Absence (GF)	\$ 3,094,888	\$ 3,094,888	\$ -
Equipment Replacement Fund	\$ 17,678,027	\$ 15,446,987	\$ 2,231,040
Dock Replacement	\$ 3,980,807	\$ 3,980,807	\$ -
Par 3 M&I Reserve	\$ 992,341	\$ 992,341	\$ -
Par 3 ERF	\$ 524,641	\$ 524,641	\$ -
Donation Fund	\$ 1,490,547	\$ 1,490,547	\$ -
Debt Service	\$ 1,381,353	\$ -	\$ 1,381,353
Capital Improvement	\$ 14,555,269	\$ 14,555,269	\$ -
Coastal Protection Fund	\$ 39,769,059	\$ 36,145,968	\$ 3,623,091
2013 ACIP Fund	\$ 1,601,603	\$ 1,601,603	\$ -
Health Fund	\$ 6,789,493	\$ 1,548,944	\$ 5,240,549
Risk Fund	\$ 5,212,442	\$ 4,000,000	\$ 1,212,442
Health - OPEB Trust	\$ 32,812,872	\$ 32,812,872	\$ -
Pension Funds	\$ 226,859,639	\$ 226,859,639	\$ -
Total	\$ 383,283,184	\$ 360,574,894	\$ 22,708,289



CAPITAL EXPENDITURES

The Town of Palm Beach defines a “capital expenditure as the cost(s) associated with the acquisition of land, improvements to land, buildings, vehicles, machinery, equipment, works of art, infrastructure and other tangible or intangible assets that are used in operations and that have an initial useful life extending beyond a single reporting period. Capital expenditures with the following minimum dollar threshold are recognized as depreciable as recommended by GFOA Best Practices:

- Infrastructure - \$50,000
- Computer Software - \$25,000
- Machinery, equipment, vehicles and office furniture - \$5,000
- Computers - \$3,000

Capital expenditures are further categorized as “routine” and “non-routine.” Routine capital expenditures represent the cost of items that are purchased on an annual basis such as computer hardware, vehicles and various other types of equipment. Non-routine capital expenditures represent the cost of items such as capital improvements projects that are not incurred on a regular basis.

The Town defines the term “capital improvement” as a major repair, renovation or replacement of infrastructure which has an estimated cost of \$50,000 or greater and extends the useful life by at least five years or adds capacity/square footage to an existing facility. Capital improvements are accounted for in the Capital Funds section of the budget.

The purpose of the capital budget is to promote advanced planning by department directors and serves as a fiscal planning tool to forecast the demands on revenues and future borrowing needs. The capital improvements program is reviewed and updated annually. During the budget preparation process, departments provide the Public Works Director with updates on current projects, the projects scheduled for the next fiscal year and any changes that are requested from the previous five-year plan. The plan is then presented to the Budget Review Committee for review prior to approval by Town Council. These changes include requests for new projects or modifications to projects already forecasted in the plan. Departments are required to give a description of the project, estimated costs and justification, funding resources and a statement of impact on the Town’s annual operating budget.

FY2021 Town-wide Capital Expenditures					
Department	General Fund	Internal Service Funds	Capital Funds	Enterprise Funds	Total
Town Manager's Office					
Annual Depreciation	\$878				\$ 878
Information Technology					
Annual Depreciation	169,875				169,875
Major Computer Equipment (>\$3,000)	5,000	540,400			545,400
Town Clerk					
Annual Depreciation	855				855
Finance					
Annual Depreciation	3,854				3,854
Planning, Zoning and Building					
Annual Depreciation	6,404				6,404
Recreation					
Annual Depreciation	10,074				10,074
ServAce Alloy Tennis Maintenance Cart		16,900			16,900
Fire Rescue					
Annual Depreciation	642,977				642,977
Grant Equipment	25,000				25,000
Honda 4 Trax ATV		7,000			7,000
Firefighter Bunker Gear		207,000			207,000
Ambulance		291,747			291,747
Police Department					
Annual Depreciation	715,342				715,342
Undercover/Surveillance Equipment		16,348			16,348
2 Boat Motors		40,000			40,000
2 Harley Davidson Motorcycles		41,150			41,150
Watchguard System		130,000			130,000
2 Hybrid Police Vehicles		102,000			102,000
Wheel Balancer		5,200			5,200
2 Speed Laser Guns		6,375			6,375
SWAT Equipment and Vests		54,889			54,889
Security Camera System Replacement		200,000			200,000
CVSA Computer/Software		5,995			5,995
Wearable Camera System		9,500			9,500
Vehicle for Detective Bureau Captain		28,000			28,000
Parking Kiosk Lease		48,312			48,312
Parking Kiosk Extended Warranty		11,100			11,100
Public Works					
Annual Depreciation	721,077				721,077
Rotary Brush for Hog Mower	6,000				6,000
Electric Telescopic Lifting Crane	11,500				11,500
2 International Durastar Dump Trucks		192,000			192,000
Recycling Truck		249,000			249,000
Ford F150 Pickup Truck		24,180			24,180
150 KW Mobile Generator		92,000			92,000
Tire Changer		14,000			14,000

FY2021 Town-wide Capital Expenditures					
Department	General Fund	Internal Service Funds	Capital Funds	Enterprise Funds	Total
Coastal Fund					
Annual Depreciation			1,963		1,963
Coastal Projects			26,612,822		26,612,822
Par 3 Fund					
Annual Depreciation				417,230	417,230
30 Golf Carts, Range Picker, Workman HDX and Toro Workman MDX				102,450	102,450
Roof Replacement				19,212	19,212
Marina Fund					
Annual Depreciation				900,000	900,000
Town Docks Project				27,214,526	27,214,526
Building Fund					
Annual Depreciation				96,038	96,038
Total Capital Expenditures	\$2,318,836	\$2,333,096	\$26,614,785	\$28,749,456	\$60,016,173

GENERAL FUND REVENUES AND EXPENDITURES

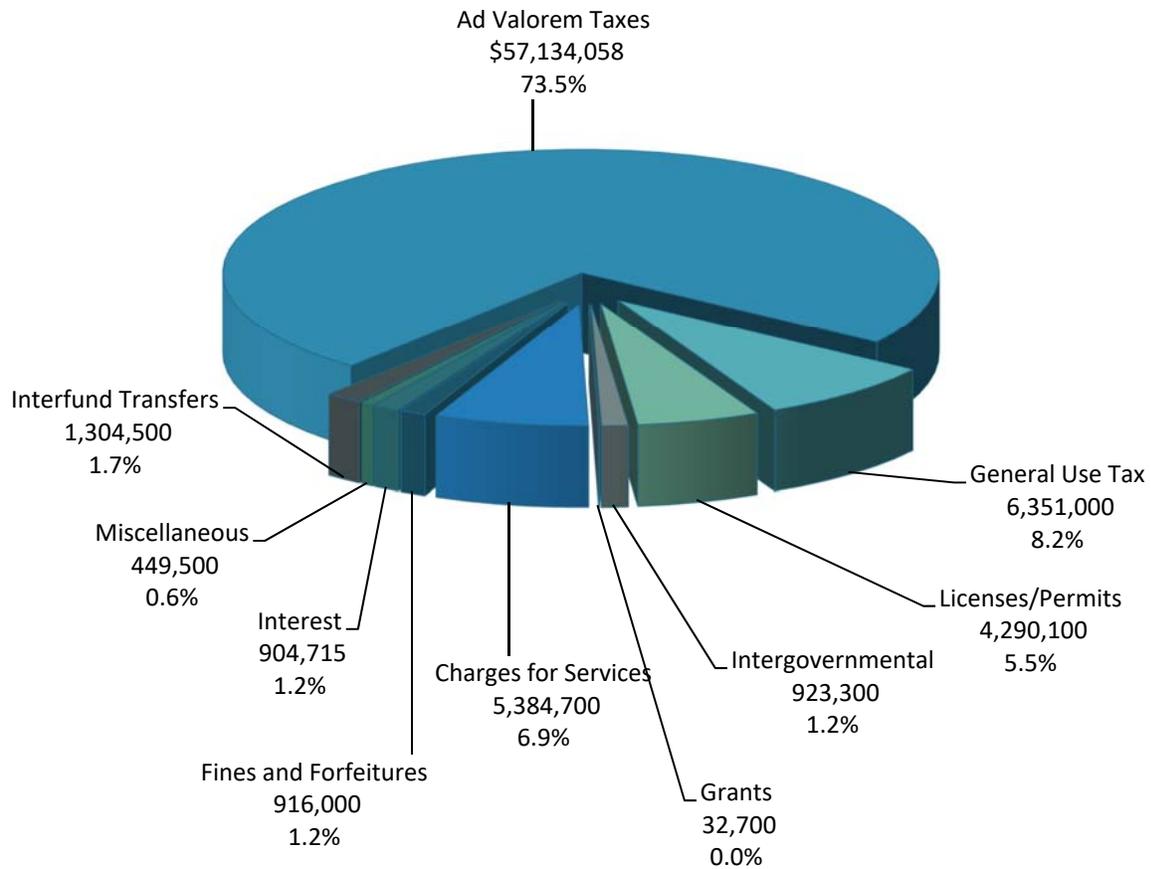
Town of Palm Beach, Florida
General Fund Revenues and Expenditures
Budget Comparison
Fiscal Years 2020 - 2021

	Budget FY2020	Budget FY2021	FY20 vs. FY21 \$ Difference	FY20 vs. FY21 % Change
Revenues				
Ad Valorem Taxes	\$55,979,439	\$57,134,058	\$1,154,619	2.06%
Non Ad Valorem Taxes	6,459,000	6,351,000	-\$108,000	-1.67%
Licenses & Permits	10,843,800	4,245,100	-\$6,598,700	-60.85%
Intergovernmental	1,099,600	956,000	-\$143,600	-13.06%
Charges for Services	6,289,199	5,384,700	-\$904,499	-14.38%
Fines and Forfeitures	942,000	916,000	-\$26,000	-2.76%
Investment Earnings	1,230,000	904,715	-\$325,285	-26.45%
Miscellaneous Revenues	490,728	494,500	\$3,772	0.77%
Interfund Transfers	25,000	25,000	\$0	0.00%
Transfer From Fund Balance	1,083,000	1,304,500	\$221,500	20.45%
Transfer from Building Fund	0	3,200,000	\$3,200,000	100.00%
Total Revenues	\$84,441,766	\$80,915,573	-\$3,526,193	-4.18%
Expenditures				
Department				
Legislative	\$154,400	\$154,400	\$0	0.00%
General Government	614,643	863,542	248,899	40.49%
Town Manager	774,011	799,738	25,727	3.32%
Town Clerk	307,400	314,036	6,636	2.16%
Advice and Litigation	528,200	390,000	-138,200	-26.16%
Human Resources	752,902	763,710	10,808	1.44%
Information Systems	2,775,010	2,904,848	129,838	4.68%
Finance	1,818,911	1,764,316	-54,595	-3.00%
Recreation and Tennis	1,682,074	1,858,781	176,707	10.51%
Planning/Building/Zoning	4,215,179	1,395,785	-2,819,394	-66.89%
Library	352,650	352,650	0	0.00%
Fire-Rescue	14,456,969	14,588,614	131,645	0.91%
Police	16,809,302	16,846,187	36,885	0.22%
Public Works	15,777,708	16,163,521	385,813	2.45%
Contingency	610,000	600,000	-10,000	-1.64%
Transfer to CIP	2,420,000	2,662,000	242,000	10.00%
Transfer to Coastal	6,520,211	4,777,000	-1,743,211	-26.74%
Transfer to UU Fund	144,450	165,000	20,550	14.23%
Transfer to Debt Service	5,983,913	5,691,148	-292,765	-4.89%
Transfer to Risk Fund	1,900,819	2,010,439	109,620	5.77%
Transfer to OPEB Trust Fund	423,014	429,858	6,844	1.62%
Extraordinary Transfer to Retirement Fund	5,420,000	5,420,000	0	0.00%
Total General Fund Expenditures	\$84,441,766	\$80,915,573	-\$3,526,193	-4.18%
Revenues Over/(Under) Expenditures	\$0	\$0		

Town of Palm Beach, Florida
General Fund Revenues and Expenditures
Budget Comparison - with Building Department
Fiscal Years 2020 - 2021

	Budget FY2020	Budget FY2021	FY20 vs. FY21 \$ Difference	FY20 vs. FY21 % Change
Revenues				
Ad Valorem Taxes	\$55,979,439	\$57,134,058	\$1,154,619	2.06%
Non Ad Valorem Taxes	6,459,000	6,351,000	-108,000	-1.67%
Licenses & Permits	10,843,800	10,456,600	-387,200	-3.57%
Intergovernmental	1,099,600	956,000	-143,600	-13.06%
Charges for Services	6,289,199	5,405,700	-883,499	-14.05%
Fines and Forfeitures	942,000	945,505	3,505	0.37%
Investment Earnings	1,230,000	904,715	-325,285	-26.45%
Miscellaneous Revenues	490,728	494,500	3,772	0.77%
Interfund Transfers	25,000	25,000	0	0.00%
Transfer From Fund Balance	1,083,000	1,304,500	221,500	20.45%
Transfer from Building Fund	0	3,200,000	3,200,000	100.00%
Total Revenues	\$84,441,766	\$87,177,578	-\$2,735,812	3.24%
Expenditures				
Department				
Legislative	\$154,400	\$154,400	\$0	0.00%
General Government	614,643	863,542	248,899	40.49%
Town Manager	774,011	799,738	25,727	3.32%
Town Clerk	307,400	314,036	6,636	2.16%
Advice and Litigation	528,200	390,000	-138,200	-26.16%
Human Resources	752,902	763,710	10,808	1.44%
Information Systems	2,775,010	2,904,848	129,838	4.68%
Finance	1,818,911	1,764,316	-54,595	-3.00%
Recreation and Tennis	1,682,074	1,858,781	176,707	10.51%
Planning/Building/Zoning	4,215,179	4,390,559	175,380	4.16%
Library	352,650	352,650	0	0.00%
Fire-Rescue	14,456,969	14,588,614	131,645	0.91%
Police	16,809,302	16,846,187	36,885	0.22%
Public Works	15,777,708	16,163,521	385,813	2.45%
Contingency	610,000	600,000	-10,000	-1.64%
Transfer to Other Funds				
Transfer to CIP	2,420,000	2,662,000	242,000	10.00%
Transfer to Coastal	6,520,211	4,777,000	-1,743,211	-26.74%
Transfer to UU Fund	144,450	165,000	20,550	14.23%
Transfer to Debt Service	5,983,913	5,691,148	-292,765	-4.89%
Transfer to Risk Fund	1,900,819	2,010,439	109,620	5.77%
Transfer to OPEB Trust Fund	423,014	429,858	6,844	1.62%
Extraordinary Transfer to Retirement Fund	5,420,000	5,420,000	0	0.00%
Total General Fund Expenditures	\$84,441,766	\$83,910,347	-\$531,419	-0.63%
Revenues Over/(Under) Expenditures	\$0	\$67,231		

GENERAL FUND REVENUES BY TYPE



Ad Valorem Taxes	\$	57,134,058
General Use Tax		6,351,000
Licenses/Permits		4,290,100
Intergovernmental		923,300
Grants		32,700
Charges for Services		5,384,700
Fines and Forfeitures		916,000
Interest		904,715
Miscellaneous		449,500
Interfund Transfers		3,225,000
Use of Fund Balance		1,304,500
	\$	<u>80,915,573</u>

GENERAL FUND REVENUES

Title	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget	% Variance	% of Total Budget
Ad Valorem Taxes							
Current Ad Valorem Taxes	52,135,566	54,847,083	55,979,439	55,979,439	57,134,058	2.06%	70.61%
Back Taxes	146,687	36,664	-	-	-	0.00%	0.00%
	52,282,254	54,883,747	55,979,439	55,979,439	57,134,058	2.06%	70.61%
Sales, Use and Fuel Taxes							
1-6 Cents Local Opt Fuel Tax	237,757	241,392	240,000	227,208	235,000	-2.08%	0.29%
1-5 Cents Local Opt Fuel Tax	110,063	111,983	112,000	105,113	110,000	-1.79%	0.14%
	347,820	353,375	352,000	332,321	345,000	-1.99%	0.43%
Utility Services Taxes							
Electricity Utility	2,599,713	2,652,524	2,625,000	2,555,680	2,666,000	1.56%	3.31%
Simplified Telecom Tax	1,030,521	1,041,475	1,050,000	1,067,826	1,070,000	1.90%	1.33%
Water Utility	1,788,414	1,956,020	2,010,000	1,912,624	1,950,000	-2.99%	2.42%
Gas Utility	351,634	277,509	400,000	300,000	300,000	-25.00%	0.37%
Propane Utility	25,096	18,458	22,000	23,192	20,000	-9.09%	0.02%
	5,795,377	5,945,986	6,107,000	5,859,322	6,006,000	-1.65%	7.46%
Business Tax Receipts							
Business Tax Receipts	723,730	744,976	728,000	732,646	740,000	1.65%	0.92%
Business Tax Receipt Penalties	47,769	28,063	35,000	30,000	30,000	-14.29%	0.04%
	771,499	773,039	763,000	762,646	770,000	0.92%	0.96%
Building Permits							
Building	6,031,936	8,115,868	5,669,000	5,238,261	-	-100.00%	0.00%
Electrical	589,797	369,503	150,000	98,233	-	-100.00%	0.00%
Plumbing	362,884	195,696	100,000	57,077	-	-100.00%	0.00%
Permit Processing	44,100	24,270	38,000	26,278	-	-100.00%	0.00%
Permit Penalty	267,292	41,276	125,000	15,521	-	-100.00%	0.00%
Except/Var. App.	285,954	247,878	225,000	192,592	235,000	4.44%	0.29%
Consultants Fees	993	-	5,000	-	-	-100.00%	0.00%
Special Plan Review Fee	218,900	-	-	-	-	0.00%	0.00%
Re-inspection Fees	7,125	3,240	6,500	1,600	-	-100.00%	0.00%
Abandonments	1,988	370	-	(25)	-	0.00%	0.00%
Architectural Fees	200,290	282,370	313,000	223,500	250,000	-20.13%	0.31%
Landmarks Submittal	47,850	44,950	35,000	34,710	37,000	5.71%	0.05%
Mechanical Permits	448,444	301,404	100,000	202,110	-	-100.00%	0.00%
Contractor Registration Fee	9,575	9,750	8,500	5,700	-	-100.00%	0.00%
Landscape Permit	18,400	3,952	10,000	-	-	-100.00%	0.00%
Advanced Irrigation	600	-	-	-	-	0.00%	0.00%
Miscellaneous Permit Fees	-	360	-	-	-	0.00%	0.00%
Building Permit Search Fee	49,175	53,650	42,000	54,600	-	-100.00%	0.00%
Dune Vegetation Fee	-	-	1,000	-	-	-100.00%	0.00%
Permit Revision Fee	154,325	197,575	180,000	169,300	-	-100.00%	0.00%
	8,739,628	9,892,112	7,008,000	6,319,457	522,000	-92.55%	0.65%
Franchise Fees							
Electricity Franchise	1,933,883	1,956,232	2,008,500	1,832,668	1,950,000	-2.91%	2.42%
Gas Franchise	315,184	270,709	350,200	300,000	300,000	-14.33%	0.37%
	2,249,067	2,226,940	2,358,700	2,132,668	2,250,000	-4.61%	2.80%

General Fund Revenues
Town of Palm Beach

FY2021

Title	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget	% Variance	% of Total Budget
Licenses, Fees & Permits							
Right Of Way Permits	439,141	1,079,411	600,000	1,014,013	606,600	1.10%	0.75%
Residential Parking Plans	95,050	96,200	95,000	95,000	95,000	0.00%	0.12%
Taxi Permits	7,275	675	4,500	900	900	-80.00%	0.00%
Flood Plain Mgmt Permit Fee	18,604	10,958	14,000	8,100	-	-100.00%	0.00%
Newsrack Enclosure Admin Fee	720	820	600	780	600	0.00%	0.00%
Charitable Solicitations Fee	34,135	43,320	50,000	39,540	40,000	-20.00%	0.05%
Char Solit Late Filing Fee	5,155	2,865	7,000	5,000	5,000	-28.57%	0.01%
	600,080	1,234,249	771,100	1,163,333	748,100	-2.98%	0.93%
Federal Grants							
Bullet Proof Vests Grant	9,626	8,395	7,700	29,959	7,700	0.00%	0.01%
Federal Grants - Public Safety	99,742	57,614	-	-	-	0.00%	0.00%
FEMA/FDOT Reimbursement	220,304	121,978	-	282,743	-	0.00%	0.00%
	329,672	187,987	7,700	312,702	7,700	0.00%	0.01%
State Grants							
State Of Florida – Emer Mgmt	26,576	7,393	-	50,069	-	0.00%	0.00%
	26,576	7,393	-	50,069	-	0.00%	0.00%
State Shared Revenues							
State Revenue Sharing	257,704	280,793	260,000	192,222	200,000	-23.08%	0.25%
Alcoholic Beverage Lic	32,006	24,393	32,000	26,000	26,000	-18.75%	0.03%
Local Govt. Sales Tax	651,610	672,120	690,000	520,000	600,000	-13.04%	0.75%
Fire Supplemental Comp	36,971	36,691	30,900	27,000	30,000	-2.91%	0.04%
911 Equip Reimbursement	-	24,217	10,000	29,000	20,000	100.00%	0.02%
Seized Tag	2,667	3,417	2,000	3,800	3,800	90.00%	0.00%
Fuel Tax Refund	21,883	21,569	22,000	21,000	21,000	-4.55%	0.03%
	1,002,841	1,063,200	1,046,900	819,022	900,800	-13.96%	1.12%
Grants From Other Local Units							
Ems Grant - Palm Beach County	23,325	-	25,000	-	25,000	0.00%	0.03%
	23,325	-	25,000	-	25,000	0.00%	0.03%
Shared Revenues-Other Local Units							
County Occ. Licenses	21,937	20,720	20,000	20,000	20,000	0.00%	0.02%
\$12.50 Citation Monies	2,265	2,765	-	2,879	2,500	100.00%	0.00%
	24,202	23,485	20,000	22,879	22,500	12.50%	0.03%
Public Safety							
Special Assignment Ot - Other	493,273	1,332,881	1,512,000	1,315,640	1,400,000	-7.41%	1.74%
Police Id Cards	26,250	47,150	25,000	25,000	25,000	0.00%	0.03%
Burglar Alarm False Alarm Fees	57,157	73,375	55,000	55,000	55,000	0.00%	0.07%
Burglar Alarm Registration Fee	93,850	90,900	95,000	92,000	95,000	0.00%	0.12%
Burglar Alarm - Penalties	4,637	7,180	5,000	6,574	5,000	0.00%	0.01%
Burglar Alarm - Direct Connect	22,181	21,772	23,000	23,000	23,000	0.00%	0.03%
Valet Parking Permit	10,900	6,900	13,000	13,000	13,000	0.00%	0.02%
Tent Permits	12,925	19,393	21,000	21,000	21,000	0.00%	0.03%
Special Detail-Fire	8,743	6,782	10,000	7,193	7,000	-30.00%	0.01%
Fire Prev Bonfires	-	-	3,000	900	-	-100.00%	0.00%
Fire Prev Fire Hydrant	-	-	500	-	-	-100.00%	0.00%

General Fund Revenues
Town of Palm Beach

FY2021

Title	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget	% Variance	% of Total Budget
Fire Prev Hot Work	65,420	26,825	62,000	825	-	-100.00%	0.00%
Fire Prev Public Assembly	1,700	350	2,500	600	1,000	-60.00%	0.00%
False Fire Alarms	20,857	7,224	15,000	12,674	12,000	-20.00%	0.01%
Fire Prev Fireworks	6,000	14,508	10,000	6,000	6,000	-40.00%	0.01%
Bldg. Insp. Fund Fees	11,405	13,681	11,000	11,000	-	-100.00%	0.00%
Radon Gas	7,820	9,245	10,000	7,000	-	-100.00%	0.00%
Fire Prev Technical Fire Insp	65,000	31,000	60,000	-	-	-100.00%	0.00%
Fire Prev Annual Ins Fee	100,450	99,797	110,000	100,000	100,000	-9.09%	0.12%
Ems Transport Fees	408,074	492,105	425,000	425,000	425,000	0.00%	0.53%
	1,416,643	2,301,067	2,468,000	2,122,406	2,188,000	-11.35%	2.72%
Physical Environment							
Special Solid Waste	17,268	12,292	15,000	12,000	12,000	-20.00%	0.01%
Solid Waste	902,176	866,171	1,000,000	858,284	900,000	-10.00%	1.12%
Comp. Garbage Collection Fee	243,141	289,503	270,000	270,000	275,000	1.85%	0.34%
SWA Recycling Revenue	9,712	3,989	15,000	300	-	-100.00%	0.00%
Priv Lateral Locate/Cap Off Fee	-	-	18,000	-	-	-100.00%	0.00%
Historic Specimen Tree Fee	5,304	3,757	5,000	5,000	5,000	0.00%	0.01%
	1,177,602	1,175,710	1,323,000	1,145,584	1,192,000	-9.90%	1.48%
Transportation							
Prkg Meter Royal Palm Way Lot	10,208	1,445	15,500	6,801	10,000	-35.48%	0.01%
Prkg Meter Ocean Front	600,320	583,158	600,000	475,000	575,000	-4.17%	0.71%
Prkg Meter Lake Front	36,967	30,209	45,000	30,000	-	-100.00%	0.00%
Prkg Meter Phipps Ocean Front	143,926	161,211	152,000	110,000	125,000	-17.76%	0.16%
Prkg Meter Peruvian	114,788	110,891	170,500	93,000	115,000	-32.55%	0.14%
Prkg Meter Bradley Place	6,550	10,700	18,000	4,300	5,000	-72.22%	0.01%
Parking Meter Royal Palm Way	35,639	38,711	56,000	37,000	45,000	-19.64%	0.06%
Parking Placard Programs	178,855	283,135	329,000	202,000	225,000	-31.61%	0.28%
	1,127,251	1,219,460	1,386,000	958,101	1,100,000	-20.63%	1.37%
Culture and Recreation							
Adult Program Fees (Rec)	-	12,743	98,700	54,740	84,500	-14.39%	0.10%
Youth Program Fees (Rec)	-	143,516	406,650	227,500	348,000	-14.42%	0.43%
Tennis Mixers	-	744	1,500	400	500	-66.67%	0.00%
Merchandise Sales	-	17,269	14,500	16,000	16,000	10.34%	0.02%
Adult Program Fees (Tennis)	-	6,043	5,500	6,300	8,000	45.45%	0.01%
Tennis 12 Play Pass	-	28,099	64,500	45,000	35,200	-45.43%	0.04%
Daily Tennis Court Fees	-	21,743	48,900	23,700	20,000	-59.10%	0.02%
Annual Tennis Court Fees	-	37,814	80,200	30,000	40,000	-50.12%	0.05%
Passes/Daily Admission	-	-	215,175	136,320	184,000	-14.49%	0.23%
Promotional Merchandise	-	289	1,974	500	3,500	77.30%	0.00%
Town Share Tennis Teach Svcs	-	85,173	87,000	70,000	80,000	-8.05%	0.10%
Town Share Tennis Merch Sales	-	705	1,000	900	1,000	0.00%	0.00%
Recreation M & I Fee	-	652	-	55	-	0.00%	0.00%
Tennis M & I Fee	-	9,231	-	121	-	0.00%	0.00%
	-	364,021	1,025,599	611,536	820,700	-19.98%	1.02%

General Fund Revenues
Town of Palm Beach

FY2021

Title	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget	% Variance	% of Total Budget
Other Charges for Services							
Certification Copy	262	-	500	-	-	-100.00%	0.00%
Misc Copies	1,892	2,151	2,500	2,500	2,500	0.00%	0.00%
Lien Search Fee	39,940	76,825	70,000	67,650	68,000	-2.86%	0.08%
Scanned Documents	-	25	100	-	-	-100.00%	0.00%
Tennis Pro Admin Fees	-	13,502	13,500	11,250	13,500	0.00%	0.02%
	42,094	92,503	86,600	81,400	84,000	-3.00%	0.10%
Judgments and Fines							
Fines - Other Parking	481,690	372,844	500,000	500,000	500,000	0.00%	0.62%
Fines - Parking Meters	61,272	29,577	25,000	45,000	40,000	60.00%	0.05%
Row Parking Violation Fines	47,308	66,720	75,000	62,734	45,500	-39.33%	0.06%
Moving Violations	9,190	7,866	10,000	7,450	9,000	-10.00%	0.01%
Revenue/2nd \$ Funding	-	728	2,000	1,752	2,000	0.00%	0.00%
Boot Fees	15,750	7,700	15,000	4,200	5,000	-66.67%	0.01%
Penalty - Other Parking	123,903	87,441	120,000	120,000	120,000	0.00%	0.15%
Penalty - Parking Meters	18,585	8,324	15,000	20,000	15,000	0.00%	0.02%
	757,699	581,201	762,000	761,136	736,500	-3.35%	0.92%
Violations of Local Ordinances							
Code Compliance Fines	306,345	318,425	175,000	175,000	175,000	0.00%	0.22%
Code Compliance Admin Fee	4,500	4,450	5,000	2,950	4,500	-10.00%	0.01%
	310,845	322,875	180,000	177,950	179,500	-0.28%	0.22%
Interest and Other Earnings							
Interest - Checking	136,620	108,179	50,000	203,769	200,000	300.00%	0.25%
Fmivt Interest	19,942	54,544	65,000	16,522	20,000	-69.23%	0.02%
PFM/TD Bank Interest Income	19,420	343,323	525,000	406,053	419,715	-20.05%	0.52%
Interest – CD's	486,373	452,016	540,000	202,740	250,000	-53.70%	0.31%
Invest Earnings/Ad Valorem	39,906	11,720	50,000	15,000	15,000	-70.00%	0.02%
	702,261	969,782	1,230,000	844,084	904,715	-26.45%	1.12%
Rents and Royalties							
Facility Rental Fees - Tennis	-	15	-	1,100	500	100.00%	0.00%
Facility Rental Fees – Rec	-	-	30,000	5,925	25,000	-16.67%	0.03%
Room Rental Dep - South Fire	-	822	-	-	-	0.00%	0.00%
Seaview Park Concession	-	-	5,224	-	4,000	-23.43%	0.00%
Rooftop Lease	34,840	37,453	37,043	37,043	37,000	-0.12%	0.05%
	34,840	38,290	72,267	44,068	66,500	-7.98%	0.08%
Other Miscellaneous Revenues							
State Highway Lighting Maint	98,318	101,267	95,000	95,000	100,000	5.26%	0.12%
Rebate For Town Towing	5,941	3,522	2,000	3,000	3,000	50.00%	0.00%
Purchase Card Rebate	-	4,677	10,000	22,533	25,000	150.00%	0.03%
Credit Card Cust Surcharge	14,251	19,481	15,000	12,245	15,000	0.00%	0.02%
DC Forfeiture Trsfr from ICMA	197,000	180,000	190,000	190,000	190,000	0.00%	0.24%
Miscellaneous Revenue	33,828	67,265	49,461	75,000	50,000	1.09%	0.06%
	349,337	376,212	361,461	397,778	383,000	5.96%	0.48%

General Fund Revenues
Town of Palm Beach

FY2021

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget	% Variance	% of Total Budget
Interfund Transfer							
Transfer from 403 Rec Fund	-	73,454	-	-	-	0.00%	0.00%
Transfer from ERF	-	780,421	-	-	-	0.00%	0.00%
Use Of Fund Balance	-	-	1,083,000	-	1,304,500	20.45%	1.62%
Interfd Transfer-Marina	585,000	1,282,160	-	-	-	0.00%	0.00%
Interfd Transfer-Golf	-	25,000	25,000	25,000	25,000	0.00%	0.03%
Interfd Transfer-Building Fund	-	-	-	-	3,200,000	0.00%	3.98%
	585,000	2,161,035	1,108,000	25,000	4,529,500	308.80%	5.63%
TOTAL	78,695,909	86,193,667	84,441,766	80,922,901	80,915,573	-4.18%	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 of property of every widow and widower.

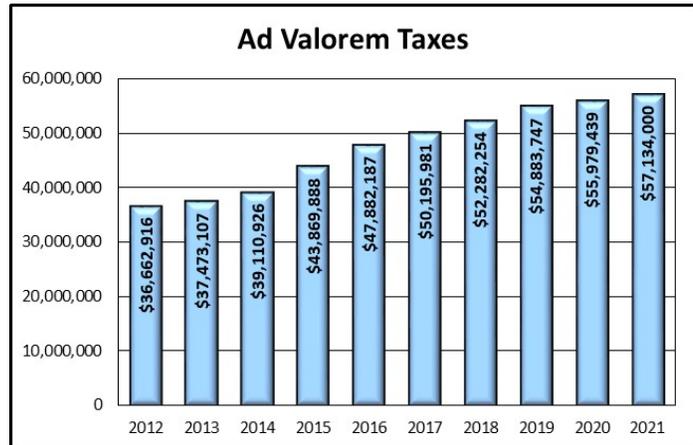
Levy of Ad Valorem Taxes

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.



Property Tax Reform

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 FY21 the Town adopted a millage rate of 2.9962, which is 2.34% less than the FY20 rate of 3.0681. Since taxable value increased by 4.68%, the reduced millage rate resulted in an increase in taxes of \$1,154,619 over FY20.

The chart below identifies the FY21 TRIM options available to the Town.

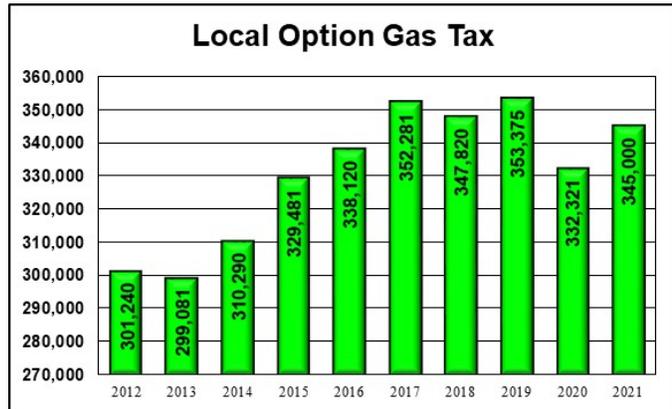
Taxable Value		\$20,072,463,151
FY21 Millage Rate Options	Millage	Tax Revenue
Rollback Millage Rate	2.9500	\$56,235,452
Majority Maximum Millage Rate	3.0496	\$58,134,114
2/3 Vote Maximum Millage Rate	3.3546	\$63,948,288
FY21 Town Adopted Millage Rate	2.9962	\$57,134,058

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%



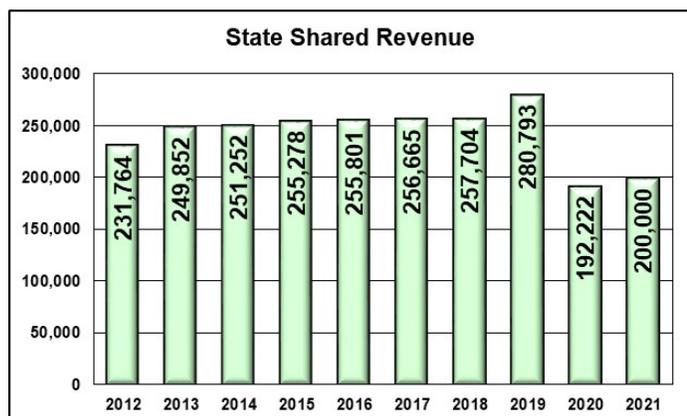
of all sums collected by the County from the State are distributed to municipalities and 79% of all sums collected are distributed to the County. The agreement is written to terminate at such time as the gas tax proceeds are no longer collected and distributed, with the distribution formula scheduled for review annually.

The Local Option Gas Tax budget for FY21 is based upon estimates provided by the State of Florida. Due to the pandemic, gas tax revenue for FY20 was impacted and future revenue estimates have also been decreased.

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. 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 user's fee. There are several criteria a local government must meet in order to qualify to receive funds. Governments must: Levy ad valorem taxes (excluding debt service and other special millage) that will produce the equivalent of three mills per dollar of assessed valuation 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 audits of financial statements and certification of compliance with TRIM.



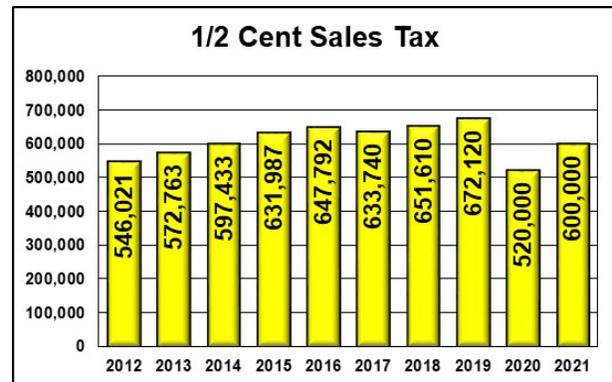
Funds for the above referenced revenue sources are collected in a trust and net of administrative cost, then are distributed monthly to qualified recipients based on an apportionment formula comprised of

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 and the FY20 revenues have been impacted by the pandemic. The budget for FY21 is based upon estimates provided by the State of Florida which have been severely impacted by the pandemic.

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 7%. The State provides estimates for budgeting purposes.

SHARED REVENUE COLLECTIONS				
Fiscal Year	Local Option Gas Tax	State Shared Revenue	Half-Cent Sales Tax	Total
2021 (Budget)	345,000	200,000	600,000	\$1,145,000
2020 (Estimate)	332,321	192,222	520,000	1,044,543
2019	353,375	280,793	672,120	1,306,288
2018	347,820	357,704	651,610	1,357,134
2017	352,281	256,665	633,740	1,242,686
2016	338,120	255,801	647,792	1,241,713
2015	329,481	255,278	631,987	1,216,746
2014	310,290	251,252	597,433	1,158,975
2013	299,081	249,852	572,763	1,121,696
2012	301,240	231,764	645,021	1,079,025

ONE-CENT SALES TAX

On November 8, 2016, the voters of Palm Beach County approved a 1-cent sales surtax for infrastructure throughout the County. The surtax began on January 1, 2017 and will end on December 31, 2026 or when \$2.7 billion in revenue is collected, whichever is earlier. The proceeds are to be disbursed on a percentage basis as follows:

- School Board 50% - (\$1,350,000,000)
- Palm Beach County 30% - (\$810,000,000)
- Municipalities 20% - (\$540,000,000)

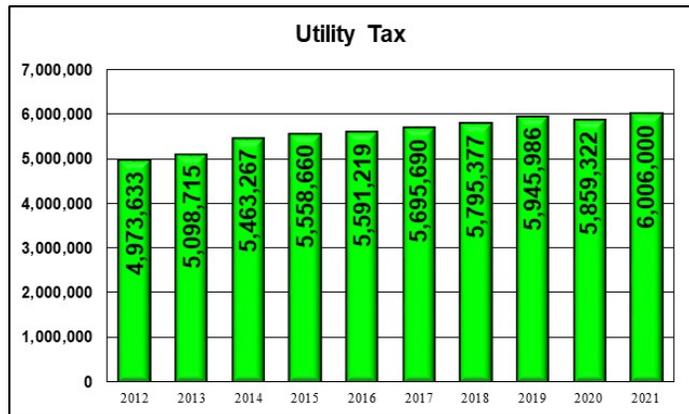
The Town of Palm Beach is expected to receive distributions from the State for this tax over the ten year-period of approximately \$5 million. The funds are to be used for infrastructure projects. The Town Council approved using the revenues for the Town-wide undergrounding project.

Fiscal Year	Amount Received
FY17	\$350,846
FY18	\$576,792
FY19	\$623,175
FY20 (Estimate)	\$520,000

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.

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 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. The FY21 budget reflects an estimate based on recent trends. This revenue source has not been impacted by the pandemic.

UTILITY TAX						
Fiscal Year	Electricity	Comm. Service Tax	Water	Gas	Propane	Total
2021 (Budget)	2,666,000	1,070,000	1,950,000	300,000	20,000	6,006,000
2020 (Anticipated)	2,555,680	1,067,826	1,912,624	300,000	23,192	5,859,322
2019	2,652,524	1,041,475	1,956,020	277,509	18,458	5,945,986
2018	2,599,713	1,030,521	1,788,414	351,634	25,096	5,795,377
2017	2,531,458	955,689	1,842,141	345,385	21,017	5,695,690
2016	2,592,663	982,674	1,700,644	299,322	15,916	5,591,219
2015	2,554,383	1,074,774	1,663,154	255,299	11,050	5,558,660
2014	2,568,843	1,030,492	1,616,381	238,984	7,567	5,463,267
2013	2,362,068	1,149,952	1,336,302	246,874	3,519	5,098,715
2012	2,221,874	1,142,166	1,368,085	232,124	9,384	4,973,633

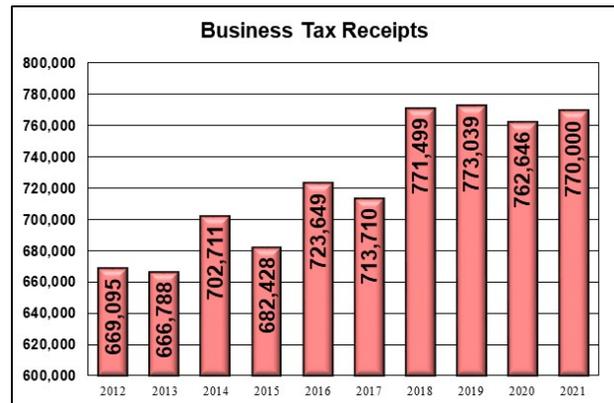
FRANCHISE FEES

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 below.

FRANCHISE FEES			
Fiscal Year	Electricity	Gas	Total
Provider	Florida Power & Light	Florida Public Utilities	
Effective Date	4/1/11	4/1/16	
Term	30 years	25 years	
Rate	5.9%	6.0%	
2021 (Budget)	1,950,000	300,000	2,250,000
2020 (Anticipated)	1,832,668	300,000	2,132,668
2019	1,956,231	270,709	2,226,940
2018	1,933,883	315,184	2,249,067
2017	1,935,063	370,652	2,305,715
2016	1,939,949	192,070	2,132,019
2015	1,999,420	168,751	2,168,171
2014	2,012,907	159,633	2,172,540
2013	1,872,920	163,145	2,036,065
2012	1,900,717	139,727	2,040,444

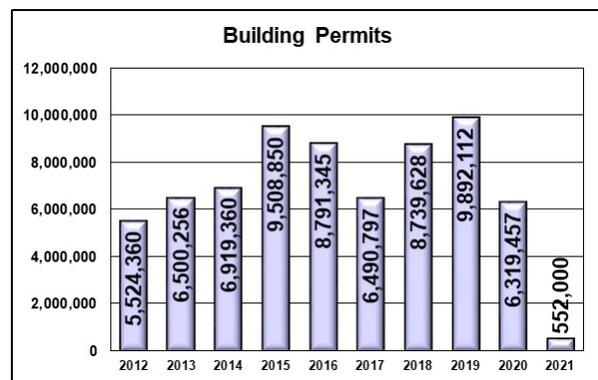
BUSINESS TAX RECEIPTS

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 downward. A fee increase was approved in FY16. During 2012, a change in state law was adopted that exempts real estate brokers from the tax. The increase in 2014 is due to the receipt of a significant amount of penalties for late payment. In FY16, FY18 and FY20 an increase in the tax amount was adopted.



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. From FY12 through FY16, revenue from these sources exceeded expectations. In FY17 a cost allocation study was completed and building permit fees were lowered. FY18 and FY19 permit activity was strong. Due to the closures related to the pandemic, FY20 was lower than anticipated. For FY21, a Building Enterprise Fund was created and most building related revenues were transferred to the new fund. The fund was created to allow for better transparency related to the new State mandates.



SOLID WASTE DISPOSAL

Commercial establishments, including apartments, are charged for collection and disposal costs based upon the type of facility being serviced. Annually Town Council, 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.



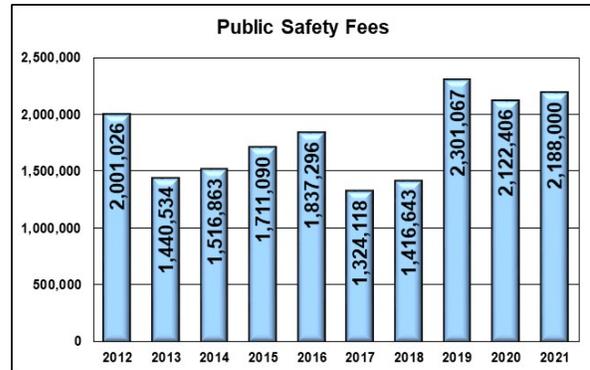
The Town is the sole provider of garbage service to its residents and commercial properties. Most commercial properties are serviced five times per week, except restaurants, which are serviced seven times per week. The solid waste disposal charges for

commercial properties are billed as a non-ad valorem assessment on the customer's property tax bill. FY20 revenues were affected by the pandemic, but we expect the effects to be temporary.

PUBLIC SAFETY FEES

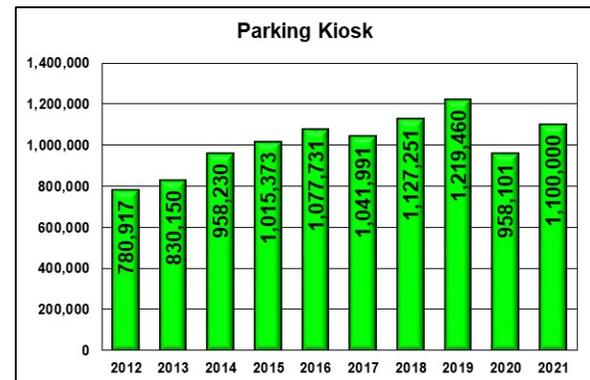
Public Safety Fees include special detail charges for police and fire-rescue services, alarm registration fees and false alarm fees, fire prevention fees and EMS transport fees.

For FY12, an increase was approved for EMS transport fees and EMS billing was contracted out in FY13. Also in FY12, there was a significant increase in demand for police special detail services. For FY13, a decrease was approved to special detail fees. Special detail pay was no longer part of the final average compensation calculation for employee pensions, so the cost for the Town to provide the service was reduced. A reduction in the fee from \$90 per hour to \$70 per hour was approved. The false alarm registration and fee schedule was modified in FY15. The FY19, FY20 and FY21 budget reflects an increase in special assignment overtime due to two new large contracts.



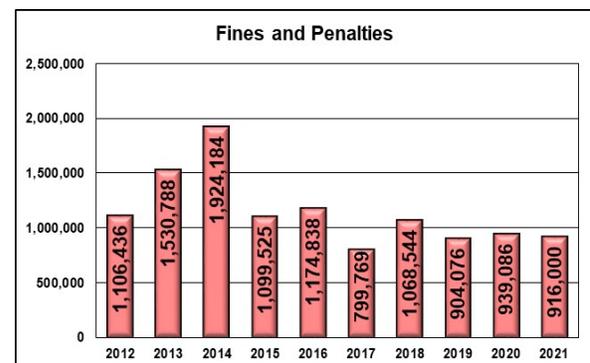
PARKING KIOSK FEES

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 and a few other select locations. 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. In FY11 fees were increased for parking meter charges from \$2 to \$5 per hour at the meters located at Mid-Town Beach and Phipps Ocean Park. FY19 revenues were higher due to due to the installation of new meters that accept only credit cards. The FY20 revenues were affected by the shutdown related to the pandemic. The increase in FY21 reflects normal trend.



FINES AND PENALTIES

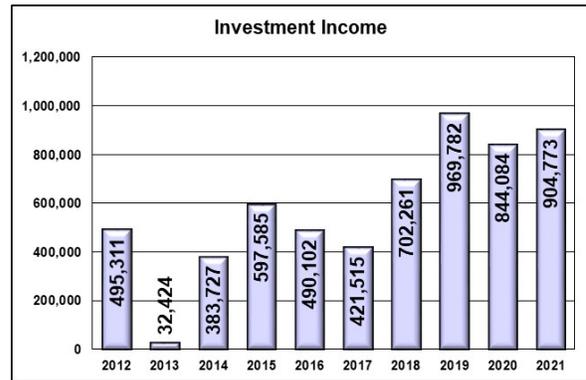
Parking fines, penalties and code enforcement penalties make up a significant portion of this revenue source. Revenues from these sources have increased in recent years due to improved collection efforts. In addition to parking and code compliance fines, right of way parking violation fines, and moving violations are included in this category of revenues. The increase in FY13 is due to an increase in parking ticket fines of between \$50 and \$60. The FY14 revenue reflects a large code enforcement violation collection. The



budget for code enforcement for FY21 is conservative due to the volatile nature of this revenue source. During the winter season, parking enforcement officers are being used to direct traffic when the President is in town and therefore revenues from FY17 through FY21 reflect declines from prior years due to reduced enforcement.

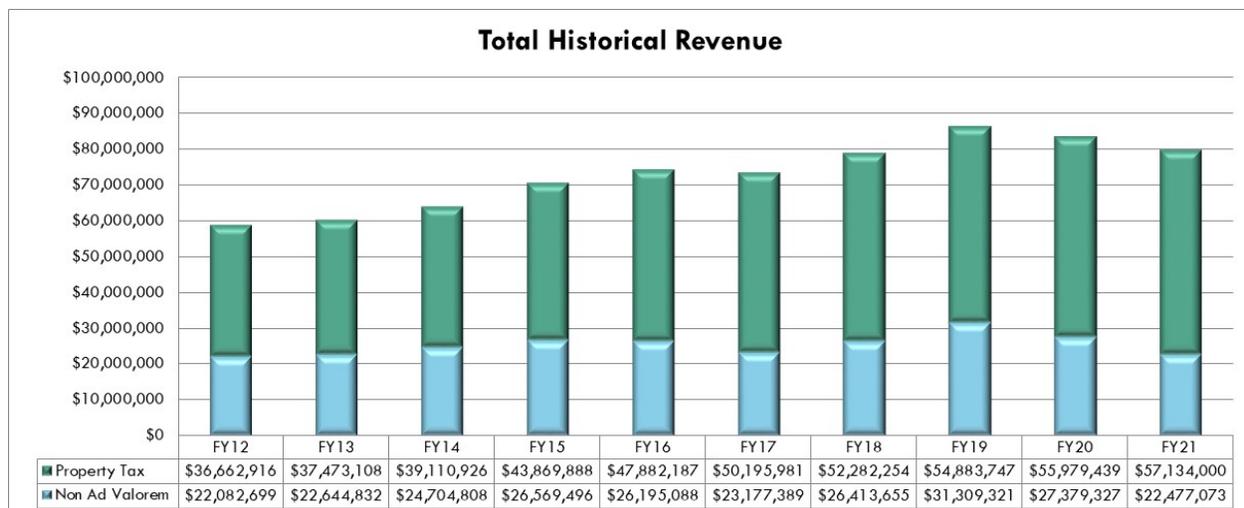
INVESTMENT INCOME

The Town’s Investment Advisory Committee oversees the investment of the Town’s surplus funds. The historically low rates have caused a decline in revenues. The increasing revenue trend since FY18 is based on the rising interest rate environment and increased surplus funds. The FY20 decrease is related to the lower interest rates due to the Federal Reserve’s actions during the pandemic. The FY21 budget was based upon the expectation of lower rates than FY20 but also higher reserve levels.



GENERAL FUND REVENUE TREND SUMMARY

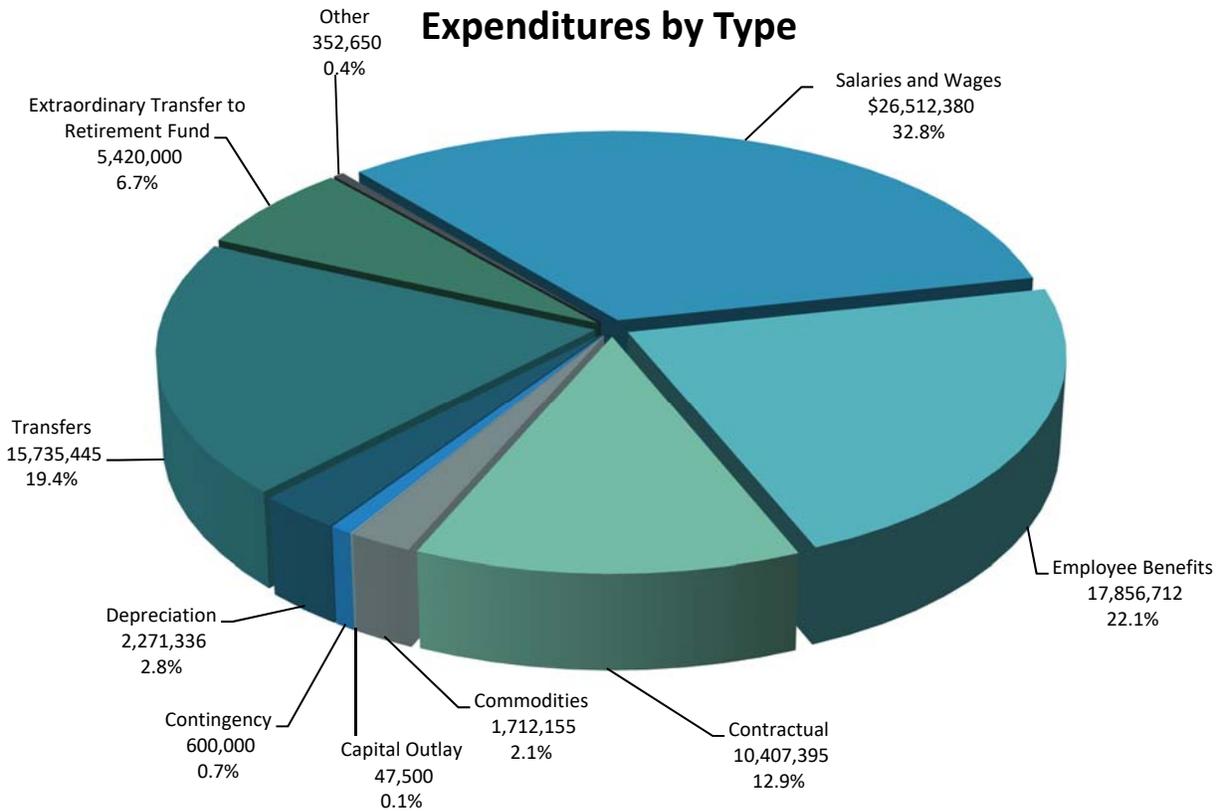
Total General Fund revenues have increased at an average annual rate of 3.21% since FY12. This trend is due to increases in ad valorem revenues, building permit revenues, fine revenue, and one time revenues from the sale of Town owned property, offset by a declines in FY20 and FY21, that were mainly due to reductions caused by the pandemic. The 10 year trend is shown in the chart below. For FY15 and FY16, revenues increased due to a planned increase in property taxes to begin to fund the annual requirement for the 10 year Coastal Protection Program. In FY20, the decrease is due to a lower budget for building permit revenues than was received in FY19. The FY21 decrease is related to revenue impacts related to the pandemic.





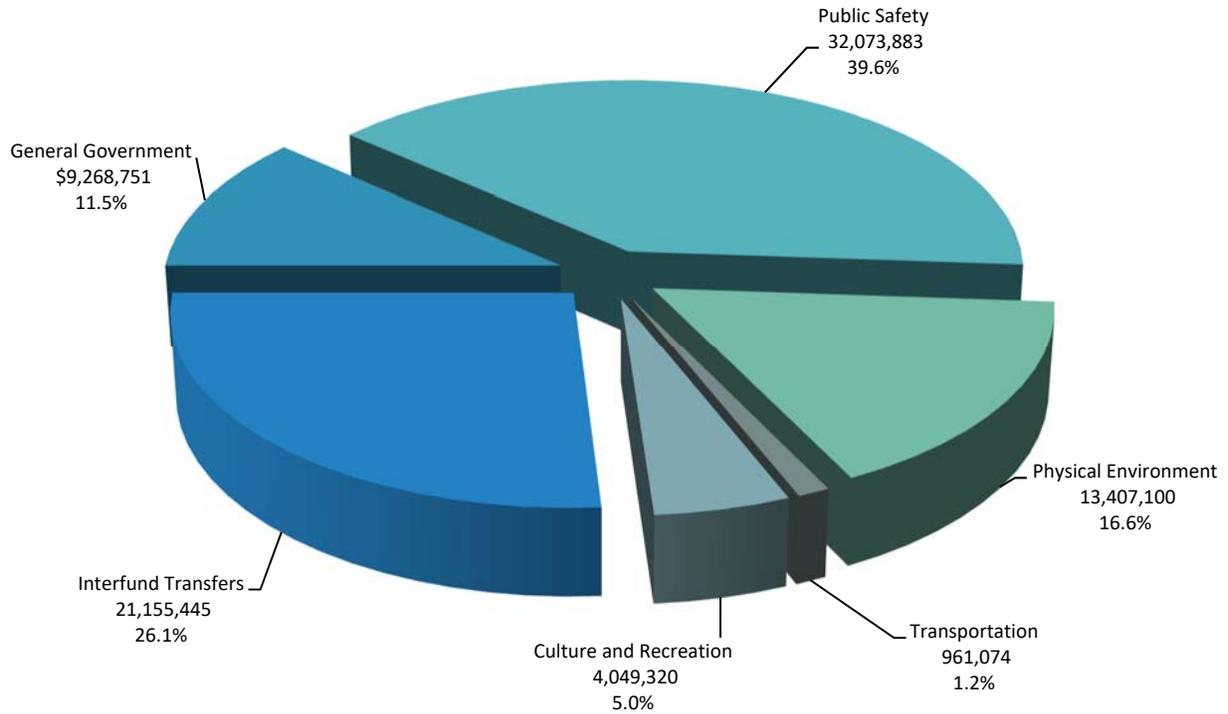
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GENERAL FUND EXPENDITURES



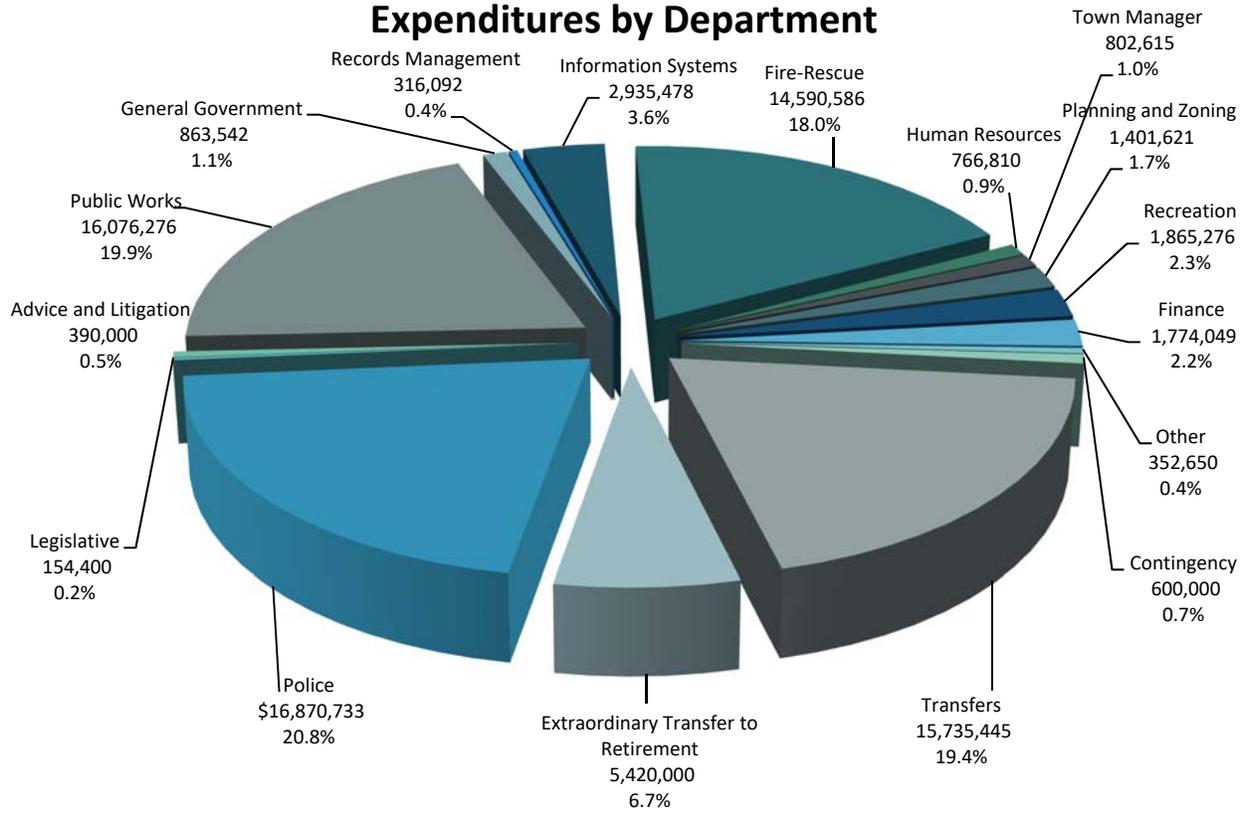
Salaries and Wages	\$ 26,512,380
Employee Benefits	17,856,712
Contractual	10,407,395
Commodities	1,712,155
Capital Outlay	47,500
Contingency	600,000
Depreciation	2,271,336
Transfer to CIP Funds	2,662,000
Transfer to Coastal Protection Fund	4,777,000
Transfer to Town-wide Underground Utilities	165,000
Transfer to Debt Service Fund	5,691,148
Transfer to Group Health Retirees Fund	429,858
Transfer to Risk Fund	2,010,439
Extraordinary Transfer to Retirement Fund	5,420,000
Other	352,650
	\$ 80,915,573

Expenditures by Function



General Government	\$ 9,268,751
Public Safety	32,073,883
Physical Environment	13,407,100
Transportation	961,074
Culture and Recreation	4,049,320
Interfund Transfers	21,155,445
	<u>\$ 80,915,573</u>

Expenditures by Department



Police	\$ 16,870,733
Legislative	154,400
Advice and Litigation	390,000
Public Works	16,076,276
General Government	863,542
Records Management	316,092
Information Systems	2,935,478
Fire-Rescue	14,590,586
Human Resources	766,810
Town Manager	802,615
Planning and Zoning	1,401,621
Recreation	1,865,276
Finance	1,774,049
Other	352,650
Contingency	600,000
Transfers	15,735,445
Extraordinary Transfer to Retirement	5,420,000
Total	\$ 80,915,573

GENERAL FUND EXPENDITURES

Program		FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change	% of Total GF Budget
LEGISLATIVE	111	149,895	154,400	154,400	154,400	154,400	0.00%	0.19%
GENERAL GOVERNMENT	113	918,805	614,643	614,643	601,374	863,542	40.49%	1.07%
TOWN MANAGER'S OFFICE	121	777,982	774,011	797,203	763,140	802,615	3.70%	0.99%
ADVICE & LITIGATION	122	691,685	528,200	569,169	307,000	390,000	-26.16%	0.48%
INFORMATION SYSTEMS	125	2,464,496	2,775,010	2,882,676	2,765,979	2,935,478	5.78%	3.63%
RECORDS MANAGEMENT	131	309,377	307,400	307,400	265,143	316,092	2.83%	0.39%
HUMAN RESOURCES	123	724,036	752,902	768,054	729,303	766,810	1.85%	0.95%
FINANCE								
Financial Management	141	961,067	1,027,755	1,027,755	973,384	1,051,742	2.33%	1.30%
Purchasing	144	727,113	791,156	791,156	779,486	722,307	-8.70%	0.89%
		1,688,181	1,818,911	1,818,911	1,752,870	1,774,049	-2.47%	2.19%
PLANNING/ZONING/BUILDING								
Planning & Zoning	211	670,211	781,047	875,521	694,817	665,765	-14.76%	0.82%
Permit Issuance	212	1,121,873	1,248,449	1,338,564	1,050,281	-	-100.00%	0.00%
Inspection/Compliance	213	1,253,441	1,429,281	1,452,575	1,251,109	-	-100.00%	0.00%
Landmarks Preservation	214	156,255	172,163	172,163	128,926	123,292	-28.39%	0.15%
Fire Prevention	215	282,142	306,309	306,309	306,225	312,274	1.95%	0.39%
Code Enforcement	216	298,256	277,930	277,930	278,230	300,290	8.05%	0.37%
		3,782,180	4,215,179	4,423,062	3,709,588	1,401,621	-66.75%	1.73%
RECREATION								
Rec Administration	311	237,137	232,811	232,811	215,237	209,810	-9.88%	0.26%
Tennis	312	318,370	415,218	415,560	408,298	417,496	0.55%	0.52%
Recreation Center	313	405,490	1,034,045	1,055,145	1,013,545	1,237,970	19.72%	1.53%
		960,997	1,682,074	1,703,516	1,637,080	1,865,276	10.89%	2.31%
FIRE-RESCUE								
Fire Administration	411	513,212	542,874	542,874	538,769	508,714	-6.29%	0.63%
Operations	417	11,502,114	12,822,453	12,851,626	12,822,453	13,029,038	1.61%	16.10%
Training	418	396,950	336,159	338,914	335,433	301,828	-10.21%	0.37%
Beach Rescue	419	656,163	755,483	755,483	755,483	751,006	-0.59%	0.93%
		13,068,438	14,456,969	14,488,897	14,452,138	14,590,586	0.92%	18.03%
POLICE								
Administrative Management	421	879,182	1,064,877	1,064,877	1,036,559	1,103,586	3.64%	1.36%
Org Crime/Vice/Narcotics	422	630,113	690,526	690,526	666,187	793,804	14.96%	0.98%
Records Information Systems	423	186,151	186,449	186,449	180,641	194,038	4.07%	0.24%
Training/Per/Pub Enf	424	271,459	302,437	304,363	299,675	320,137	5.85%	0.40%
Communications	425	1,425,513	1,681,128	1,681,128	1,494,907	1,720,015	2.31%	2.13%
Crime Scene/Evidence	426	196,657	208,850	208,850	194,809	218,521	4.63%	0.27%
Patrol Services	428	9,405,045	10,724,611	10,741,341	10,170,545	10,691,058	-0.31%	13.21%
Criminal Investigation	429	1,084,970	1,171,927	1,171,927	1,187,686	1,203,817	2.72%	1.49%
Parking Control	430	687,314	778,497	806,577	748,195	625,757	-19.62%	0.77%
		14,766,404	16,809,302	16,856,038	15,979,204	16,870,733	0.37%	20.85%

General Fund Expenditures
Town of Palm Beach

FY2021

Program		FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change	% of Total GF Budget
PUBLIC WORKS								
Administrative Management	511	875,428	940,121	1,182,346	1,128,489	1,091,661	16.12%	1.35%
Street Repair/Maintenance	521	279,627	368,201	409,932	405,748	439,990	19.50%	0.54%
Traffic Control	523	262,247	103,132	122,661	122,378	97,604	-5.36%	0.12%
Street Lighting	524	505,872	421,306	422,027	474,476	423,480	0.52%	0.52%
Storm Sewer Maintenance	531	933,767	910,734	933,923	837,450	865,785	-4.94%	1.07%
Sanitary Sewer Maintenance	532	1,458,750	1,619,682	1,629,191	1,291,530	1,485,190	-8.30%	1.84%
Sanitary Sewer Treatment	533	2,093,778	2,360,237	2,415,922	2,360,237	2,431,044	3.00%	3.00%
Residential Collection	541	926,237	981,185	981,185	970,504	1,022,893	4.25%	1.26%
Commercial Collection	542	1,128,613	1,241,071	1,250,469	1,184,715	1,187,800	-4.29%	1.47%
Refuse Disposal	543	71,643	54,000	54,000	65,000	71,000	31.48%	0.09%
Yard Trash Collection	544	1,922,941	2,135,531	2,190,246	2,080,413	2,210,112	3.49%	2.73%
Recycling	545	354,765	386,567	386,567	385,027	391,847	1.37%	0.48%
Beach Cleaning	546	31,642	-	25,139	-	-	0.00%	0.00%
Parks	551	1,578,785	1,783,202	1,833,982	1,821,195	1,708,102	-4.21%	2.11%
Facilities Maintenance	554	906,787	1,018,479	1,038,897	1,030,491	1,155,842	13.49%	1.43%
Parking Meter Maint & Collections	558	6,823	-	-	-	-	0.00%	0.00%
General Engineering Services	561	606,498	565,137	626,855	562,251	563,325	-0.32%	0.70%
Right of Way Inspections	565	96,834	99,129	99,148	139,197	102,989	3.89%	0.13%
Equip Operations/Maintenance	571	720,198	789,994	790,990	786,953	827,612	4.76%	1.02%
Coastal Management	581	-	-	-	-	-	0.00%	0.00%
		14,761,236	15,777,708	16,393,479	15,646,054	16,076,276	1.89%	19.87%
LIBRARY SERVICES	321	345,058	352,650	352,650	352,650	352,650	0.00%	0.44%
TRANSFER TO OTHER FUNDS								
Cap Impr Program (307/308/310/320)	611	2,200,000	2,420,000	2,420,000	2,420,000	2,662,000	10.00%	3.29%
Coastal Protection Fund (309)	611	7,349,124	6,520,211	6,520,211	6,520,211	4,777,000	-26.74%	5.90%
Townwide Underground Utilities	611	135,000	144,450	144,450	144,450	165,000	14.23%	0.20%
Debt Service Fund (205)	612	5,994,738	5,983,913	5,983,913	5,983,913	5,691,148	-4.89%	7.03%
Group Health Retirees (610)	621	435,383	423,014	423,014	423,014	429,858	1.62%	0.53%
Risk-W/C, Liab, Prop (501)	622	1,898,059	1,900,819	1,900,819	1,900,819	2,010,439	5.77%	2.48%
Extraordinary trsfr to Retirement (60)	624	9,501,699	5,420,000	5,420,000	5,420,000	5,420,000	0.00%	6.70%
		27,514,003	22,812,407	22,812,407	22,812,407	21,155,445	-7.26%	26.15%
INVENTORY WRITE-OFF	680	32,890	-	-	-	-	0.00%	0.00%
EMERGENCY/DISASTER RESPONSE	710	57	-	-	-	-	0.00%	0.00%
CONTINGENT APPROPRIATIONS	711	-	610,000	-	-	600,000	-1.64%	0.74%
General Operating Fund (001) Total		55,441,717	61,629,359	62,130,097	59,115,923	59,760,128	-3.03%	73.85%
Transfers to Other Funds		27,514,003	22,812,407	22,812,407	22,812,407	21,155,445	-7.26%	26.15%
TOTAL GENERAL FUND		82,955,720	84,441,766	84,942,504	81,928,330	80,915,573	-4.18%	100.00%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.



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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 funding allocations for lobbying services and 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	-	-	-	-	-	-	0.00%
Employee Benefits	-	-	-	-	-	-	0.00%
Contractual	140,080	130,000	140,000	140,000	140,000	140,000	0.00%
Commodities	14,370	19,895	14,400	14,400	14,400	14,400	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Depreciation	-	-	-	-	-	-	0.00%
Other	-	-	-	-	-	-	0.00%
TOTALS	154,451	149,895	154,400	154,400	154,400	154,400	0.00%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

CONTRACTUAL

The proposed budget for contractual services includes costs related to general and Coastal Management Program lobbying.

COMMODITIES

Includes costs associated with membership dues and miscellaneous expenses for the Mayor and Town Council.



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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	734,597	665,027	473,000	473,000	460,683	729,500	54.23%
Employee Benefits	12,961	11,909	11,093	11,093	11,041	25,500	129.87%
Contractual	193,592	241,840	130,300	130,300	129,300	107,700	-17.34%
Commodities	130	29	250	250	350	500	100.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Depreciation	-	-	-	-	-	342	100.00%
TOTALS	941,280	918,805	614,643	614,643	601,374	863,542	40.49%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The cost of compensated absences (accrued vacation and sick leave) as projected by the Finance Department and POTUS overtime. Compensated absences increased in FY2021 due to anticipated retirements.

EMPLOYEE BENEFITS

The cost of FICA associated with payment of compensated absences as projected by the Finance Department and funding of the preservation of benefits plan.

CONTRACTUAL

Includes costs associated with contractual services for POTUS visits, employee events and recognition, holiday decorations, and other miscellaneous contracted services.

COMMODITIES

Includes costs associated with boards and committees refreshments



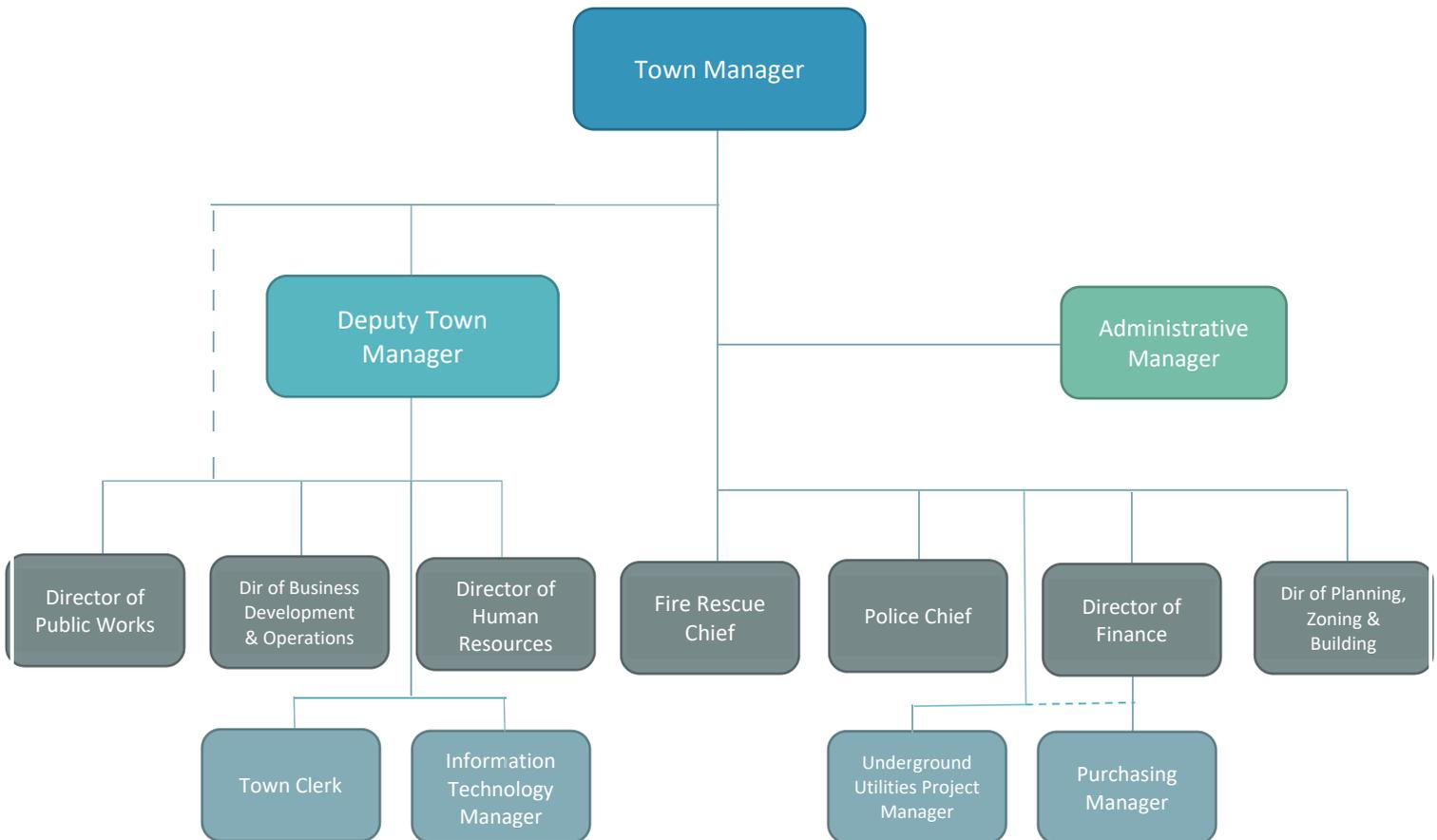
Town Manager



DEPARTMENT: TOWN MANAGER'S OFFICE

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 FY2021 GOALS

- Continue to closely examine the budget and identify opportunities that will increase revenue and reduce expenditures. Continue to maintain extraordinary levels of service and continue to find new efficiencies. Balance the FY2021 budget that is forecasted with a \$1,324,529 deficit.
- Work with the Retirement Board to identify ways to further address the Town's unfunded pension liability. Develop a voluntary pension buyout plan for the Mayor and Town Council to consider. In addition to the existing pension plans, develop a new defined contribution plan option for new and existing employees.
- Secure favorable financing for the Town Marina Project. Begin construction on time (May 2020) and remain on schedule for a Fall 2021 completion. Keep the project within the final budget designated by Town Council. Create a business plan for the Town Marina. Provide regular updates to the Mayor and Town Council on critical pay, key decisions and budget performance.
- Continue Planning, Zoning and Building Process Improvement Initiative to further improve operational efficiency, customer services, and policies/procedures. Identify areas of the Town Code most in need of reform. Develop a budget and a process to include analysis of the existing code, research impacts of federal and state regulations, host a symposium with code reform experts, host public engagement session to solicit community feedback and prepare recommended code changes.
- Exercise strong management over construction costs relating to the undergrounding project that are within the Town's ability to control, relating to the undergrounding project. Continue to engage and inform the community, the underground utility task force and the Town Council on project updates including construction progress, design and easement progress and financial summary. Continue to seek grant funding opportunities.
- Complete water feasibility study containing data collection and review, water supply options, water distribution options and evaluation report. The final report should have alternatives with total order of magnitude cost shown and other non-quantitative factors such as constructability, regulatory, sustainability and risk.

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

	FY2018	FY2019	FY2020	FY2020	FY2020	FY2021	%
	Actual	Actual	Budget	Adjusted*	Projected	Budget	Change
Salaries and Wages	678,702	513,201	562,280	562,280	562,280	571,961	1.72%
Employee Benefits	231,047	199,032	187,445	187,445	187,445	214,368	14.36%
Contractual	19,122	58,529	16,000	39,192	5,500	8,600	-46.25%
Commodities	10,589	7,220	7,750	7,750	7,379	7,150	-7.74%
Depreciation	-	-	536	536	536	536	0.00%
TOTALS	939,460	777,982	774,011	797,203	763,140	802,615	3.70%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Includes costs associated with education reimbursement for employee seeking bachelor's degree, conference expenses for Town Manager and Deputy Town Manager, copying machine, postage, and other minor miscellaneous expenses.

COMMODITIES

Includes costs associated with office supplies, fuel, membership dues, and other minor miscellaneous expenses.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
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
Communications Specialist	-	0.500	-	-	-
Administrative Manager	1.000	1.000	0.800	1.000	1.000
Administrative Assistant II	1.000	1.000	1.000	1.000	-
Administrative Assistant	1.000	0.500	0.500	0.500	0.500
Administrative Clerk	-	-	-	-	1.0000
	5.000	5.000	4.300	4.500	4.500



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Town Clerk

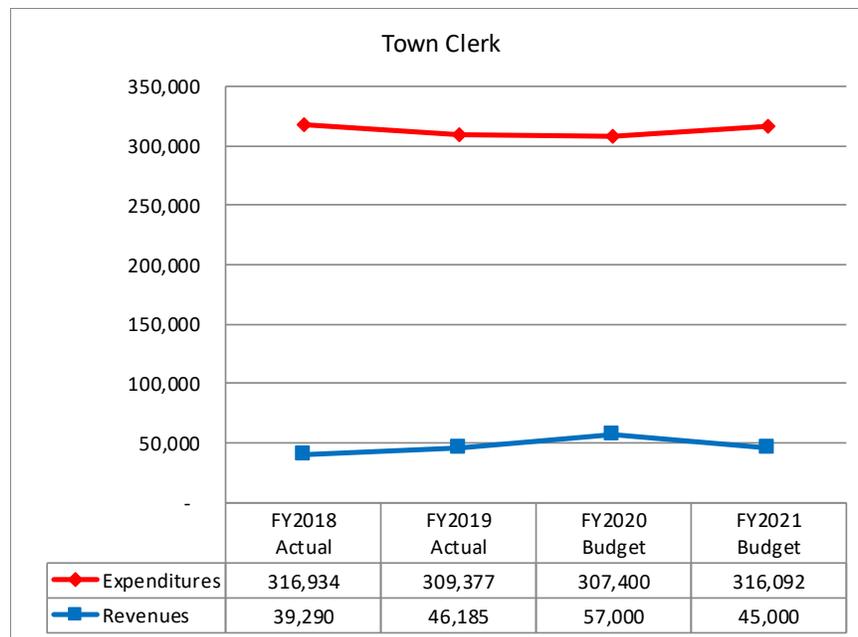


PROGRAM: TOWN CLERK 131

Mission: The mission of the Town Clerk’s Office is to provide excellent customer service to the residents and staff in the most efficient, competent and courteous manner while performing the main duties and functions of the Office in accordance with the State Statutes and Town laws.

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

- Manage the Town’s official records, including: ordinances, resolutions, bonds, deeds, contracts, agreements, and meeting minutes
- Coordinate and prepare all Town Council meeting agendas and back-up materials
- Attend all Town Council and Council Committee Meetings and prepare the minutes
- Attest and certify the Town’s official documents and adopted legislation
- Ensure record access both electronically and physically
- Maintain the Town’s Online and Physical Code of Ordinances
- Supervise and administer the Town’s municipal elections
- Oversee and coordinate the fulfillment of public records requests
- Manage the appointment process for all Advisory Boards and Commissions
- Provide information to the general public, staff and other government agencies on a daily basis



Revenue Summary

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget	% Change
Charitable Solicitations Fee	34,135	43,320	50,000	39,540	40,000	-20.00%
Charitable Solicitations Late Filing Fee	5,155	2,865	7,000	5,000	5,000	-28.57%
TOTALS	39,290	46,185	57,000	44,540	45,000	-21.05%

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	149,017	158,542	160,535	160,535	145,000	168,779	5.14%
Employee Benefits	100,998	101,751	98,630	98,630	99,330	101,488	2.90%
Contractual	60,415	45,604	43,550	43,550	16,739	41,750	-4.13%
Commodities	5,649	2,626	3,830	3,830	3,219	3,220	-15.93%
Depreciation	855	855	855	855	855	855	0.00%
TOTALS	316,934	309,377	307,400	307,400	265,143	316,092	2.83%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Reductions are included in the following accounts: travel and per diem, office equipment maintenance and codification updates

COMMODITIES

The proposed budget for commodities has decreased due to a reduction of funds budgeted for office supplies, membership dues and training.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Town Clerk	1.000	1.000	1.000	1.000	1.000
Deputy Clerk	1.000	1.000	1.000	1.000	1.000
Administrative Assistant	1.000	1.000	0.500	0.500	0.500
Administrative Manager	-	-	0.200	-	-
	3.000	3.000	2.700	2.500	2.500

Fiscal Year 2021 Goals and Performance Measures			
Department Goal	Prepare an administrative procedure for fulfilling public records requests		
Objectives	To ensure compliance and consistency with the Florida Public Records Act		
	To ensure speedy and legal responsiveness to public records requests		
Performance Measures	FY2019	FY2020	Projected FY2021
Public records request policy adopted	Began work on a Public Records Request policy	In process	Begin training in FY2021
Staff training and implementation of new administrative procedure with JustFOIA software manual	Created JustFOIA Manual and provided four (4) training sessions to 15 JustFOIA users that included the Town's legal obligations under the Public Records Law	In process	Begin training in FY2021
Review policy and procedure with records liaisons to ensure proper implementation	N/A	N/A	Begin training in FY2021

Department Goal	Establish an annual records management program		
Objectives	To establish a comprehensive records management program in accordance with F.S. 257.036(5)(b) and F.S. 119.02(2)(c)		
	To provide staff training on understanding compliance		
	To work with the other departments on an annual records destruction project		
Performance Measures	FY2019	FY2020	Projected FY2021
Records management policy adopted	Began work on public records policy	Under Review	Completion FY2021
Staff training	Worked with staff on a one-on-one basis on proper records management practices with references to the records retention schedule	Due to COVID unable to meet	One on one training scheduled to begin November 2020
Disposition of records that have met their retention period	Provided an annual town-wide records shredding event which led to the destruction of 35 cubic feet of records	Event Cancelled due to COVID	June/July 2021

Department Goal	Leverage the Town’s current software to improve efficiency and consistency with agenda management and meeting minutes		
Objectives	Implementation of NovusAgenda software for agenda management for all boards and commissions		
	Implementation of Granicus software to streamline the minutes taking process		
	Establish Town-wide uniformity for all agendas and minutes		
Performance Measures	FY2019	FY2020	Projected FY2021
Procedures for preparing agendas in Novus and minutes in Granicus are formalized and adopted	Updated Administrative Procedure 1-11-5 for the Town Council agenda process	Cancelled due to COVID	Restart in FY2021
Staff training	Provided 1 “Meeting Efficiency” training to 12 staff members on the proper use of the meeting software, council chambers equipment and meeting procedures per the Government in the Sunshine Law	Cancelled due to COVID	Restart in FY2021
Implement Granicus Minutes Maker software	Enabled the Granicus Minutes Maker software program and attended 3 trainings on meeting efficiency	Cancelled due to COVID	Restart October 2020 Commission Meeting

Department Goal	Establish an orientation program for appointed and election officials		
Objectives	To develop a handbook or reference guide for officials that encompasses the functions of local government, Town policies and procedures and explains the roles of appointed and elected officials		
	To provide staff training on understanding compliance		
	To work with the other departments on an annual records destruction project		
Performance Measures	FY2019	FY2020	Projected FY2021
Develop a Handbook for all Appointed and Elected Officials for Onboarding	Started work on a reference guide for orienting newly appointed and elected officials	In Process	Completion in FY2021
Staff training	Provided 2 training session to 12 meeting clerks on how to onboard officials with respect to meeting procedures and council chambers equipment	In Process	Continual

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY2021
Public records requests	221	191	320	365	400
Meetings attended and minutes taken	50	46	45	57	50
Charitable solicitation permits	118	234	102	124	220
All other permits	34	40	23	18	18
Board/Commission applications processed	65	40	42	63	65
Trainings and seminars attended	N/A	43	25	0	4

* Trainings and seminars were not tracked prior to FY17



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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, other labor related issues, and miscellaneous Town matters.

Expenditure Summary

	FY2018	FY2019	FY2020	FY2020	FY2020	FY2021	%
	Actual	Actual	Budget	Adjusted*	Projected	Budget	Change
Salaries and Wages	-	-	-	-	-	-	0.00%
Employee Benefits	-	-	-	-	-	-	0.00%
Contractual	981,810	691,685	528,200	569,169	307,000	390,000	-26.16%
Commodities	-	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Depreciation	-	-	-	-	-	-	0.00%
Other	-	-	-	-	-	-	0.00%
TOTALS	981,810	691,685	528,200	569,169	307,000	390,000	-26.16%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

CONTRACTUAL

The proposed budget for contractual expenses includes general, labor and telecom legal advice, as well as anticipated litigation costs.



Information Technology

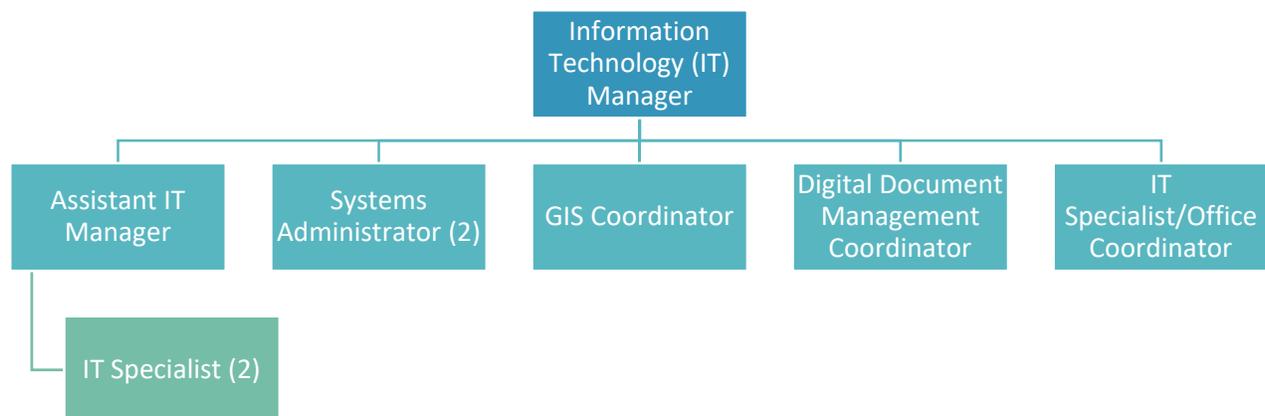


PROGRAM: INFORMATION TECHNOLOGY 125

Mission: Provide a collaborative and cooperative enterprise approach in identifying, prioritizing, managing, supporting, partnering and successfully executing a service portfolio of digital initiatives and solutions aligning with town strategic goals and cross-functional vision through the use of industry standards, generally accepted principles and formal project management tools and techniques.

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

- Provide strategic direction and long-range planning for the development, deployment, integration and operation of the foundational digital environment in support of evolving town-wide operations
- Continuously evaluate the digital environment against evolving security threats and execute emerging best practices and ongoing security training
- Establish and promote IT governance that includes IT Controls, Frameworks and Methodologies including Policies, Procedures (SOP), and Best Practices
- Provide exceptional customer service and responsive remediation based on defined service levels
- Coordinate and direct services and solutions that ensure efficiency and effective use of digital resources
- Advocate in support of digital solutions that support transparency and civic engagement
- Support collaboration of emerging digital resources among Town personnel and residents
- Centralize systems support, service, programming and high availability
- Facilitate end-user device management, maintenance, support, and established refresh cycles
- Manage, coordinate and educate regarding the complex digital service portfolio managed and maintained town-wide
- Coordinate the continued execution of replacement cycles as suggested by industry best practices and standards
- Oversee GIS solutions and assist departments with the optimal use of these mission critical systems
- Manage and maintain key elements of Town electronic content management (ECM) systems.



Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	665,848	697,354	718,305	718,305	718,305	767,260	6.82%
Employee Benefits	328,608	309,275	330,893	330,893	330,893	347,935	5.15%
Contractual	911,842	1,096,907	1,347,605	1,445,298	1,339,059	1,498,408	11.19%
Commodities	90,845	87,735	174,360	174,360	173,875	147,000	-15.69%
Capital Outlay	22,618	65,984	60,000	69,972	60,000	5,000	-91.67%
Depreciation	308,480	207,240	143,847	143,847	143,847	169,875	18.09%
TOTALS	2,328,241	2,464,496	2,775,010	2,882,676	2,765,979	2,935,478	5.78%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Contractual costs have increased due to growing need for staff augmentation, specifically for network and security programming, increased Internet bandwidth circuit costs, and software maintenance. Software Maintenance increases due to reallocation of items from Hardware Maintenance, new Fire-Rescue software, expanding fleet of town-wide surveillance cameras and deployment of next-generation firewall. The Town's migration path to a virtual server farm and SaaS has reduced the need for physical servers, realizing a Hardware Maintenance reduction cost for this year and further savings yet to be determined in future years.

COMMODITIES

Decrease due to the elimination of outdated network software tools and completion of the Windows 10 migration project.

CAPITAL OUTLAY

Capital Outlay costs have been reduced due to the reduction of major computer hardware funding.

DEPRECIATION

The Town server fleet has once again decreased by approximately 8 servers this past year, however, an increase in depreciation is due to several major equipment upgrades including a new firewall and replacement of a number of components for the Council Chamber's Audio-Video system.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Information Technology Manager	1.000	1.000	1.000	1.000	1.000
Assistant IT Manager	-	1.000	1.000	1.000	1.000
Systems Analyst	3.000	-	-	-	-
Systems Administrator	-	2.000	2.000	2.000	2.000
GIS Coordinator	1.000	1.000	1.000	1.000	1.000
Information Technology Specialist	3.000	3.000	3.000	3.000	3.000
	8.000	8.000	8.000	8.000	8.000

Information Technology FY2020 Accomplishments

- Evaluated terminated Comcast iNet franchise agreement and developed action plan to replace Wide Area Network solution allowing continued interconnectivity between critical Town sites
- Implemented redundant offsite backups into the cloud for disaster recovery and redundancy
- Completed migration of all Town owned computers to Windows 10 operating system
- Deployed new secured VPN access for remote employee access to Town resources
- Led task force in identification of next generation MDTs (computers) for Public Safety vehicle fleet
- Contracted penetration test and internal vulnerability assessment and started implementation of recommendations
- Supported deployment of new Computerized Maintenance Management System (Lucity) for Public Works
- Managed implementation of Crisis Track for Fire Rescue
- Completed transition to new firewall
- Deployed new UPS for critical Public Safety infrastructure and EOC operations
- Updated IT Handbook including associated policies and procedures
- Continued monthly cyber security testing and training to ensure all end-users are properly educated in the proper and safe usage of digital resources and communications
- Further increased data backup retention periods through repurposing useful storage devices
- Transitioned several critical services to the cloud and eliminated 9 servers

Fiscal Year 2021 Goals and Performance Measures					
Department Goal	Provide high availability network and internet capacity, timely response to service requests, knowledgeable support and productive solutions				
Objectives	Track key performance indicators to minimize downtime, provide responsive customer service and balance needs of daily operational issues and strategic initiatives				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY2021
Systems availability	98%	99.99%	99.99%	99.99%	99.99%
Avg work order response time (in hours)	4	2	2	1.89	1.75
Work orders completed	2,171	1,675	1,754	2,100	2,100
IS staff training (in hours)	274	216	456	232	400

Department Goal	Implement formal project management framework and controls for effectively managing and prioritizing Town-wide projects and initiatives			
Objectives	Establish project database that tracks requested projects, allows for status updates, effective prioritization and monitoring of ongoing strategic and operational initiatives			
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20
IT Projects Requested/Completed/Active ¹	61/22/39	29/26/19	17/16/20	16/18/15
GIS Projects Requested/Completed/Active ¹	55/30/25	21/15/8	10/9/9	13/7/4

¹Category added mid-year FY2017

Department Goal	Monitor and evaluate cyber security trends and activity			
Objectives	Track key performance indicators (KPIs) for cyber security, evaluate threats and execute necessary remediation			
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20
Virus infections	3	5	3	12
Firewall issues	0	0	0	0
Policy violations	0	0	0	0
SPAM blocked/quarantined ¹	348,383	949,000	1,095,000	989,863

¹Category added mid-year FY2017

Department Goal	Evaluate Town-wide network infrastructure, identify network service gaps, limitations, improvements and implement necessary changes	
Objectives	Develop plan for expanding bandwidth, network services and network stability	
Performance Measures	Actual FY20	Projected FY21
Evaluation process	Internal/External Bandwidth Monitoring	Internal/External Bandwidth Monitoring
Implementation of network bandwidth improvements	1. No annual upgrades required 2. Bandwidth utilization remains consistent with highly performing environments.	1. No annual upgrades required 2. Bandwidth utilization remains consistent with highly performing environments.

FY17 – Implemented internet bandwidth increase from 10 Mbps to 100 Mbps

FY19 – Implemented internet bandwidth increase from 100 Mbps to 1,000 Mbps

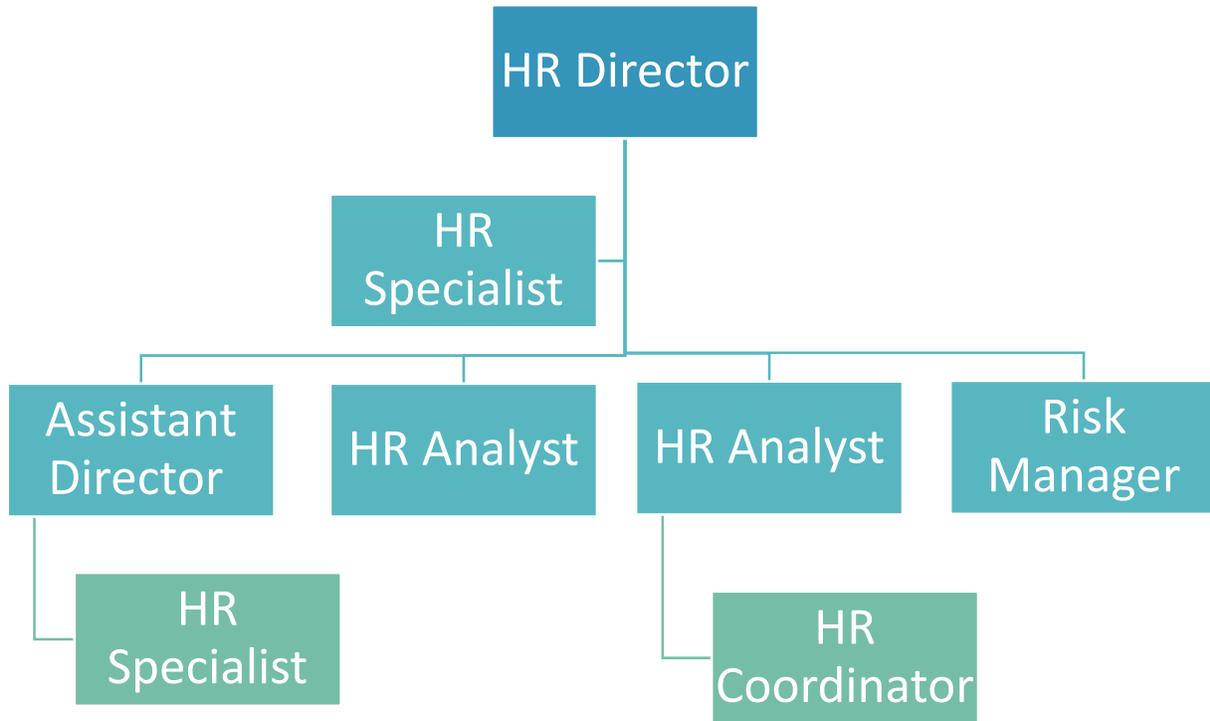
Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Monitor network and server activity via automated systems to be proactive in fixing issues	Yes	Yes	Yes	Yes	Yes
Automate password and security changes via domain policy	Yes	Yes	Yes	Yes	Yes
Implement recommended policies, procedures and best practices identified as a result of ongoing technology audits	Yes	Yes	Yes	Yes	Yes



Human Resources



DEPARTMENT: HUMAN RESOURCES



HUMAN RESOURCES DEPARTMENT FY2021 GOALS

Goal #1: Manage the employee health insurance program in a manner that provides quality program resources in a legally compliant and fiscally responsible manner

Objectives

- Partner with Gehring Group and continue to evaluate the insurance program, identify the most cost-effective deliverables from insurance vendors and ensure quality health insurance options
- Expand the employee wellness program maintaining focus on education in the top risk areas identified through employee participation in the annual wellness screening

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 competencies

Goal #3: Develop a new defined contribution plan option for new and existing employees and a voluntary pension buyout plan and for consideration by the Mayor and Town Council

Objectives

- Work with the Finance Director to create a 401(a) Defined Contribution Plan Option for consideration by the town Manager.
- Work with the Finance Director to draft a pension buyout option program for consideration by the Town Manager

Goal #4: Manage an efficient recruitment and on-boarding program that provides opportunities for the expedient selection and placement of quality applicants

Objectives

- 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
- Implement enhancements to the onboarding process to increase new hire engagement by increasing accessibility to policies, procedures and training
- Implement an Equal Employment Opportunity Plan and conduct annual utilization reports ensuring compliance with the laws governing the acceptance of Federal grant funds

Goal #5: Maintain the compensation plan in a manner that complies with Town policy and ensures market competitiveness to attract and retain candidates who fully support the vision and values of the organization.

Objectives

- Conduct an annual market analysis and present recommendations during the annual budget process for amendments to pay grade assignments of positions to ensure policy compliance
- Evaluate change in the Consumer Price Index (CPI) and other relevant factors and provide a recommendation during the annual budget process for Cost of Living Adjustments if appropriate

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	340,092	367,853	325,295	325,295	347,009	341,807	5.08%
Employee Benefits	185,495	185,177	177,504	177,504	170,195	181,680	2.35%
Contractual	128,482	163,959	242,438	257,590	205,497	169,440	-30.11%
Commodities	8,123	6,589	7,665	7,665	6,379	7,581	-1.10%
Depreciation	677	457	-	-	223	-	0.00%
TOTALS	662,869	724,036	752,902	768,054	729,303	700,508	-6.96%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program. The change is nearly flat due to level funding of the employee health insurance program between FY20 and FY21.

CONTRACTUAL

Contractual costs decreased primarily due to the decentralization of recruitment from Human Resources to the Police and Fire Departments. Expenses include enhanced background screening of employment candidates, behavior based interview training for hiring managers to further develop the quality of candidate selection, changes in post-employment drug and alcohol free workplace screening, and addition of external storage services for inactive employee and retiree personnel and medical files required to be retained per state retention rules.

COMMODITIES

Decrease reflects the reallocation of funds for the software used in scheduling annual physicals for Public Safety positions to determine ongoing fitness for duty from the Human Resources budget to the Health fund; training expenses were also reallocated to the Health, OPEB and Risk fund base on FTE distribution.

CAPITAL OUTLAY

Replacement equipment purchases planned for the clinic are no longer needed; clinical services have been outsourced.

DEPRECIATION

Depreciation was reduced due to no longer needing specific equipment for in-house clinical services.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Director of Human Resources	0.776	0.776	0.776	0.496	0.496
Assistant Director	0.600	0.600	0.600	0.500	0.500
Occupational Health Nurse	0.500	0.500	-	-	-
Human Resources Analyst	1.800	1.800	1.800	1.800	1.800
HR Coordinator	0.350	0.350	0.350	0.350	0.350
HR Resource Specialist	0.625	0.625	1.065	0.625	0.625
Office Assistant II	0.375	0.375	-	-	-
	5.026	5.026	4.591	3.771	3.771

Human Resources FY2020 Accomplishments

- Overall plan performance in the Town’s health insurance program resulting in flat trending at an average of ½% over the last five year. This performance allowed us to maintain funding levels.
- Maintained level funding for the 8th consecutive fiscal year for the Town’s dental insurance program.
- Expeditiously amended department operations in order to ensure continuity of operations during pandemic conditions. This included automating processes while ensuring accuracy, and providing for accurate administration of employee benefit, retirement, recruitment and compensation matters remotely without service impairments.
- Established emergency pandemic employee communication notices, programs, and distribution systems to ensure important local and Federal employment related information was provided accurately and in a timely manner to all employees. This includes but is not limited to the Federal Families First Coronavirus Response Act of 2020 and its impact on Emergency Family Medical Leave and Sick Pay.
- Quickly established service agreements, protocols, and a comprehensive workplace guide, while adhering the CDC guidelines, for handling pandemic related impacts to Town policies and employment conditions arising from pandemic conditions.
- Managed over 90 cases of employee testing of COVID-19, including personalized assistance to employees, testing and result monitoring, quarantine processing, contact tracing and ensuring adherence to Federal policy for mandatory sick leave pay and related employment matters.
- Provided assistance to employees and retirees during open enrollment period; assisted employees with completion of the wellness activities; assisted employees and retirees with insurance changes; maintained greater than 90% participation in the Wellness Program for the 6th consecutive year.
- Conducted on-site biometrics screenings for employee during the open enrollment period; greater than 60% participation
- Conducted MyCigna registration events in order to prepare for Open Enrollment.
- Expedited evaluation of enhanced psychological screening of employment candidates;
- Conducted outreach to Town Retirees providing online web-based benefit resources, notices, and evaluation of services rendered by contracted administration.
- Transitioned recruitment activities for Police and Fire Rescue from Human Resources to Public Safety thereby decentralizing the process upon directive of the Town Manager.
- Improved the quality of recruitment by streaming processes, such as a new workflow requisition during the new recruitment process, and maximized the use of software resources

such as online skills testing for applicants. Moved to a website based a pre-employment background screening system that integrates with the online hiring system to ensure a thorough and timely background process

- Facilitated and/or successfully responded to several employee relation matters including internal grievances, disciplinary hearings, appeals, complaints, and a variety of employment related legal claims.
- Distributed monthly “In the Know” news flash messages providing information regarding Town and general human resources information, such as benefit and retirement information, for employees.
- Created and distributed monthly supervisory newsletter providing information regarding maintaining legal compliance with employment laws, Town policies, and guidance for positive coaching and performance management of employees.
- Provided wellness notices to employees regarding holiday safety, tax and financial health, physical activity, sleep month, mental health month, men’s health month, women’s health month, allergy season tips.
- Promoted flu shots to employees and retirees through postcard mailing and e-mails and offered onsite flu shot clinic.
- Delivered a variety of wellness programs and webinars for stress management, exercise, sun safety campaign, pain management, and responding to mental health concerns in the workplace.
- Organized employee wellness challenges with an average participation rate greater than 60%.
- Worked with wellness vendor to order and distribute swag bag items for all employees to aid in preventing the spread of COVID-19 that included Face Masks, Hand Sanitizer, Multi-Tool Safety Touch Free Key, and a Digital Thermometer.
- Successfully transitioned the Town’s Retirement Plan Administration from contracted staff to Town Staff and an external provider, GRS Consulting.
- Implemented and managed the Defined Contribution Committee and its activities involved in the oversight of the fiduciary obligation and liability coverage for management of this retirement plan.
- Updated performance review programs in NeoGov Perform to reflect change in probation period for non-public safety employees.
- Secured safety grant funding for occupational health training programs that will supplement funding eliminated and/or reduced during the FY21 budget.

The following was accomplished in support of the Town Managers Goal as follows: *Work with the Retirement Board to identify ways to further address the Town’s unfunded pension liability. Develop a voluntary pension buyout plan for the Mayor and Town Council to consider. In addition to the existing pension plans, develop a new defined contribution plan option for new and existing employees.*

- Collaborated with the Finance Director to create a 401(a) Defined Contribution Plan Option for consideration by and delivered to the Town Manager on February 25, 2020. This option, if implemented, would be offered to new hires and potentially to existing employees, in lieu of enrollment in the existing retirement plans.
- Collaborated with the Finance Director to draft a Pension Buyout Option program for consideration by and delivered to the Town Manager on January 30, 2020; thereafter presented to the Retirement Board of Trustees on March 13, 2020. A pension buyout is “a one-time lump sum payment which may be offered to a plan member in lieu of his/her monthly pension annuity amount”. This option, if approved, would be offered to vested deferred members to participate on a voluntary basis.

Fiscal Year 2021 Goals and Performance Measures					
Town Council Budget Priority	Continue to closely examine the budget and identify opportunities that will increase revenue and reduce expenditures. Continue to maintain extraordinary levels of service and continue to find new efficiencies. Balance the FY2021 budget that is forecasted with a \$1,324,529 deficit.				
Department Goal	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	Partner with Gehring Group and continue to evaluate the insurance program, identify the most cost-effective deliverables from insurance vendors and ensure quality health insurance options				
	Expand the employee wellness program maintaining focus on education in the top risk areas identified through employee participation in the annual wellness screenings				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Total fiscal year end health insurance plan cost	\$5,734,957	\$5,909,533	\$5,393,479	\$5,364,349	\$5,612,120
% change in total health insurance plan cost	-0.7%	3.0%	-8.7	-0.5%	4.6%
Average annual insurance plan enrollment (employees and retirees)	440	425	432	422	417
Town cost per employee/retiree per year based on total plan costs less employee/retiree contributions	\$9,378	\$9,866	\$8,436	\$8,916	\$9,613
Number of benefit trainings offered to new employees	51	30	34	44	39
Number of open enrollment meetings held	2	2	2	8	5
Number of open enrollment and/or other benefit changes processed	297	281	234	215	257
Average number of days for claim issue resolution	1	1	1	1	1
Number of claim issues managed	87	95	88	90	90

Department Goal	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 competencies				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Number of workplace training and online classes offered (includes continuing education for Palm Beach County Commission on Ethics)	14	12	50	9 ¹	18
Workplace training attendees	256	702 ²	845	587	600
Tuition reimbursement program participants	15	13	8	12	12

¹In class sessions were reduced due to pandemic conditions

²Includes online sessions attended for retirement education programs

Town Council Budget Priority	Work with the Retirement Board to identify ways to further address the Town's unfunded pension liability. Develop a voluntary pension buyout plan for the Mayor and Town Council to consider. In addition to the existing pension plans, develop a new defined contribution plan option for new and existing employees.
Department Goal	Develop a new defined contribution plan option for new and existing employees and a voluntary pension buyout plan and for consideration by the Mayor and Town Council
Objectives	Work with the Finance Director to create a 401(a) Defined Contribution Plan Option for consideration by the Town Manager
	Work with the Finance Director to draft a pension buyout option program for consideration by the Town Manager

Department Goal	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				
	Implement enhancements to the onboarding process to increase new hire engagement by increasing accessibility to policies, procedures and training				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Annual turnover	10%	14%	10%	11%	12%
Number of advertised positions	54	30	42	26 ¹	38
Number of applications received	2,892	3,504	3,767	2,601	3,191
Number of pre-employment selection tests offered	301	929	1,180	941	838
Number of qualified applicants interviewed	553	493	564	561	543
Average number of calendar days from posting to offer	70	72	72	70	70
Total number of hires into budget approved positions:					
Full-time	49	31	31	46	40
Part-time	0	0	0	0	0
Part-time partial benefits	1	0	2	6	5
Temporary	7	9	5	7	23
Number of orientation sessions held	7	6	3	2	4

¹This includes 'open until filled' positions that continuously collect applications for multiple vacancies.

Department Goal	Maintain the compensation plan in a manner that complies with Town policy and ensures market competitiveness to attract and retain candidates who fully support the vision and values of the organization.	
Objectives	Conduct an annual market analysis and present recommendations during the annual budget process for amendments to pay grade assignments of positions to ensure policy compliance	
	Evaluate change in the Consumer Price Index (CPI) and other relevant factors and provide a recommendation during the annual budget process for Cost of Living Adjustments if appropriate	
Performance Measures	Actual FY20	Projected FY21
# of position classification evaluated during the annual market analysis ¹	78	75
Annual report on employee compensation provided to the Town Manager, Finance Director and Deputy Town Manager ¹	Complete by 5/27/2020	Complete by 6/1/2021

¹These measures were introduced following the FY20 implementation of the town-wide compensation study

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Number of public record requests received and processed	161	132	162	195	150
Number of employment verifications received	119	78	77	128	101
Number of personnel action forms processed	507	504	520	439	493
Number of notary services provided	49	46	35	22 ¹	38
Number of non-town employment disclosures received	69	77	71	117	84
Number of acceptance of favors or gratuities disclosures received	107	143	177	203	158
Number of unemployment claims received	6	5	5	5	5
Savings from protested unemployment claims	\$8,230	\$7,449	\$3,336	\$8,350	\$6,864

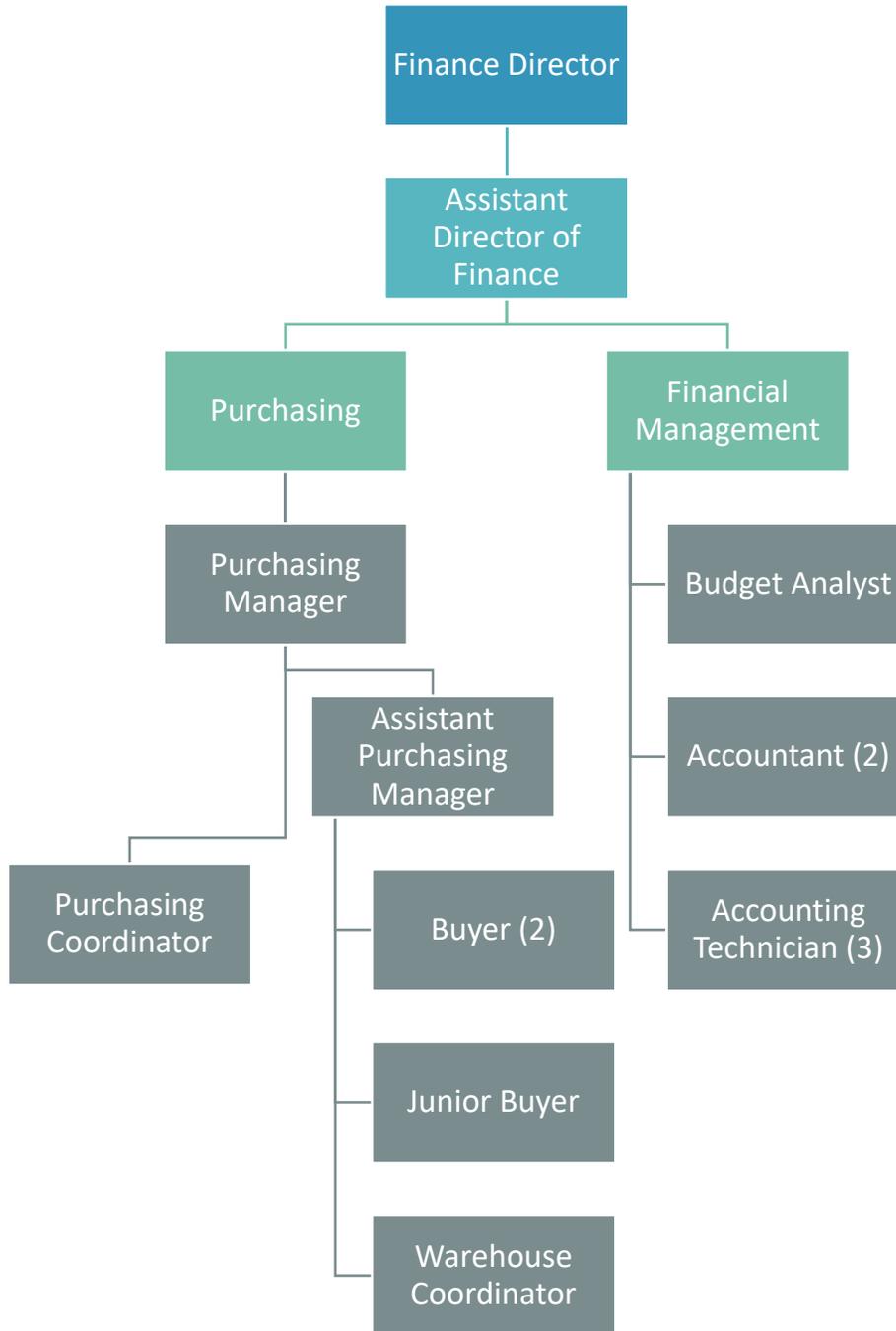
¹Occurrences reduced due to pandemic conditions.



Finance



FINANCE DEPARTMENT ORGANIZATION CHART



FINANCE DEPARTMENT FY2021 GOALS

Goal #1: Develop a General Fund budget for FY21 that keeps taxes at a rate that would represent a \$0 increase for homestead properties

Objective

- Work with Town Manager and Department Directors to prepare a budget that meets the Town Council goals

Goal #2: Maximize rate of return on investments while applying the GFOA best practices guidelines

Objective

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

Goal #3: Secure favorable financing for the Town Marina Project.

Objective

- Work with the Town Manager, financial advisors and staff to develop a low-cost financing plan

Goal #4: Implement key performance indicators for each contract utilized by Town Staff to measure effectiveness of delivery of services, materials and construction services

Objective

- To provide useful contracts to Town end users with best pricing options and metrics to measure output of the contract. In the event that there are performance issues during the year, this would be documented within the KPI field of the Contract Management Software. Vendor performance would be included in contract renewal decisions and in new solicitations in the event that a firm is recommended for award.

Goal #5: Expand training for use of purchasing and purchasing cards as well as contract administration for the use of the contract. Contract administration is a key function in purchasing metrics. If you issue a contract for services, there must be a trained staff member to understand if the vendor is delivering and what is to be paid and when to pay an invoice. The contract administrator would be responsible for vendor performance metrics.

Objective

- Provide basic purchasing training to all new employees as well as specialized training for contract administration for specialized contracts

Goal #6: Work with Human resources to develop plans to reduce unfunded pension liability.

Objective

- Lower the Town's unfunded pension liability

Goal #7: Implement key performance indicators for each contract utilized by Town staff to measure effectiveness of delivery of services, materials and constructions services

Objective

- To provide useful contracts to Town end users with best pricing options and metrics to measure output of the contract. In the event that there are performance issues during the year, this would be documented within the KPI field of the contract management software. Vendor performance would be included in contract renewal decisions and in new solicitations in the event that a firm is recommended for award.

Goal #8: Expand training for use of purchasing and purchasing cards, as well as contract administration for the use of the contract. Contract administration is a key function in purchasing metrics. If you issue a contract for services, there must be a trained staff member to understand if the vendor is delivering and what is to be paid and when to pay an invoice. The contract administrator would be responsible for vendor performance metrics

Objective

- Provide basic purchasing training to all new employees as well as specialized training for contract administration for specialized contracts

Goal #9: Issue internal customer service surveys to understand user needs and satisfaction level on a quarterly basis

Objective

- To improve the quality of services provided by the purchasing department

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 and purchasing 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.

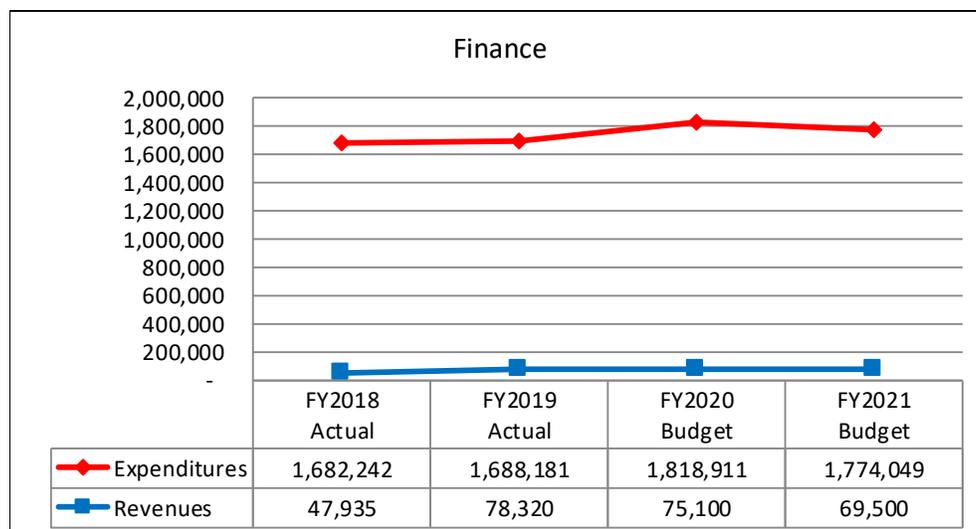
Revenue Summary

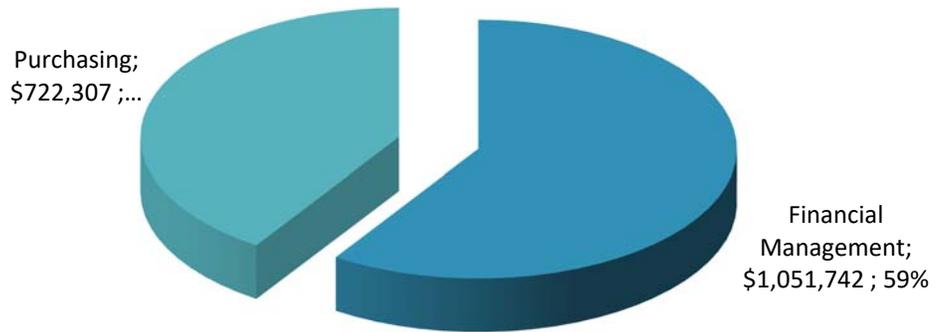
	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget	% Change
Taxi Permits	7,275	675	4,500	900	900	-80.00%
Newsrack Enclosure Admin Fee	720	820	600	780	600	0.00%
Lien Search Fee	39,940	76,825	70,000	48,475	68,000	-2.86%
	47,935	78,320	75,100	69,330	69,500	-7.46%

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	945,560	1,010,740	1,067,262	1,067,262	1,016,000	1,040,770	-2.48%
Employee Benefits	567,998	523,151	574,135	574,135	574,496	562,120	-2.09%
Contractual	135,062	130,412	150,355	150,355	135,870	143,575	-4.51%
Commodities	29,768	20,024	23,305	23,305	22,650	23,730	1.82%
Depreciation	3,854	3,854	3,854	3,854	3,854	3,854	0.00%
TOTALS	1,682,242	1,688,181	1,818,911	1,818,911	1,752,870	1,774,049	-2.47%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.





	FY2018	FY2019	FY2020	FY2021
Total Full Time Equivalent Employees	15.563	14.739	14.689	13.689

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 and effective manner

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	535,554	545,827	579,476	579,476	540,000	602,512	3.98%
Employee Benefits	331,438	280,985	303,085	303,085	303,450	307,766	1.54%
Contractual	115,267	121,867	130,000	130,000	115,970	126,300	-2.85%
Commodities	13,332	12,074	14,880	14,880	13,650	14,850	-0.20%
Depreciation	314	314	314	314	314	314	0.00%
TOTALS	995,906	961,067	1,027,755	1,027,755	973,384	1,051,742	2.33%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

The budget includes funds for the annual external audit, copy machine charges, supplies for annual wage reporting and the residential parking permit program, credit card discount fees on Town receipts, and postage. Rental costs of the postage machine increased while decreases occurred with postage and legal advertising

COMMODITIES

Funds included cover office supplies, professional membership dues/subscriptions and continuing education.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Finance Director	0.850	0.850	0.850	0.850	0.850
Assistant Finance Director	0.975	0.975	0.975	0.975	0.975
Accounting Supervisor	0.950	-	-	-	-
Budget Analyst	-	0.950	0.950	0.900	0.900
Accounting Assistant	2.000	-	-	-	-
Accounting Technician	2.988	2.988	2.964	2.964	2.964
Accountant	-	2.800	2.000	2.000	2.000
Payroll Specialist	0.800	-	-	-	-
	8.563	8.563	7.739	7.689	7.689

Finance Department FY2020 Accomplishments

- Worked with Town Manager and staff to prepare the FY2021 budget, which resulted in a decrease in operating expenditures of 3.1% and a decrease in staffing of 16.68 FTEs. The adopted millage rate was 2.34% less than FY2020.
- Awarded the Certificate of Achievement for Excellence in Financial Reporting for the 32st consecutive year by the Government Finance Officers Association of the United States and Canada
- Awarded the Distinguished Budget Presentation Award for the 28th year by the Government Finance Officers Association of the United States and Canada. Also received the Special Capital Recognition for the first time.
- Developed a 10-year long-term financial plan forecast. The forecast was used to develop the FY2021 budget
- Worked with the Investment Advisory Committee to develop a plan to reduce the OPEB return assumption to 6.0% and de-risk the asset allocation.
- The Town refunded the remaining \$4,660,000 of the 2010A bonds. The refunding achieved \$1,157,902 of net present value debt service savings or 25.39% of the refunded bonds par amount. The all-in true interest Cost (TIC) was 2.46%.
- In 2019, the Town issued bonds to refund most of the 2013 bonds. The transaction produced savings of \$4,385,248 or 10.24%. The all-in true interest cost (TIC) for the 2019 refunding was 3.036%.
- In 2020, the Town issued \$31,000,000 in Revenue Bond through CenterState Bank for the Marina Construction project. The rate on the bonds is 2.25%.
- Developed a cost allocation plan to determine which costs could be allocated to the Building division and then fees were set based on the cost of operating the division. Accounts have been set up in a new Building Enterprise Fund and the FY21 budget reflects the new fund for greater transparency.
- Issued a RFP for audit services. The Audit Selection Committee selected a new auditor for the upcoming audit.
- Worked with Purchasing and the Retirement Board to develop the RFP and select the new pension administrator GRS.

- An RFP was developed and issued and the Retirement Board and the Investment Advisory Committee selected a new custodian, Salem Trust. The assets from State Street Bank transitioned to Salem Trust on October 1, 2019.
- Developed a Cash Flow report for town wide cash needs for the Investment Advisory Committee.

Fiscal Year 2021 Goals and Performance Measures

Town Council Budget Priority	Continue to closely examine the budget and identify opportunities that will increase revenue and reduce expenditures. Continue to maintain extraordinary levels of service and continue to find new efficiencies. Balance the FY2021 budget that is forecasted with a \$1,324,529 deficit.
Department Goal	Develop a General Fund budget for FY21 that keeps taxes at a rate that would represent a \$0 increase for homestead properties
Objective	Work with the Town Manager and Directors to prepare a budget that meets the Town Council goals
Performance Measures	Projected FY21
Millage rate	2.9962 represented a \$0 increase to homestead property owners
Operating budget	Operating budget is 3.10% less than FY20 and the total budget reflects a decrease of 4.18%

Town Council Budget Priority	Secure favorable financing for the Town Marina Project. Begin construction on time (May 2020) and remain on schedule for a Fall 2021 completion. Keep the project within the final budget designated by Town Council. Create a business plan for the Town Marina. Provide regular updates to the Mayor and Town Council on critical pay, key decisions and budget performance.
Department Goal	Secure favorable financing for the Town Marina Project.
Objective	Work with the Town Manager, financial advisors and staff to develop a low-cost financing plan
Performance Measures	Projected FY21
Financing Plan	Worked with advisors to develop a cost-effective plan of finance, obtained a \$31,000,000 loan at 2.25% over 20 years with the ability to prepay with a 1% premium during the first 4 years after closing and at par (no premium) thereafter, and interest only during the first year.

Town Council Budget Priority	Work with the Retirement Board to identify ways to further address the Town's unfunded pension liability. Develop a voluntary pension buyout plan for the Mayor and Town Council to consider. In addition to the existing pension plans, develop a new defined contribution plan option for new and existing employees.
Department Goal	Work with Human resources to develop plans to reduce unfunded pension liability
Objective	To lower the Town's unfunded pension liability
Performance Measures	Projected FY21
Options for Consideration	<ul style="list-style-type: none"> Collaborated with the Human Resources Director to create a 401(a) Defined Contribution Plan Option for consideration by and delivered to the Town Manager on February 25, 2020. This option, if implemented, would be offered to new hires and potentially to existing employees, in lieu of enrollment in the existing retirement plans. Collaborated with the Human Resources Director to draft a Pension Buyout Option program for consideration by and delivered to the Town Manager on January 30, 2020; thereafter presented to the Retirement Board of Trustees on March 13, 2020. A pension buyout is "a one-time lump sum payment which may be offered to a plan member in lieu of his/her monthly pension annuity amount". This option, if approved, would be offered to vested deferred members to participate on a voluntary basis.

Department Goal	Maximize rate of return on investments while applying the GFOA Best Practices guidelines				
Objective	The Town's annualized rate of return exceeds that of the benchmark rate of return for the investments				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20 (July)	Projected FY21
Town's annualized blended return	0.68%	0.72%	3.40%	3.20%	1.0%
Town's benchmark return	0.30%	-0.05%	3.75%	3.30%	.75%

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Credit Rating – Issuer	AAA	AAA	AAA	AAA	AAA
Credit Rating – Revenue Bond	AA+	AAA	AAA	AAA	AAA
Number of Management letter comments in audit	0	0	0	0	0
Parking ticket collection rate	88.0%	84.9%	88%	88%	88%

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 services, and construction 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
- Administer evaluation process for vendor performance for both goods and services
- Facilitate the sale of surplus Town assets through an online Governmental Auction Site
- Evaluate warehouse stock to minimize long-term storage and obsolete materials

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	410,006	464,913	487,786	487,786	476,000	438,258	-10.15%
Employee Benefits	236,560	242,166	271,050	271,050	271,046	254,354	-6.16%
Contractual	19,794	8,545	20,355	20,355	19,900	17,275	-15.13%
Commodities	16,436	7,950	8,425	8,425	9,000	8,880	5.40%
Depreciation	3,540	3,540	3,540	3,540	3,540	3,540	0.00%
TOTALS	686,336	727,113	791,156	791,156	779,486	722,307	-8.70%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Contractual costs will reflect reductions in copy machine charges, office supplies and reduction in other contractual services. A slight increase was proposed for training procurement best practices to Town staff. Town Purchasing has implemented an E-Bidding Platform for solicitations and Contract Management. This is a new expense under Purchasing.

COMMODITIES

Estimates for commodities remain the same based on current market conditions

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Purchasing Manager	1.000	1.000	1.000	1.000	1.000
Assistant Purchasing Manager	1.000	1.000	1.000	1.000	1.000
Senior Buyer	-	-	-	-	1.000
Buyer	1.500	1.500	1.500	2.000	1.000
Purchasing Technician	1.000	1.000	1.000	-	-
Junior Buyer	-	-	-	1.000	1.000
Warehouse Coordinator	1.000	1.000	1.000	1.000	1.000
Purchasing Coordinator	1.000	1.000	1.000	1.000	-
Courier/Warehouse Assistant	0.500	0.500	0.500	-	-
	7.000	7.000	7.000	7.000	6.000

Purchasing Department FY2020 Accomplishments

- Updated Purchasing Policy and Procedures Manual – Administrative Procedure No. 1-19-1
- Sought cost avoidance in new contracts through negotiations in the amount of \$1,556,554
- Purchasing expanded the use of the E-Bidding and E-Contract Management Software during FY20. The initial deployment was in FY19, with the overall goals of streamlined rankings of RFP’s and RFQ’s, greater accountability in the process and greater outreach to the vendor community to respond to Town solicitations. The E-Bidding Platform is web-based and has been noted by the vendor community to be easier to use in responding to solicitations. The goal of the Contract Management Tool was to be able to share all vendors that currently have contracts or agreements with Town staff or the vendor community, provide for better management of renewals and for capturing metrics of vendor performance. Both the E-Bidding Platform and Contract Management Software were reviewed by the Office of the Inspector General.
- Continued search for agreements that were originally handled by Departments with goal of entering into Contract Management Program. Worked with departments and divisions to secure information.
- Sought greater outreach to the vendor community for participation in Town Solicitations. For the Town Marina, outreach was completed to a firm in Europe.
- Conducted quarterly Surveys on level of service being provided by Purchasing with the goal of providing the best in Customer Service.
- Facilitated selection committee meetings, per-bid meetings, bid openings through electronic platforms to maintain transparency to the procurement process.
- Incorporated the use of Subject Matter Experts to participate on Selection Committees for solicitations both from the private and public sectors.
- The Purchasing Manager continued the responsibility to write Town Council Agenda Items related to all purchasing related items for all departments.
- During FY20, both managers and the buyers continued outreach to all operating departments and divisions with a goal of providing the best in service, timely response to strategic sourcing and providing guidance to routine business needs. Additionally, the senior buyer, buyer and junior buyer positions have been meeting with respective user departments and divisions for greater knowledge of upcoming needs.

- Re-engineered staffing levels. With the retirement of the Purchasing Coordinator, the position was eliminated and a buyer position was reclassified to a senior buyer to assume additional responsibilities. Staffing was decreased from seven positions to six positions effective July 2020.
- Encouraged purchasing staff to obtain national certification. The senior buyer secured his CPPB and the Assistant Purchasing Manager and Jr Buyer have scheduled their testing for November 2020.
- Developed a refresher training for p-card holders online to ensure compliance with established policy and procedures. The class was offered through Target Solutions.
- Successfully completed annual warehouse physical inventory. Lucity, a new Asset Management Software was implemented which includes stock withdrawals. Phase 1 was implemented in August 2020.
- Expanded the use of primary, secondary and tertiary vendors for all itemized contracts. This provides the Town with options in the event that a contractor cannot provide the required services as requested.
- Staff has attended monthly meetings of the NIGP Cooperative within the South Florida region.
- Purchasing Manager presented at FAPPO, Florida Association of Public Procurement Officers, during the fall conference and presented to the National Institute of Government Purchasing in August 2020 on Best Methodologies in Government Practices via Zoom
- Increased spending on purchase cards from \$734,390 in FY18 to \$1,802,663 in FY19 to \$1,990,270 to garner greater rebate for use of bank card at end of calendar year. The full expenditure for 2020 is based on calendar year vs. fiscal year. We are currently at \$1,990,270 and are anticipating expenditures in excess of \$2,200,000 for the calendar year.
- Continue practice of providing the best in Internal Customer Service to the departments and divisions that are served.
- Focused on obtaining Best Value for all solicitations.

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Implement key performance indicators for each contract utilized by Town Staff to measure effectiveness of delivery of services, materials and construction services		
Objectives	To provide useful contracts to Town end users with best pricing options and metrics to measure output of the contract. In the event that there are performance issues during the year, this would be documented within the KPI field of the Contract Management Software. Vendor performance would be included in contract renewal decisions and in new solicitations in the event that a firm is recommended for award.		
Performance Measures	Actual FY19	Actual FY20	Projected FY21
Number of contracts reviewed	-	18	125

Department Goal	Expand training for use of purchasing and purchasing cards as well as contract administration for the use of the contract. Contract administration is a key function in purchasing metrics. If you issue a contract for services, there must be a trained staff member to understand if the vendor is delivering and what is to be paid and when to pay an invoice. The contract administrator would be responsible for vendor performance metrics.		
Objectives	Provide basic purchasing training to all new employees as well as specialized training for contract administration for specialized contracts		
Performance Measures	Actual FY19	Actual FY20	Projected FY21
Number of employees trained	68	52	80

Department Goal	Issue internal customer service surveys to understand user needs and satisfaction level on a quarterly basis.		
Objectives	To improve the quality of services provided by the purchasing department		
Performance Measures	Actual FY19	Actual FY20	Projected FY21
Surveys completed by Town end users	-	67	120

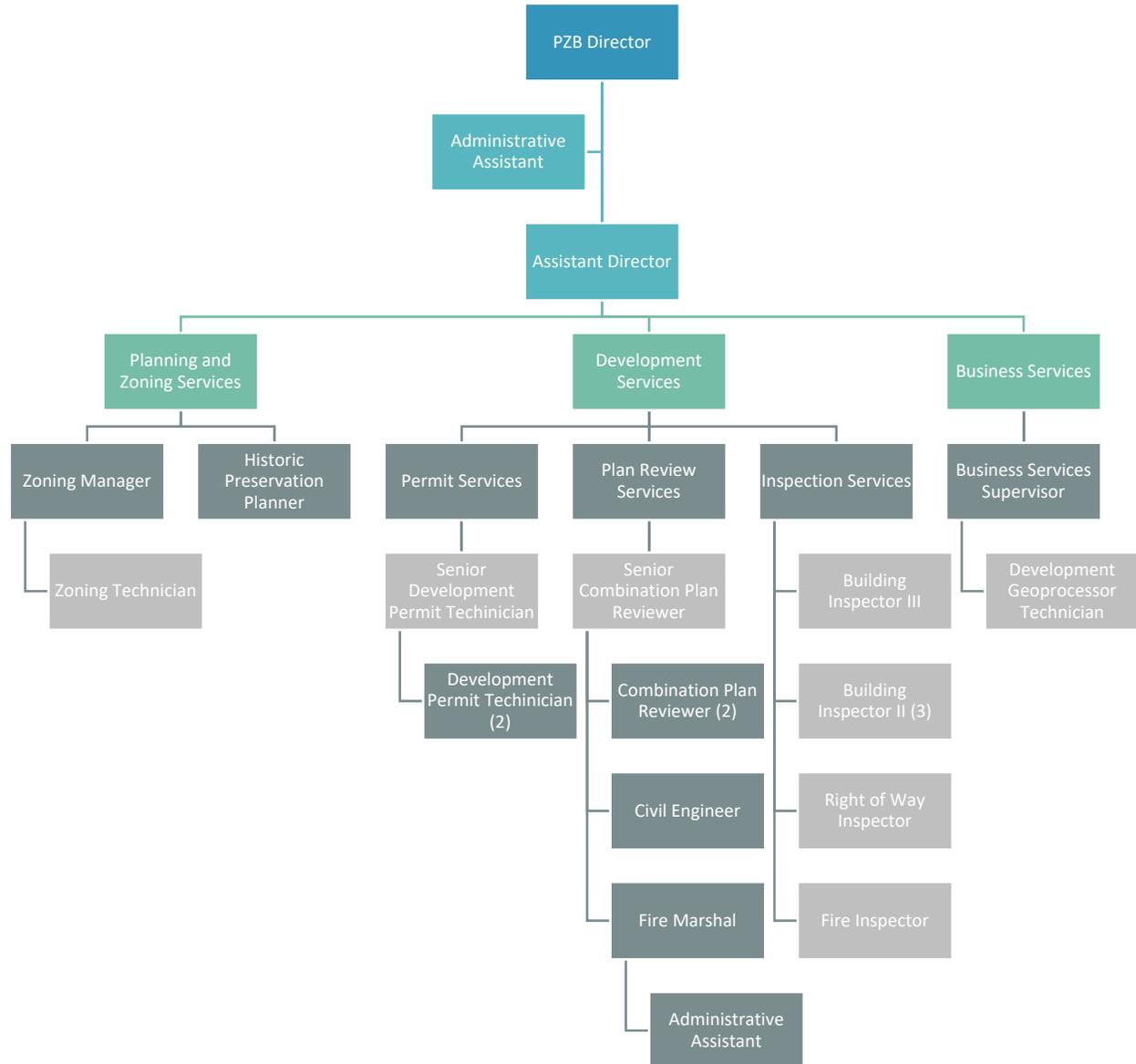
Purchasing Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Purchase orders written	1,698	1,404	1,146	1,128	1,200
Total Value of Purchase Orders Issued	-	-	\$17,030,480	\$114,525,812	\$25,000,000
Formal bids, RFPs, RFQs	43	75	40	28	40
Purchase orders (\$2,500 - \$14,999)	367	348	342	326	325
Purchase orders (\$15,000 - \$35,000)	105	99	110	136	125
Warehouse – number of issues	2,530	2,583	1,930	1,704	1750
Dollars spent using purchasing cards	\$734,971	\$734,390	\$1,802,663	\$1,990,270	\$2,225,000
Number of Credit Card Transactions	-	-	-	4,241	4,500
Credit Card Rebate	-	-	\$4,673	\$22,533	\$27,000
Surplus sales	\$15,534	\$239,337	\$193,181	\$39,809	\$75,000
Cost avoidance	\$157,375	\$1,896,339	\$444,624	\$1,556,554	\$300,000



Planning and Zoning



PLANNING, ZONING AND BUILDING ORGANIZATIONAL CHART



PLANNING, ZONING & BUILDING DEPARTMENT FY2021 GOALS

Goal #1: Continue with Process Improvement and Code Reform

Objectives

- Assess technology to determine how automation technology may be used to further streamline work flows and bring Palm Beach's process in line with current industry standards and best practices that are tailored for Palm Beach's unique environment
- Conduct listening sessions with stakeholders (residents, business owners, Town Council members, civic organizations, PZB board and commission members, developers, design professionals, contractors/subcontractors, and others as needed) to hear frustrations with the process, identify what is working well, gather their ideas for improvements and share some of the Town's emerging solutions for process improvements
- Work with the Town Council and with the Planning & Zoning Commission to address the use of fill material on construction sites, commercial and retail uses, and other zoning matters that are requested by the Town Council

Goal #2: Continue to review and modify departmental policies and processes to simplify the delivery of service to the community.

Objectives

- Update the ARCOM and Landmark applications
- Continue to reduce the number of permits and forms used throughout the department

Goal #3: Adopt and implement the new historic preservation program using the conservation districts and historically significant buildings.

Objectives

- Adopt and enforce the required ordinances and resolutions
- Implement the program, along with a new procedure for preserving the historic buildings

DEPARTMENT: PLANNING AND ZONING

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 – Planning & Zoning Only

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget*	% Change
Business Tax Receipts	723,730	744,976	728,000	739,268	740,000	1.65%
Business Tax Receipt Penalties	47,769	28,063	35,000	16,509	30,000	-14.29%
Building	6,031,936	8,115,868	5,669,000	4,223,059	-	-100.00%
Electrical	589,797	369,503	150,000	85,244	-	-100.00%
Plumbing	362,884	195,696	100,000	38,361	-	-100.00%
Permit Processing	44,100	24,270	38,000	28,265	-	-100.00%
Permit Penalty	267,292	41,276	125,000	6,912	-	-100.00%
Except/Var. App.	285,954	247,878	225,000	165,057	235,000	4.44%
Consultants Fees	993	-	5,000	-	-	-100.00%
Special Plan Review Fee	218,900	-	-	-	-	0.00%
Reinspection Fees	7,125	3,240	6,500	1,010	-	-100.00%
Abandonments	1,988	370	-	(25)	-	0.00%
Architectural Fees	200,290	282,370	313,000	140,850	250,000	-20.13%
Landmarks Submittal	47,850	44,950	35,000	25,005	37,000	5.71%
Mechanical Permits	448,444	301,404	100,000	120,393	-	-100.00%
Contractor Registration Fee	9,575	9,570	8,500	4,075	-	-100.00%
Landscape Permit	18,400	3,952	10,000	-	-	-100.00%
Advanced Irrigation	600	-	-	-	-	0.00%
Miscellaneous Permit Fees	-	360	-	5,500	-	0.00%
Building Permit Search Fee	49,175	53,650	42,000	37,050	-	-100.00%
Dune Vegetation Fee	-	-	1,000	-	-	-100.00%
Permit Revision Fee	154,325	197,575	180,000	116,450	-	-100.00%
Right Of Way Permits	439,141	1,079,411	600,000	740,056	606,600	1.10%
Flood Plain Mgmt Permit Fee	18,604	10,958	14,000	5,850	-	-100.00%
County Occ. Licenses	21,937	20,720	20,000	6,241	20,000	0.00%
Tent Permits	12,925	19,393	21,000	18,612	21,000	0.00%
Bldg. Insp. Fund Fees	11,405	13,681	11,000	6,851	-	-100.00%
Radon Gas	7,820	9,245	10,000	4,609	-	-100.00%
Certification Copy	262	-	500	-	-	-100.00%
Scanned Documents	-	25	100	-	-	-100.00%
Code Compliance Fines	306,345	318,425	175,000	119,040	175,000	0.00%
Code Compliance Admin Fee	4,500	4,450	5,000	1,625	4,500	-10.00%
Credit Card Cust. Surcharge	14,251	19,481	15,000	8,475	15,000	0.00%
	10,348,315	12,160,759	8,642,600	6,664,341	2,134,100	-75.31%

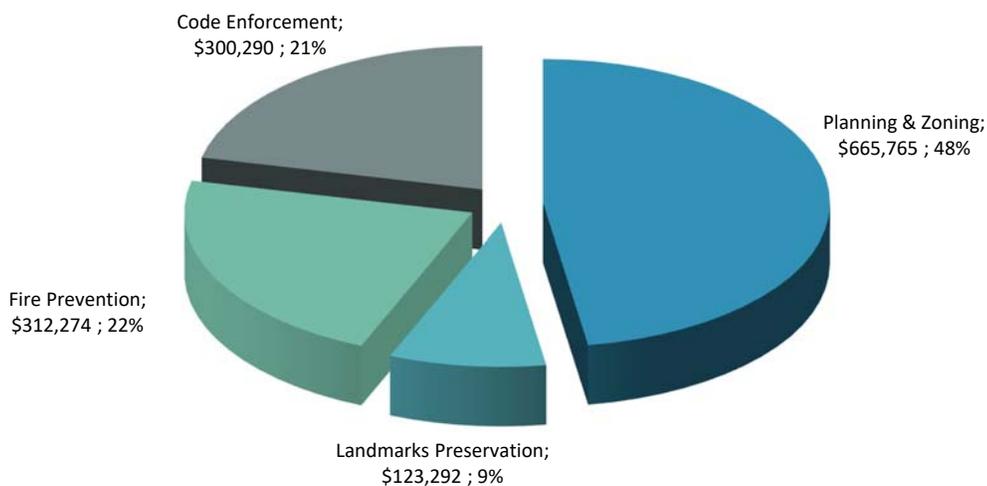
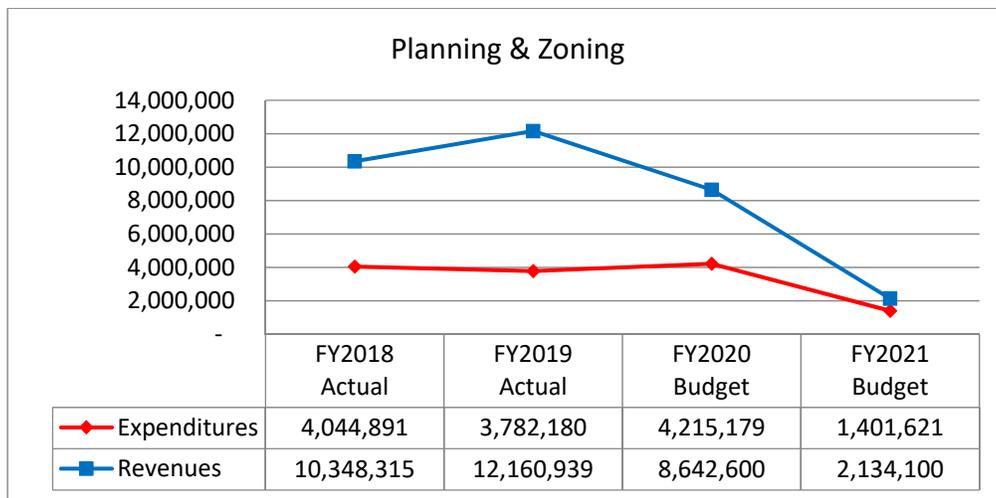
*In FY2021 two programs were moved from the General Fund into the new Building Enterprise Fund

Expenditure Summary – Planning & Zoning Only

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget**	% Change
Salaries and Wages	1,815,151	1,806,701	2,064,048	2,064,048	1,597,054	737,237	-64.28%
Employee Benefits	1,062,230	1,004,707	1,034,359	1,034,359	987,896	352,567	-65.91%
Contractual	995,968	813,755	964,360	1,172,243	971,276	281,948	-70.76%
Commodities	66,974	54,686	47,515	47,515	48,465	23,465	-50.62%
Depreciation	104,568	102,330	104,897	104,897	104,897	6,404	-93.89%
TOTALS	4,044,891	3,782,180	4,215,179	4,423,062	3,709,588	1,401,621	-66.75%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

**In FY2021 two programs were moved from the General Fund into the new Building Enterprise Fund



	FY2018	FY2019	FY2020	FY2021*
Total Full Time Equivalent Employees	29.250	27.250	25.750	9.100

*In FY2021 two programs were moved from the General Fund into the new Building Enterprise Fund

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; and
- Work continually to improve the efficiency and effectiveness of the processes of the department.

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	242,151	332,984	350,692	350,692	285,000	326,740	-6.83%
Employee Benefits	125,755	140,827	141,135	141,135	135,097	133,725	-5.25%
Contractual	381,354	179,320	278,550	373,024	268,300	195,800	-29.71%
Commodities	7,490	16,910	10,500	10,500	6,250	9,500	-9.52%
Depreciation	170	170	170	170	170	-	-100.00%
TOTALS	756,919	670,211	781,047	875,521	694,817	665,765	-14.76%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Includes costs associated with legal services, general planning activities, and concurrency studies per state law.

COMMODITIES

Includes office and computer supplies and replacement costs, and continued software enhancements.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Director	0.700	0.700	0.700	0.700	0.700
Assistant Director	0.350	0.350	-	0.350	0.350
Zoning Manager	1.000	1.000	1.000	1.000	1.000
Zoning Technician	0.500	0.500	0.500	0.500	0.500
Planner	0.400	0.400	0.400	0.400	-
Administrative Specialist	0.500	0.500	0.500	0.500	0.500
Office Manager	0.120	0.120	-	-	-
Administrative Assistant	-	-	0.500	-	-
Historic Preservation Planner	-	-	-	-	0.400
	3.570	3.570	3.600	3.450	3.450

Planning & Zoning FY2020 Accomplishments

- Reorganized the PZB Department to promote better customer service
- Continue to use and improve the One Permit per Project process to reduce the number of permits issued each year
- ARCOM and LPC Staff reviews/approvals are now processed as permits

Fiscal Year 2021 Goals and Performance Measures

Town Council Budget Priority	Continue planning, zoning and building process improvement initiative to further improve the operational efficiency, customer services and policies/procedures. Identify areas of the Town Code most in need of reform. Develop a budget and a process to include analysis of the existing code, research impacts of federal and state regulations, host a symposium with code reform experts, host public engagement session to solicit community feedback and prepare recommended code changes.
Department Goal	Continue with Process Improvement and Code Reform
Objectives	Assess technology to determine how automation technology may be used to further streamline work flows and bring Palm Beach's process in line with current industry standards and best practices that are tailored for Palm Beach's unique environment
	Conduct listening sessions with stakeholders (residents, business owners, Town Council members, civic organizations, PZB board and commission members, developers, design professionals, contractors/subcontractors, and others as needed) to hear frustrations with the process, identify what is working well, gather their ideas for improvements and share some of the Town's emerging solutions for process improvements

Town Council Budget Priority	Continue planning, zoning and building process improvement initiative to further improve the operational efficiency, customer services and policies/procedures. Identify areas of the Town Code most in need of reform. Develop a budget and a process to include analysis of the existing code, research impacts of federal and state regulations, host a symposium with code reform experts, host public engagement session to solicit community feedback and prepare recommended code changes.
Department Goal	Continue to review and modify departmental policies and processes to simplify the delivery of service to the community.
Objectives	Update the ARCOM and Landmark applications
	Continue to reduce the number of permits and forms used throughout the department

Planning & Zoning Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Comprehensive Plan amendments processed	2	1	1	1	1
Zoning amendments processed	5	25	14	2	10
Development review application processed	80	100	74	61	61
ARCOM applications processed	169	165	125	65	65
ARCOM Staff approvals processed	417	438	396	478	478
# of Business Tax receipts issued	1,680	1,648	1,729	1,635	1,635
# of new business applications processed	189	140	224	130	130
# of records request processed	5,046	4,226	3,026	1,595	1,595

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 properties.

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;
- Inform and educate our citizens;
- Process Certificates of Appropriateness as directed by codes and policy;
- Discuss and entertain requests for possible designation of properties as historic; and
- Maintain accurate records and files.

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	63,027	58,678	69,130	69,130	30,000	33,398	-51.69%
Employee Benefits	31,931	29,329	36,133	36,133	30,876	16,516	-54.29%
Contractual	77,325	67,168	65,850	65,850	66,750	71,000	7.82%
Commodities	1,398	1,080	1,050	1,050	1,300	2,050	95.24%
TOTALS	173,681	156,255	172,163	172,163	128,926	122,964	-28.58%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Contract costs related to construction permits, including permit review, travel and education, and storage and ultimate scanning of department records. It also includes costs directly attributable to the department for Town annual software maintenance.

COMMODITIES

Office supplies and minor software enhancements

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Director	0.050	0.050	0.050	0.050	0.050
Assistant Director	0.050	0.050	-	0.050	0.050
Planner	0.300	0.300	0.300	0.300	0.300
Office Manager	0.350	0.350	-	-	-
Administrative Assistant	-	-	0.500	-	-
Administrative Specialist	-	-	-	0.500	-
	0.750	0.750	0.850	0.900	0.400

Landmarks Preservation FY2020 Accomplishments

- All certificates of appropriateness applications available for viewing on the web
- Complete the current Historic Site Survey of the Town
- Historic District Educational Symposium held in December of 2019

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Adopt and implement the new historic preservation program using the conservation districts and historically significant buildings	
Objectives	Adopt and enforce the required ordinances and resolutions	
	Implement the program, along with a new procedure for preserving the historic buildings	
Performance Measures	Actual FY20	Projected FY21
Number of historically significant building preserved under this program	1	6

Landmarks Preservation Productivity Measures

Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
# of COA Applications processed	60	49	34	34	34
# of properties designated as Landmarks	8	6	5	4	4
# of Landmarks staff approvals processed	134	133	114	128	128

PROGRAM: FIRE PREVENTION 215

(Program managed by Fire Rescue)

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
- Managing the adequacy and reliability of the fire protection water supply
- Conduct community risk analysis
- Create or revise ordinances to enhance fire prevention
- Generate revenue through fire inspection and other fees
- Investigate fires for cause and origin

EXPENDITURE SUMMARY

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	172,629	192,763	206,516	206,516	206,516	212,645	2.97%
Employee Benefits	91,668	75,281	83,973	83,973	83,973	84,921	1.13%
Contractual	11,784	12,025	12,000	12,000	11,916	10,888	-9.27%
Commodities	3,539	2,073	3,820	3,820	3,820	3,820	0.00%
TOTALS	279,620	282,142	306,309	306,309	306,225	312,274	1.95%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

The contractual category covers travel, community education, and software maintenance. The decrease resulted from the elimination of travel and per diem with a small increase in software costs.

COMMODITIES

Remained constant

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Fire Marshal	1.000	1.000	1.000	1.000	1.000
Fire Inspector	1.000	1.000	1.000	1.000	1.000
Office Assistant II	0.500	0.500	0.500	0.500	0.500
	2.500	2.500	2.500	2.500	2.500

Fire Prevention Program Fiscal Year 2020 Accomplishments

- Ensured that all commercial buildings were inspected for unsafe design and use
- Improved cooperation, coordination, and integration with Planning Zoning and Building Department for construction related matters
- Improved cooperation, coordination, and integration with Public Works for all town projects, including undergrounding, roadways and town infrastructure projects
- Decreased the amount of time to issue permits
- Attended all meetings related to undergrounding
- Attended all meetings related to the town marina project

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Palm Beach Fire Rescue will increase the efficiency and consistency of gathering statistical information through a unified organization system.
Objectives	100% of all hydrant testing data will be collected and organized electronically with a tablet-based system.
	100% of all Pre Incident Profile data will be collected and organized electronically with a tablet-based system.
	100% of all fire inspection data will be collected and organized electronically with a tablet-based system.
Performance Measures	Projected FY21
Hydrant testing data will be collected and organized electronically with a tablet-based system.	100%
Pre Incident Profile data will be collected and organized electronically with a tablet-based system.	100%
Fire inspection data will be collected and organized electronically with a tablet-based system.	100%

Fire Prevention Productivity Measures					
Effectiveness/Output Measures:	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
% of assigned fire inspections completed	100%	100%	98%	75%**	100%
Building plans reviewed	763	1,878	1,999	1,850	1,900
Pre-fire plans completed	124	196	185	30**	400
Fire hydrants tested and maintained	398	398	391	398	398
High-rise safety training programs delivered	10	0	9	1**	10
Fire extinguisher training programs delivered	7	5	11	6**	15
Total inspections conducted	1,023	994	941	1,004	1,000
Inspections conducted by shift members	518	492	471	150**	400
Inspections conducted by Fire Prevention	505	502	455	854**	1,000

** Cancelled or reduced due to Covid-19

PROGRAM: CODE ENFORCEMENT 216

(Program managed by Police)

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	168,483	162,139	149,438	149,438	149,438	164,454	10.05%
Employee Benefits	116,001	116,740	109,033	109,033	111,033	117,077	7.38%
Contractual	10,365	3,987	6,460	6,460	4,760	4,260	-34.06%
Commodities	8,191	8,265	6,595	6,595	6,595	8,095	22.74%
Depreciation	6,676	7,125	6,404	6,404	6,404	6,404	0.00%
TOTALS	309,717	298,256	277,930	277,930	278,230	300,290	8.05%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

The reduction in contracted services is the result of the elimination of per diem related to training, a reduction in expenses related to postage and printing.

COMMODITIES

Increase in anticipated costs related to vehicle maintenance and fuel charges.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Code Compliance Officer I	2.000	2.000	2.000	2.00	2.00
Parking/Code Enforcement Manager	0.500	0.500	0.500	-	-
Parking/Code Enforcement Specialist	0.750	0.750	0.750	0.75	0.75
	3.250	3.250	3.250	2.750	2.750

Code Enforcement Program Fiscal Year 2020 Accomplishments

- Assist other departments in the collection of outstanding dues and fines such as Finance and Public Works (i.e. Solid Waste bills, etc.)
- Continue to provide timely and consistent enforcement of the Town of Palm Beach Code of Ordinances
- Take proactive steps to promote voluntary code compliance from business, landscape and construction companies and residents
- Continue to educate the public and achieve voluntary compliance with lighting during Turtle Season

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Be responsive to the needs and concerns of the residents, businesses, town elected officials and other members of the community
Objectives	Continually evaluate the function and services of the Code Enforcement unit to best utilize staff
	Train police and parking enforcement officers, as well as other Town employees (i.e. Public Works) on common code enforcement violations in order to utilize Town staff that are regularly patrolling the community

Code Enforcement Productivity Measures

Effectiveness/Output Measures:	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Code violation complaints	1,573	1,546	2,135	2,042	1,824
Code violations issued	223	163	136	79	150
Code violation cases brought for CEB	65	90	86	34	68



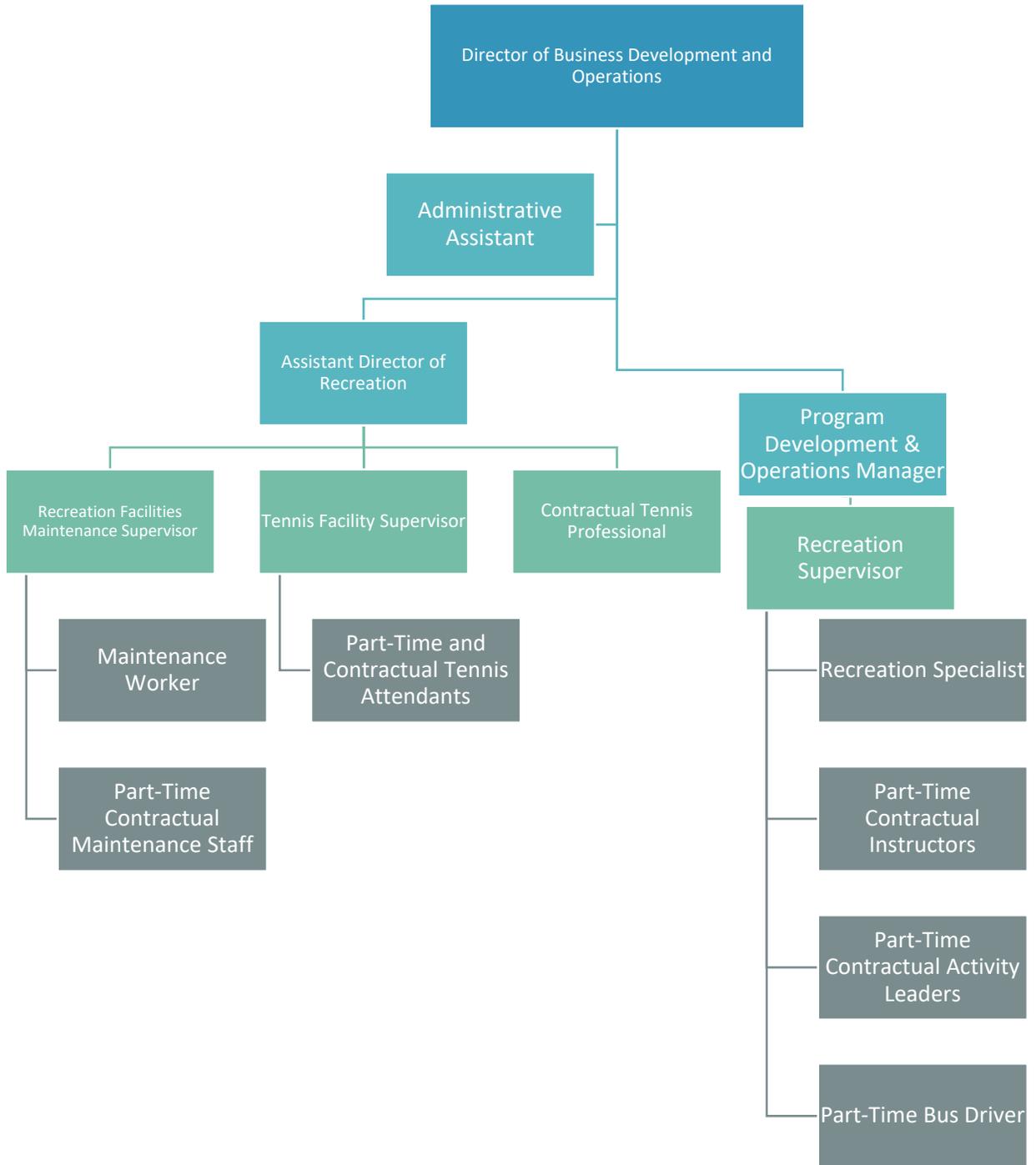
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Recreation



RECREATION DEPARTMENT ORGANIZATIONAL CHART



RECREATION DEPARTMENT FY2021 GOALS

Goal #1: Assess and recommend appropriate staffing models to deliver exceptional service

Objectives

- Develop and conduct a uniformed onboarding training for all staff
- Create staff training resources
- Execute meaningful orientation for instructors and employees
- Provide additional direct supervision and management of Mandel Recreation Center and Tennis Centers

Goal #2: Launch successful programming and revenue expansion for the Mandel Recreation Center and Tennis Centers

Objectives

- Deploy marketing strategies to promote the facilities and programs
- Create new and/or enhanced youth and adult programs by actively soliciting novel partnerships
- Continue to engage with residents to incorporate feedback and ideas in programming and facilities
- Update staffing and operation plan to provide higher level of customer service
- Work with fitness center management (Health Fitness) to promote programs, memberships, and wellness programming, enhancing revenue
- Identify solution for café/snack bar
- Sell 200 fitness center memberships that have a duration of 3 months or more
- Sell 250 12 Play Passes for the Tennis Centers

DEPARTMENT: RECREATION

The goal of the Recreation Department is to provide outstanding recreational opportunities, excellent customer service, and safe, well-maintained facilities at Seaview Park and Phipps Ocean Park Tennis Centers, and the Mandel Recreation Center.

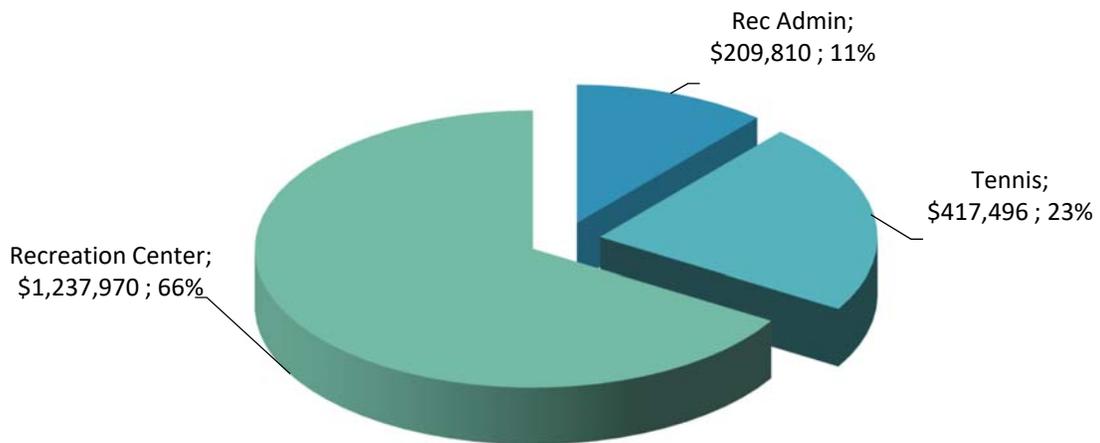
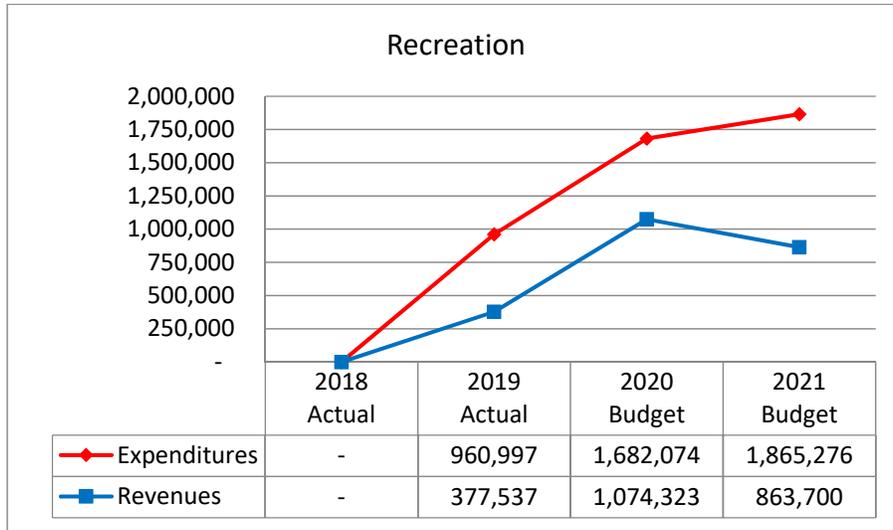
Revenue Summary

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget	% Change
Youth Program Fees	-	143,516	406,650	227,500	348,000	-14.4%
Adult Program Fees	-	12,743	98,700	54,740	84,500	-14.4%
Passes/Daily Admissions	-	-	215,175	136,320	184,000	-14.5%
Promotional Merchandise	-	289	1,974	500	3,500	77.3%
Facility Rental Fees - Rec	-	-	30,000	5,925	25,000	-16.7%
Seaview Park Concession	-	-	5,224	-	4,000	-23.4%
Recreation M & I Fee	-	652	-	55	-	0.0%
Tennis Mixers	-	744	1,500	400	500	-66.7%
Merchandise Sales	-	17,269	14,500	16,000	16,000	10.3%
Adult Tennis Fees	-	6,043	5,500	6,300	8,000	45.5%
Tennis 12 Play Pass	-	28,099	64,500	45,000	35,200	-45.4%
Daily Tennis Court Fees	-	21,743	48,900	23,700	20,000	-59.1%
Annual Court Fees	-	37,814	80,200	30,000	40,000	-50.1%
Town Share Tennis Teaching Svsc	-	85,173	87,000	70,000	80,000	-8.0%
Town Share Tennis Merch Sales	-	705	1,000	900	1,000	0.0%
Tennis M & I Fees	-	9,231	-	121	-	0.0%
Tennis Pro Admin Fees	-	13,502	13,500	11,250	13,500	0.0%
Facility Rental Fees - Tennis	-	15	-	1,100	500	100.0%
TOTALS	-	377,538	1,074,323	629,811	863,700	-19.6%

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	-	382,947	838,040	838,040	599,003	650,389	-22.39%
Employee Benefits	-	291,997	321,257	321,257	321,257	329,543	2.58%
Contractual	-	245,976	429,882	442,324	626,905	794,500	84.82%
Commodities	-	30,381	82,950	82,950	79,970	80,770	-2.63%
Capital Outlay	-	-	-	9,000	-	-	0.00%
Depreciation	-	9,697	9,945	9,945	9,945	10,074	1.30%
TOTALS	-	960,997	1,682,074	1,703,516	1,637,080	1,865,276	10.89%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.



	FY2018	FY2019	FY2020	FY2021
Total Full Time Equivalent Employees	13.397	11.746	20.032	11.060

PROGRAM: ADMINISTRATION 311

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 Business Development and Operations, Assistant Recreation Director, Administrative Assistant and Recreation Specialist.

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	-	96,150	134,604	134,604	115,000	120,743	-10.30%
Employee Benefits	-	106,532	77,167	77,167	77,167	67,347	-12.73%
Contractual	-	24,368	10,800	10,800	11,450	9,500	-12.04%
Commodities	-	5,401	6,040	6,040	7,420	8,020	32.78%
Depreciation	-	4,686	4,200	4,200	4,200	4,200	0.00%
TOTALS	-	237,137	232,811	232,811	215,237	209,810	-9.88%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Includes annual software maintenance fees, legal notices and advertisements and copy machine fees

COMMODITIES

Includes office supplies, professional membership dues, staff professional development and subscriptions

DEPRECIATION

Includes Rec Pro software

Recreation
Town of Palm Beach

FY2021

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Director of Recreation	1.000	1.000	0.450	-	-
Dir. of Bus. Development & Operations	-	-	-	0.300	0.300
Assistant Director of Recreation	0.500	0.500	0.300	0.300	0.300
Administrative Clerk	1.000	1.000	0.800	0.800	-
Administrative Assistant	-	-	0.800	0.600	0.600
Recreation Specialist	-	-	-	-	0.400
Office Manager	1.000	1.000	-	-	-
	3.500	3.500	2.350	2.000	1.600

PROGRAM: TENNIS 312

The Tennis program offers drop-in play, league play, lessons, clinics, mixers, tournaments, and special events for children and adults throughout the year. A total of thirteen (13) hydrogrid clay 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 equipment 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 Tennis Supervisor, with assistance from part time and contractual labor staff. Recreation maintenance personnel provide routine and seasonal tennis court maintenance services.

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	-	109,552	175,603	175,603	181,103	192,171	9.43%
Employee Benefits	-	93,102	87,406	87,406	87,406	97,091	11.08%
Contractual	-	96,994	118,875	119,217	107,555	106,000	-10.83%
Commodities	-	16,841	29,150	29,150	28,050	18,050	-38.08%
Depreciation	-	1,881	4,184	4,184	4,184	4,184	0.00%
TOTALS	-	318,370	415,218	415,560	408,298	417,496	0.55%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Includes costs associated with contractual labor, contractual court repair/maintenance and programming requirements

COMMODITIES

Includes cost of maintenance supplies for tennis courts, cost of merchandise sold, building and program supplies

DEPRECIATION

Includes a tennis roller, court maintenance tennis carts and modular work station in pro-shop

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Dir. of Bus. Development & Operations	-	-	-	0.100	0.100
Assistant Director	0.250	0.250	0.250	0.250	0.250
Administrative Assistant	-	-	-	0.100	0.100
Tennis Facility Supervisor	1.000	1.000	1.000	1.000	1.000
Maintenance Worker/Tennis	0.500	0.500	0.522	0.522	0.522
Tennis Facility Assistant	1.000	1.000	1.000	-	-
Tennis Attendant	1.257	1.208	1.208	1.344	1.359
Rec Facilities Maintenance Supervisor	-	-	0.250	0.250	0.350
Recreation Specialist	-	-	-	-	0.100
Laborer	0.024	0.022	-	-	-
Public Works Employees	0.106	0.090	0.090	-	-
	4.137	4.070	4.320	3.566	3.781

Tennis FY2020 Accomplishments

- Estimated operating cost recovery of 62.7% exceeds goal of 60.0%*
- Generated the most revenue in the Tennis Centers history (more than \$235,000*)
- Phipps Ocean Park Tennis Center was updated by in-house and professional craft work (as Seaview Park Tennis Center pro-shop and viewing pavilion was part of the Mandel Recreation Center construction/Seaview Park upgrades): wood soffits and doors on pro shop and viewing pavilion refurbished and refinished, landscaping improvements, court amenities added (wind socks, hooks, etc.), new shade shelter canopies (and repainting of columns and concrete slabs), pro shop and viewing pavilion painted inside and outside, pro shop interior updated with new furniture and merchandise displays
- The Tennis Centers hosted six (6) competitive men's and women's tennis teams through the Palm Beach County Women's Tennis Association, Palm Beach County Senior Tennis League and Palm Tennis League

*FY2020 operating cost recovery results are estimated as of September 11, 2020 postings

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Assess and recommend appropriate staffing models to deliver exceptional service
Objectives	Develop and conduct a uniformed onboarding training for all staff
	Create staff training resources
	Execute meaningful orientation for instructors and employees
	Provide additional direct supervision and management of Mandel Recreation Center and Tennis Centers
Performance Measures	Projected FY21
Conduct customer service trainings	Ongoing
Conduct orientation for instructors and employees	Ongoing

Department Goal	Launch successful programming and revenue expansion for the Mandel Recreation Center and Tennis Centers
Objectives	Deploy marketing strategies to promote the facilities and programs
	Create new and/or enhanced youth and adult programs by actively soliciting novel partnerships
	Continue to engage with residents to incorporate feedback and ideas in programming and facilities
	Update staffing and operation plan to provide higher level of customer service
	Sell 250 12 Play Passes for the Tennis Centers
Performance Measures	Projected FY21
Enhance social media	Ongoing
Develop new and re-imagine recreation marketing materials	Ongoing
Increase the frequency of promotions and number of marketing outlets utilized to promote programs and facilities	Ongoing

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20*	Projected FY21
Lesson participation	4,144	4,188	5,263	5,300	5,000
Clinic participation	3,401	2,750	2,168	1,600	2,000
Daily youth participation	3,456	2,923	2,464	2,100	2,600
Daily adult participation	23,069	19,273	18,288	16,500	18,000
Annual/Seasonal passes sold	107	111	83	64	75
Tournaments/special events	20	10	6	5	6
League teams hosted	7	6	7	6	6
Resident/nonresident ratio	60/40	65/35	64/36	67/33	65/35
Operating cost recovery	69.1%	66.4%	73.2%	62.7%	60.0%

FY18, FY19 and FY20 participation were affected by the construction enhancements to Seaview Park (which included limiting access to courts at various times), and the courts were closed due to COVID-19 from March 18-April 30, 2020.

*Actual FY20 is estimated as of September 11, 2020 postings.

PROGRAM: RECREATION CENTER 313

The Mandel Recreation Center offers recreational programs and a fitness center to the residents and/or visitors of Palm Beach. Examples of adult programs offered include a variety of fitness/wellness, foreign languages, art, dancing, and technology classes. 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 Mandel 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 Mandel Recreation Center daily operations are overseen by the Program Development and Operations Manager, with assistance from the Recreation Supervisor and Recreation Specialist, who supervise a variety of part-time and contractual staff in planning and coordinating, implementing, and evaluating the maintenance, programs and events. Recreation maintenance personnel provide routine maintenance services.

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	-	177,245	527,833	527,833	302,900	337,475	-36.06%
Employee Benefits	-	92,363	156,684	156,684	156,684	165,105	5.37%
Contractual	-	124,614	300,207	312,307	507,900	679,000	126.18%
Commodities	-	8,139	47,760	47,760	44,500	54,700	14.53%
Capital Outlay	-	-	-	9,000	-	-	0.00%
Depreciation	-	3,130	1,561	1,561	1,561	1,690	8.26%
TOTALS	-	405,490	1,034,045	1,055,145	1,013,545	1,237,970	19.72%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Includes costs associated with contractual labor, preventative building maintenance and janitorial support, non-warranty building repairs, and programming requirements.

COMMODITIES

Includes cost of maintenance supplies for the Mandel Recreation Center and Seaview Park amenities, buildings and program supplies

DEPRECIATION

Includes a minivan and utility trailer

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Dir. of Bus. Development & Operations	-	-	-	0.100	0.100
Assistant Director	0.250	0.250	0.250	0.250	0.250
Administrative Assistant	-	-	-	0.100	0.100
Recreation Supervisor	2.000	2.000	1.250	1.350	1.000
Rec Facilities Maintenance Supervisor	-	-	-	-	0.450
Program Dev & Operations Mgr	-	-	-	1.000	1.000
Maintenance Worker	0.500	0.500	0.561	0.561	0.561
Recreation Specialist	-	-	-	-	0.500
Activity Leader	2.500	2.500	2.500	2.500	1.052
Recreation Center Attendants	-	-	-	8.195	0.255
Laborer	0.440	0.061	-	-	-
Bus Driver	0.365	0.410	0.410	0.410	0.411
Public Works Employees	0.121	0.106	0.105	-	-
	6.176	5.827	5.076	14.466	5.679

Recreation Center FY2020 Accomplishments

- Successful Grand Opening of the Mandel Recreation Center on December 6, 2019
- Sold 204 fitness center memberships of 3 months or more
- Offered 92 unique programs despite closing due to COVID-19 beginning March 18 and re-opening May 18 with limited capacity

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Assess and recommend appropriate staffing models to deliver exceptional service
Objectives	Develop and conduct a uniformed onboarding training for all staff
	Create staff training resources
	Execute meaningful orientation for instructors and employees
	Provide additional direct supervision and management of Mandel Recreation Center and Tennis Centers
Performance Measures	Projected FY21
Conduct customer service trainings	Ongoing
Conduct orientation for instructors and employees	Ongoing

Town Council Budget Priority	Continue to closely examine the budget and identify opportunities that will increase revenue and reduce expenditures. Continue to maintain extraordinary levels of service and continue to find new efficiencies. Balance the FY2021 budget that is forecasted with a \$1,324,529 deficit.				
Department Goal	Launch successful programming and revenue expansion for the Mandel Recreation Center and Tennis Centers				
Objectives	Deploy marketing strategies to promote the facilities and programs				
	Create new and/or enhanced youth and adult programs by actively soliciting novel partnerships				
	Continue to engage with residents to incorporate feedback and ideas in programming and facilities				
	Update staffing and operation plan to provide higher level of customer service				
	Work with fitness center management (Health Fitness) to promote programs, memberships, and wellness programming, enhancing revenue				
	Identify solution for café/snack bar				
	Increase facility rentals by 25% over FY18				
	Sell 200 fitness center memberships				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20*	Projected FY21
Family special events participation	1,240	1,300	250	N/A	600
Youth enrichment/athletics participation	4,208	2,927	854	650	3,000
Youth camps/after school participation	9,708	9,628	3,680	1,450	6,000
Adult enrichment/fitness participation	1,760	1,599	993	750	1,500
Resident/nonresident ratio – youth	35/65	33/67	26/74	62/38	40/60
Resident/nonresident ratio – adult	85/15	90/10	94/6	90/10	85/15
Operating cost recovery	59.3%	52.8%	39.2%	30%	52.6%

FY18, FY19 and FY20 participation were affected by the construction enhancements to Seaview Park, and the Mandel Recreation Center was closed beginning March 18, 2020, re-opening on May 18, 2020, with limited capacity.

*Actual FY20 is estimated as of September 11, 2020 postings.



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Fire-Rescue



FIRE RESCUE ORGANIZATIONAL CHART



FIRE RESCUE DEPARTMENT FY2021 GOALS

Goal #1: To prepare upcoming leaders for the future challenges associated with managing our fire rescue department

Objectives

- Fire Rescue supervisory employees will complete at least 1,000 total hours of officer development training in FY2021.
- Twenty Fire Rescue employees, at a minimum, will be assigned individual development plans in FY2021.
- 90% Of Fire Rescue operational supervisors will complete a task book-credentialing program in FY2021.

Goal #2: Palm Beach Fire Rescue will increase the efficiency and consistency of fire and emergency response services in the Town of Palm Beach

Objective

- Maintain an average response time from dispatch to arrival of 4.5 minutes or less on all high priority (Priorities 1, 2, & P) emergency responses
- Have an on-scene time of 20 minutes or less at least 90% of the time for STEMI alert patients
- Have an on-scene time of 20 minutes or less at least 90% of the time for stroke alert patients
- Have an on-scene time of 10 minutes or less at least 90% of the time for trauma alert patients
- Fire-Rescue Ocean Rescue Division will increase customer awareness through preventative safety measures

Goal #3: To ensure the employees have the essential knowledge, skills and abilities to deliver the high standard of care deserving of our community

Objectives

- Fire-Rescue supervisors will participate in at least six fire simulation training exercises per year
- Fire-Rescue supervisors will participate in at least six EMS simulation training exercises per year
- Fire Rescue paramedics will maintain nationally recognized EMS certification in Pediatric Advanced Life Support, and an advanced course in trauma life support

Goal #4: Palm Beach Fire Rescue will increase the efficiency and consistency of gathering statistical information through a unified organization system.

Objectives

- 100% of all hydrant testing data will be collected and organized electronically with a tablet-based system
- 100% of all fire inspection data will be collected and organized electronically with a tablet-based system
- 100% of all Pre Incident Profile data will be collected and organized electronically with a tablet-based system
- 100% of all hose testing inspection data will be collected and organized electronically with a tablet-based system
- 100% of all post-storm initial damage assessment will be collected and organized electronically with a tablet-based system

DEPARTMENT: FIRE RESCUE

Mission: To positively impact the lives of 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.

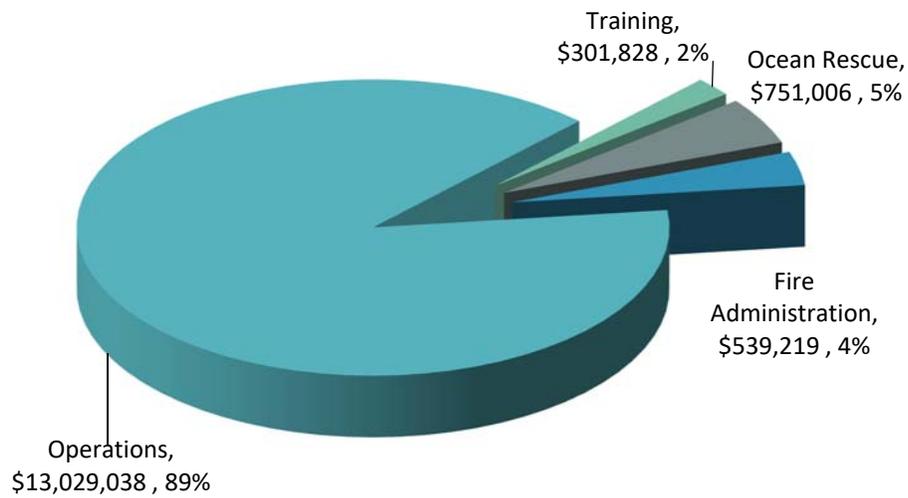
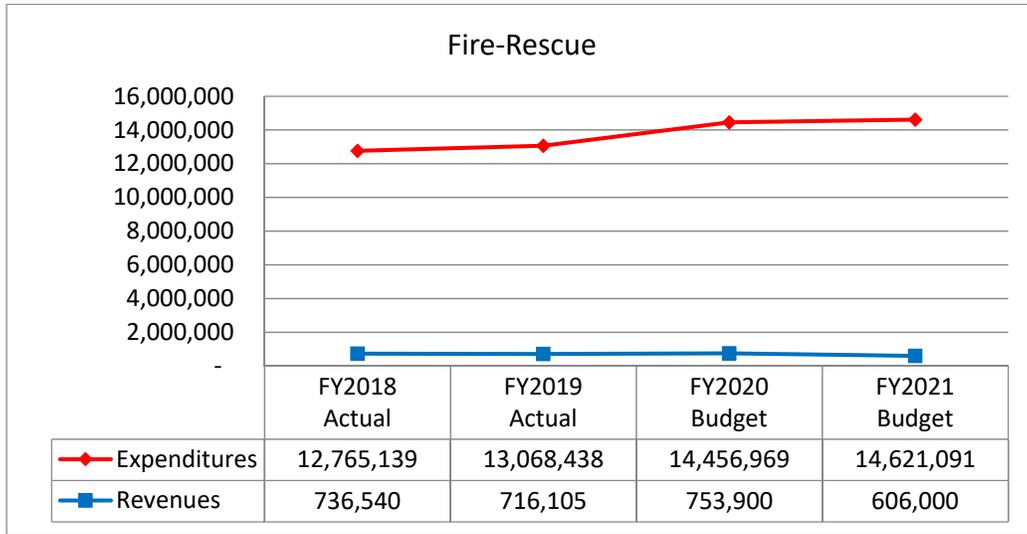
Revenue Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
State Grant - Public Safety	-	-	-	-	-	0.00%
Fire Supp Compensation	36,971	36,691	30,900	27,00	30,000	-2.91%
EMS Grant - Palm Beach County	23,325	-	25,000	-	25,000	0.00%
Special Detail-Fire	8,743	6,782	10,000	7,193	7,000	-30.00%
Fire Prev Bonfires	-	-	3,000	900	-	-100.00%
Fire Prev Fire Hydrant	-	-	500	-	-	-100.00%
Fire Prev Hot Work	65,420	26,825	62,000	825	-	-100.00%
Fire Prev Public Assembly	1,700	350	2,500	600	1,000	-60.00%
False Fire Alarms	20,857	7,224	15,000	12,674	12,000	-20.00%
Fire Prev Fireworks	6,000	14,508	10,000	6,000	6,000	-40.00%
Fire Prev Technical Fire Insp	65,000	31,000	60,000	-	-	-100.00%
Fire Prev Annual Ins Fee	100,450	99,797	110,000	100,000	100,000	-9.09%
Ems Transport Fees	408,074	492,105	425,000	425,000	425,000	0.00%
Room Rental Dep - South Fire	-	822	-	-	-	0.00%
TOTALS	736,540	716,105	753,900	580,192	606,000	-19.62%

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	6,362,686	6,605,956	7,226,202	7,226,202	7,226,115	7,124,982	-1.40%
Employee Benefits	5,116,772	5,149,992	5,836,629	5,836,629	5,835,377	6,194,305	6.13%
Contractual	395,383	395,196	409,774	412,529	407,182	410,302	0.13%
Commodities	238,663	262,339	221,460	250,633	220,560	223,525	0.93%
Capital Outlay	33,781	1,185	27,661	27,661	27,661	25,000	-9.62%
Depreciation	617,854	653,770	735,243	735,243	735,243	642,977	-12.55%
TOTALS	12,765,139	13,068,438	14,456,969	14,488,897	14,452,138	14,621,091	1.14%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.



	FY2018	FY2019	FY2020	FY2021
Total Full Time Equivalent Employees	81.900	78.400	81.400	81.400

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	328,897	309,002	320,205	320,205	320,118	299,381	-6.50%
Employee Benefits	116,297	96,851	120,213	120,213	119,687	108,230	-9.97%
Contractual	92,964	96,522	89,960	89,960	87,368	119,663	33.02%
Commodities	12,015	10,341	12,000	12,000	11,100	11,000	-8.33%
Depreciation	496	496	496	496	496	945	90.52%
TOTALS	550,668	513,212	542,874	542,874	538,769	539,219	-0.67%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Decreases resulted from the reductions in telephone charges and printing.

COMMODITIES

Decrease resulted from a reduction in office supplies needed since we are now printing to the copier and saving on printer ink supplies.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Director of Public Safety	0.500	0.500	-	-	-
Deputy Fire Rescue Chief	1.000	1.000	-	-	-
Fire Rescue Chief	-	-	1.000	1.000	1.000
Office Manager	1.000	1.000	1.000	1.000	-
Administrative Assistant	1.000	1.000	1.000	1.000	1.000
Administrative Specialist	-	-	-	-	1.000
	3.500	3.500	3.500	3.000	3.000

Fire Administration FY2020 Accomplishments

- Operated a responsible budget assuring fiscal integrity and accountability while improving the overall effectiveness of service delivery to the residents and visitors to the Town.
- Created policies and procedures for Town Employees, Town Residents, and Fire Rescue Personnel to mitigate the dangers of Covid-19 including; prevention, screening, response, exposure protocols, and post-exposure quarantine/testing procedures.
- Creation of a Multi-family building guidance document and associated conference calls to all condominium managers on the island to share best practices for the Covid-19 response.
- The department has entered into an affiliation agreement with Tenet Hospital that will allow the department's Paramedics and EMTs to shadow ER doctors.
- Implemented the Handtevy Pediatric system for EMS response to pediatric emergencies.
- Worked with the United States Secret Service and provided protection for Presidential visits
- Mitigated any effects from heavy traffic caused by all bridge closures and/or Presidential visits
- Hired 11 new firefighters, 2 Lifeguards, 5 part-time lifeguard, and 1 Administrative Assistant
- Promoted 1 Lieutenant
- Managed the responsibilities of Emergency Management.
- Awarded a Palm Beach County EMS Grant for a new Stryker Power-Load patient cot loading system.
- Administrative personnel attended monthly board meetings for the EMS Advisory Council, EMS Providers Association, Fire Chiefs Association, Fire Marshals Association, and the Training Officers Association, including staff serving as board members.
- Administrative personnel participated in state level meetings through the Florida Fire Chiefs Association with Palm Beach Fire Chief serving as the President of the association.
- Participated in the annual Town toy drive, school supply drive and food drive as the key collection points town wide
- Emergency operations were reviewed and adjusted to account for any contingency due to the Southern Boulevard Bridge Project
- Continued the Public Safety succession plan
- Placed washer/extractor units in each fire station for laundering Firefighter turnout gear to increase firefighter health and safety
- Replaced two emergency staff vehicles

Fiscal Year 2021 Goals and Performance Measures	
Department Goal	Palm Beach Fire Rescue will increase the efficiency and consistency of gathering statistical information through a unified organization system.
Objectives	100% of all hydrant testing data will be collected and organized electronically with a tablet-based system.
	100% of all fire inspection data will be collected and organized electronically with a tablet-based system.
	100% of all Pre Incident Profile data will be collected and organized electronically with a tablet-based system.
	100% of all hose testing inspection data will be collected and organized electronically with a tablet-based system.
	100% of all post-storm initial damage assessment will be collected and organized electronically with a tablet-based system.
Performance Measures	Projected FY21
Percentage of all hydrant testing data will be collected and organized electronically	100%
Percentage of all fire inspection data will be collected and organized electronically	100%
Percentage of all Pre Incident Profile data will be collected and organized electronically	100%
Percentage of all hose testing inspection data will be collected and organized electronically	100%
Percentage of all post-storm initial damage assessment will be collected and organized electronically	100%

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	5,570,289	5,840,830	6,390,726	6,390,726	6,390,726	6,314,710	-1.19%
Employee Benefits	4,597,371	4,612,033	5,300,003	5,300,003	5,300,003	5,675,683	7.09%
Contractual	192,516	168,872	186,477	186,477	186,477	183,402	-1.65%
Commodities	208,614	228,324	190,300	219,473	190,300	194,815	2.37%
Capital Outlay	33,781	1,185	27,661	27,661	27,661	25,000	-9.62%
Depreciation	614,815	650,870	727,286	727,286	727,286	635,428	-12.63%
TOTALS	11,217,386	11,502,114	12,822,453	12,851,626	12,822,453	13,029,038	1.61%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases, step plan adjustments and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Includes maintenance and repairs performed by outside vendors. Decreases resulted from reductions in Fleet Maintenance and Radio maintenance and installation.

COMMODITIES

An increase in certification fees due to renewal of Paramedic and EMT licenses and renewal of the State ALS/BLS license.

CAPITAL OUTLAY

The decrease in this category resulted from a reduction in Machinery and equipment items that have been removed.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Assistant Fire-Rescue Chief	1.000	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 / Paramedic	18.000	21.000	21.000	21.000	21.000
F/F, Driver/Engineer, Paramedic or EMT	12.000	12.000	12.000	12.000	10.000
Firefighter, Paramedic or EMT	27.000	30.000	27.000	30.000	32.000
Fleet Manager	0.200	0.200	0.200	0.200	0.200
Master Mechanic	0.200	0.200	-	-	0.200
Mechanic	-	-	0.200	0.200	-
	62.400	68.400	65.400	68.400	68.400

Operations Program FY2020 Accomplishments

- Personnel worked to mitigate the dangers of Covid-19 including; prevention, screening, response, exposure protocols, and post-exposure quarantine/testing procedures.
- Staff identified and conducted leadership training targeting potential personnel for future leadership positions
- Hired 11 operations personnel through attrition and successfully transitioned them through an in-house onboarding program before going on shift.
- Company officers conducted pre-fire planning of local commercial properties to improve emergency response preparedness and effectiveness
- Responded to 2620 medical and fire responses this year, maintained an average response time from dispatch to arrival of 4.5 minutes or less on all high priority (Priorities 1, 2, & P) emergency responses
- Responded to 24 Trauma Alerts
- Responded to 8 Cardiac Alerts
- Responded to 19 Cardiac Arrests
- Responded to 10 Stroke Alerts
- Responded to 25 fires, 7 structure fires
- Acquired protective bunker gear extractors/cleaners for Firefighter health and safety
- Continue to stay pro-active in Community Outreach Programs this year, teaching Cardio Pulmonary Resuscitation Classes (CPR)

Fiscal Year 2021 Goals and Performance Measures		
Department Goal	Palm Beach Fire Rescue will increase the efficiency and consistency of fire and emergency response services in the Town of Palm Beach	
Objectives	Maintain an average response time from dispatch to arrival of 4.5 minutes or less on all high priority (Priorities 1, 2, & P) emergency responses	
	Have an on-scene time of 20 minutes or less at least 90% of the time for STEMI alert patients	
	Have an on-scene time of 20 minutes or less at least 90% of the time for stroke alert patients	
	Have an on-scene time of 10 minutes or less at least 90% of the time for trauma alert patients	
Performance Measures	Actual FY20	Projected FY21
On-scene time of 20 minutes or less at least 90% of the time for STEMI alert patients	25%	90%
On-scene time of 20 minutes or less at least 90% of the time for stroke alert patients	67%	90%
On-scene time of 10 minutes or less at least 90% of the time for trauma alert patients	54%	90%

Department Goal	Increase the efficiency and consistency of fire and emergency response services in the Town of Palm Beach				
Objective	Reduce the number of false alarm calls received				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
False fire alarm calls received	485	504	493	394	394
Response time (dispatched to arrival) for serious EMS calls	4.25	3.83	4.04	3.71	3.8
Response time (dispatched to arrival) for serious fire calls	4.45	4.49	4.19	4.47	4.25
Percentage of STEMI alerts with on scene time of 20 minutes or less	67%	100%	50%	25%	90%
Percentage of stroke alerts with on scene time of 20 minutes or less	92%	69%	70%	67%	90%
Percentage of trauma alerts with on scene time of 10 minutes or less	38%	46%	56%	54%	90%

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, Hazardous Materials, 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	112,890	107,258	111,671	111,671	111,671	98,703	-11.61%
Employee Benefits	86,038	141,458	79,591	79,591	78,865	85,778	7.77%
Contractual	106,497	129,659	130,137	132,892	130,137	104,037	-20.06%
Commodities	13,650	18,575	14,760	14,760	14,760	13,310	-9.82%
TOTALS	319,074	396,950	336,159	338,914	335,433	301,828	-10.21%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

The reduction in this category is due to less employees attending paramedic school and the elimination of travel expenses.

COMMODITIES

The reduction in this category is due to the elimination of the Palm Beach Post at each Fire Station.

	FY2017	FY2018	FY2019	FY2020	FY2021
Full Time Equivalent Employees					
Division Chief - Training/Safety	1.000	1.000	1.000	1.000	1.00

Training Program FY2020 Accomplishments

- Conducted training for personnel responding to mitigate the dangers of Covid-19 including; prevention, screening, response, exposure protocols, and post-exposure quarantine/testing procedures.
- Participated in 27 live fire training drills
- Provided onboarding training for 11 new personnel
- Trained 8 New ACLS/PALS Instructor's for In-House Classes
- Conducted joint Public Safety training and issued equipment to effectively deal with active shooter and mass casualty incidents
- Conducted monthly fire training drills using nationally standardized performance criteria
- Provided in-house hazardous materials training for department personnel
- Participated in training with mutual-aid partners
- Conducted Advanced Cardiac Life Support training for 100% of Paramedics
- Conducted Pediatric Advanced Life Support training for 95% of Paramedics
- Conducted Pre-Hospital Advanced Trauma Life Support training for 90% of Paramedics
- Implemented and trained personnel on the Handtevy Pediatric Resuscitation System for treating the emergent pediatric patient
- Conducted joint water rescue training with Palm Beach Ocean Rescue

Fiscal Year 2021 Goals and Performance Measures

Department Goal	To prepare upcoming leaders for the future challenges associated with managing our fire rescue department				
Objectives	Fire Rescue supervisory employees will complete a total of at least 1000 hours of officer development training in FY2021				
	Twenty Fire Rescue employees, at a minimum, will be assigned individual development plans in FY2020				
	90% Of Fire Rescue operational supervisors will complete a task book credentialing program in FY2021				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Officer development hours	1,196	826.5	910	826.5**	1000
Number of personnel assigned an Individual Development Plan	20	27	18	23	20
Percentage of operational supervisors completing a task book credentialing program	N/A	N/A	N/A	N/A	90%

** Leadership series cancelled due to COVID-19

Department Goal	To ensure the employees have the essential knowledge, skills and abilities to deliver the high standard of care deserving of our community	
Objective	Fire-Rescue supervisors will participate in at least six fire simulation training exercises per year	
	Fire-Rescue supervisors will participate in at least six EMS simulation training exercises per year	
	Fire Rescue Paramedics will maintain nationally recognized EMS certification in Pediatric Advanced Life Support (PALS), and an advanced course in trauma life support	
Performance Measures	Actual FY20	Projected
Percentage of Paramedics with PALS	95%	95%
Percentage of Paramedics with PHTLS (Prehospital Trauma Life Support)	90%	90%
Number of fire simulations participated in	206	206
Number of EMS simulations participated in	202	202

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	350,610	348,866	403,600	403,600	403,600	412,188	2.13%
Employee Benefits	317,067	299,650	336,822	336,822	336,822	324,614	-3.62%
Contractual	3,406	143	3,200	3,200	3,200	3,200	0.00%
Commodities	4,384	5,099	4,400	4,400	4,400	4,400	0.00%
Depreciation	2,543	2,404	7,461	7,461	7,461	6,604	-11.49%
TOTALS	678,010	656,163	755,483	755,483	755,483	751,006	-0.59%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Remained constant

COMMODITIES

Remained constant

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Supervisor Lifeguard	1.000	1.000	1.000	1.000	1.000
Lifeguard On-Call	3.000	3.000	3.000	3.000	3.000
Lifeguard	5.000	5.000	5.000	5.000	5.000
	9.000	9.000	9.000	9.000	9.000

Ocean Rescue FY2020 Accomplishments

- Conducted training for personnel responding to mitigate the dangers of Covid-19 including; prevention, screening, response, exposure protocols, and post-exposure quarantine/testing procedures.
- 0 drownings on public beaches while life guards on duty
- Conducted comprehensive water rescue and survival training for all operations level Fire Rescue personnel
- Conducted swimming capabilities testing for Police Department as part of new recruit qualifications evaluation
- Provided onboarding water testing and training for 7 new personnel

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Palm Beach Fire Rescue will increase the efficiency and consistency of fire and emergency response services in the Town of Palm Beach				
Objectives	Recruit and train high caliber ocean rescue candidates				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Preventative safety measures implemented	4,490	4,555	4,216	3,320**	3,900

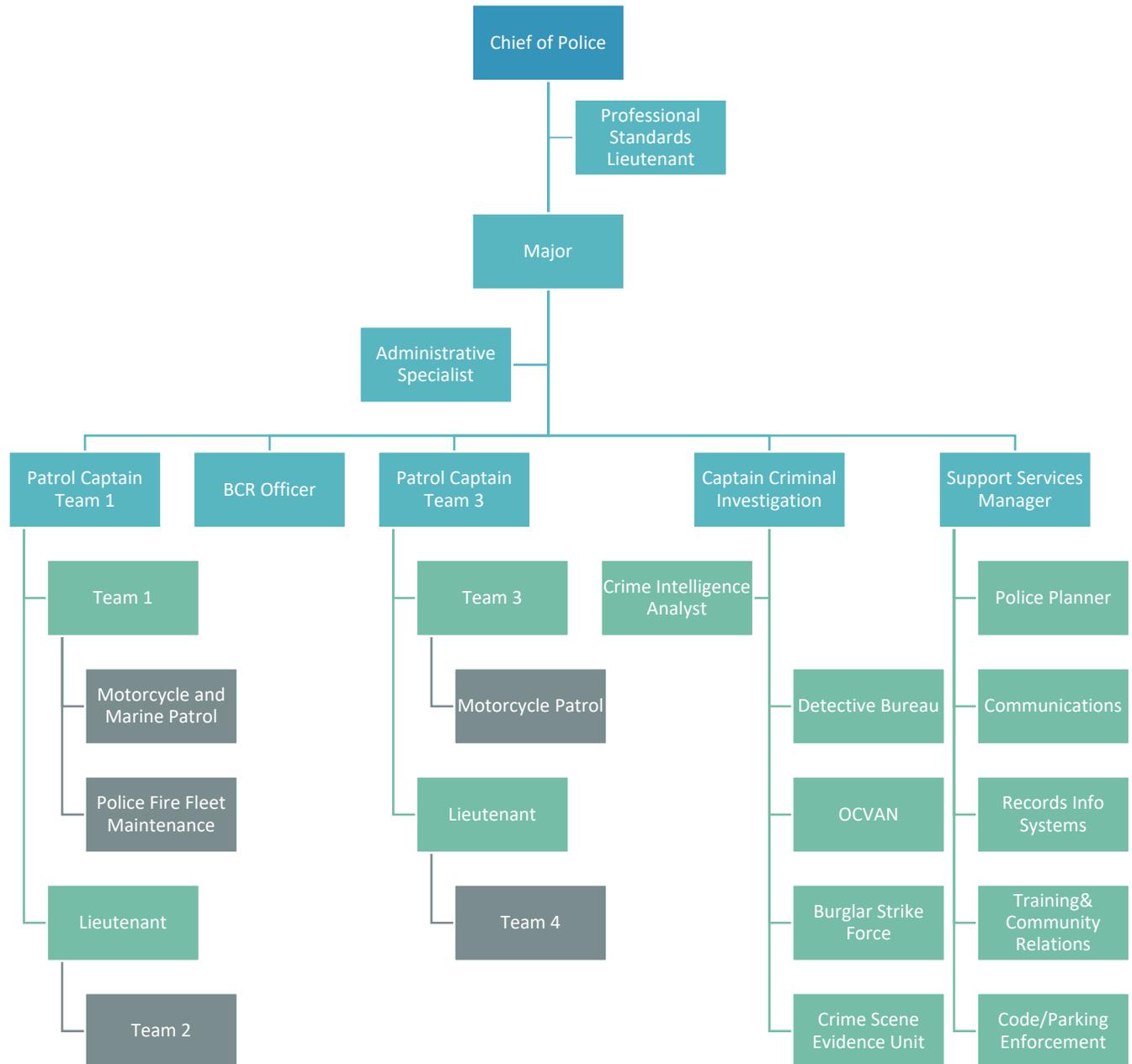
**Reduced due to COVID-19



Police Department



PALM BEACH POLICE DEPARTMENT: ORGANIZATIONAL CHART



PALM BEACH POLICE DEPARTMENT FY2021 GOALS

Goal #1: Monitor the allocation of resources to ensure the public's safety, address traffic flow issues and provide timely communications

Objectives

- Use the town-wide camera and security system to monitor activity in public areas for violations of law restricted by COVID mandate and to mitigate construction and traffic issues impacting residents, the business community and visitors
- Utilize Emergency Operation Plans to ensure the allocation of resources in the event of civil demonstrations to allow sufficient traffic flow during rush hour and for all emergency vehicles
- Attend FDOT Southern Boulevard Bridge meetings and communicate any logistics issues/information to appropriate staff/units for action
- Conduct selective enforcements as a result of citizen or staff observations/concerns
- Provide relevant and timely updates to the community through appropriate social and news media outlets
- Assign officers to units and/or specialty (i.e. Burglary Strike Force (BSF), SWAT, DRONE, etc.) to ensure the ability to respond various types of events and criminal activity issues

Goal #2: Review FY2021 department budget and functions to achieve possible cost savings and revenue sources for future budgets

Objectives

- Thoroughly review individual unit functions and budgets to accomplish cost savings and maintain unit efficiencies without compromising services
- Participate in available state and federal grant opportunities in order to reimburse the town for extraordinary overtime or the emergency purchase of equipment necessitated by a particular event or pattern of events

Goal #3: 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

- 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
- Engage the capabilities of the town-wide security system and continue to expand the system through private/public partnerships
- Continue to maintain and expand, as needed, the capabilities of specialty units to include the sUAS unit, Emergency Field Force, SWAT and others
- Educate and promote public awareness of Town ordinances to achieve compliance, enhancing property values and the wellbeing of the community

Goal #4: Develop 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, train and maintain high caliber police candidates
- Identify high potential future leaders and invest in them through training, education and mentoring programs

Goal #5: Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed

Objectives

- Use innovative and proactive measures to gather and analyze intelligence and utilize the latest technology 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
- Assign officers to BSF and local task forces in order to prevent, investigate, and solve auto burglaries and thefts.
- Proactively enforce Town ordinances, Florida State Statues and traffic laws

Goal #6: 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 DEPARTMENT

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

- prevention of crime and the protection of life and property;
- preservation of peace, order and safety;
- enforcement of laws and ordinances; and,
- safeguarding of constitutional guarantees
Through pro-active and creative means.

Revenue Summary

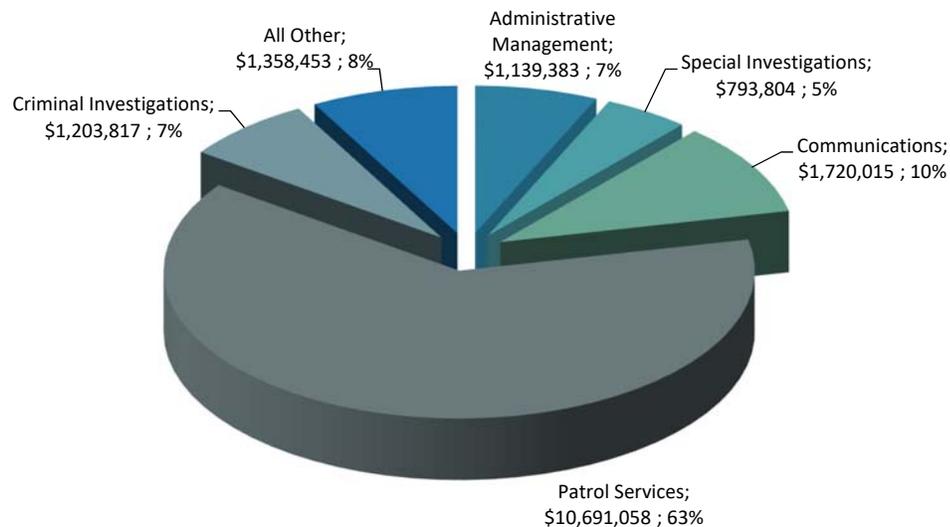
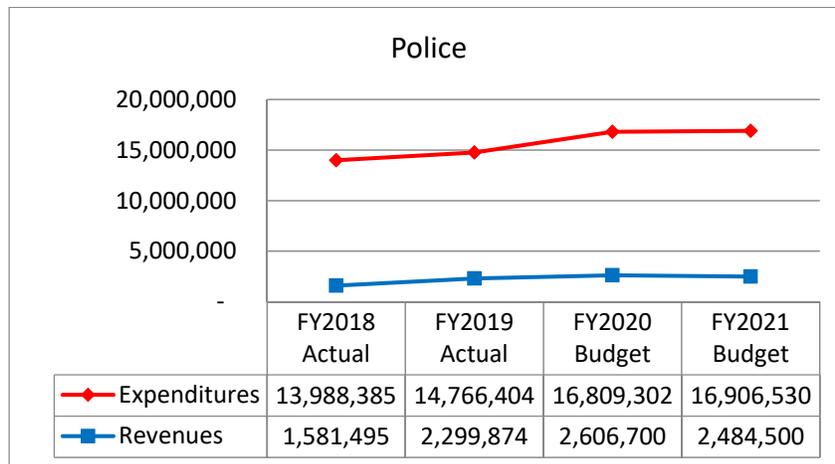
	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget	% Change
Residential Parking Plans	95,050	96,200	95,000	95,000	95,000	0.00%
Bullet Proof Vests Grant	9,626	8,395	7,700	29,959	7,700	0.00%
911 Equip Reimbursement	-	24,217	10,000	29,000	20,000	100.00%
Seized Tag	2,667	3,417	2,000	3,800	3,800	90.00%
\$12.50 Citation Monies	2,265	2,765	-	2,879	2,500	100.00%
Special Assignment Ot	493,273	1,332,881	1,512,000	1,315,640	1,400,000	-7.41%
Police Id Cards	26,250	47,150	25,000	25,000	25,000	0.00%
Burglar - False Alarm Fees	57,157	73,375	55,000	55,000	55,000	0.00%
Burglar Alarm Reg. Fee	93,850	90,900	95,000	92,000	95,000	0.00%
Burglar Alarm - Penalties	4,637	7,180	5,000	6,574	5,000	0.00%
Burglar Alarm - Direct Connect	22,181	21,772	23,000	23,000	23,000	0.00%
Valet Parking Permit	10,900	6,900	13,000	13,000	13,000	0.00%
Fines - Other Parking	481,690	372,844	500,000	500,000	500,000	0.00%
Fines - Parking Meters	61,272	29,577	25,000	45,000	40,000	60.00%
Row Parking Violation Fines*	47,308	66,720	75,000	62,734	45,500	-39.33%
Moving Violations	9,190	7,866	10,000	7,450	9,000	-10.00%
Revenue/2nd \$ Funding	-	728	2,000	1,752	2,000	0.00%
Boot Fees	15,750	7,700	15,000	4,200	5,000	-66.67%
Penalty - Other Parking	123,903	87,441	120,000	120,000	120,000	0.00%
Penalty - Parking Meters	18,585	8,324	15,000	20,000	15,000	0.00%
Rebate For Town Towing	5,941	3,522	2,000	3,000	3,000	50.00%
	1,581,495	2,299,874	2,606,700	2,454,988	2,484,500	-4.69%

*ROW Parking Violations Revenue is split is FY2021 between the General Fund and the Building Fund

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	7,146,187	7,835,724	9,232,383	9,232,383	8,373,242	8,896,544	-3.64%
Employee Benefits	5,442,733	5,361,900	6,145,898	6,145,898	6,064,154	6,346,980	3.27%
Contractual	346,052	412,530	412,401	416,154	515,594	570,486	38.33%
Commodities	426,066	381,406	374,645	376,571	367,303	377,178	0.68%
Capital Outlay	68,513	107,945	-	41,057	14,936	-	0.00%
Depreciation	558,834	666,898	643,975	643,975	643,975	715,342	11.08%
TOTALS	13,988,385	14,766,404	16,809,302	16,856,038	15,979,204	16,906,530	0.58%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.



	FY2018	FY2019	FY2020	FY2021
Total Full Time Equivalent Employees	102.850	101.350	102.200	98.200

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 and the Department
- Develop staff members for future leadership roles

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	560,660	508,103	625,713	625,713	604,000	638,419	2.03%
Employee Benefits	258,915	265,781	354,836	354,836	358,891	389,199	9.68%
Contractual	34,796	26,302	34,060	34,060	25,000	63,597	86.72%
Commodities	53,849	54,265	48,400	48,400	46,800	46,300	-4.34%
Capital Outlay	-	23,383	-	-	-	-	0.00%
Depreciation	2,247	1,348	1,868	1,868	1,868	1,868	0.00%
TOTALS	910,467	879,182	1,064,877	1,064,877	1,036,559	1,139,383	7.00%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

The substantial increase is due to the transfer of funds from the Human Resource Department for cost associated to recruitment of employees for the police department. Reductions were realized in expenses associated with educational reimbursement for the entire police department; postage expenses, and per diem related to training.

COMMODITIES

Slight decrease due to reduction in office supplies, membership dues and registration fees associated with training.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Director of Public Safety	0.500	0.500	-	-	-
Deputy Police Chief	1.000	1.000	-	-	-
Police Chief	-	-	1.000	1.000	1.000
Major	-	1.000	1.000	1.000	1.000
Lieutenant	2.000	1.000	1.000	1.000	1.000
Support Services Manager	-	-	-	1.000	1.000
Police Planner	1.000	1.000	1.000	1.000	1.000
Administrative Specialist	1.000	1.000	1.000	1.000	1.000
	5.500	5.500	5.000	6.000	6.000

Police Administration FY2020 Accomplishments

- Successfully transitioned from a Director of Public Safety/Deputy Chief command to a Chief of Police/Major layout for upper management.
- Addressed recruitment and staffing issues resulting in revised pensions and salaries for personnel.
- Continue to address the security needs and traffic issues related to POTUS and other high-profile dignitary visits
- Applied for and received reimbursement of overtime expense as they relate to POTUS security and related demonstrations/protests

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Increase the department's efforts on recruitment				
Objectives	Obtain 100% staffing level for sworn officers provide department continuity, reduce officer fatigue and improve officer morale.				
	Provide relevant and timely updates to the community through appropriate social and news media outlets				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Website visitors	31,849	17,600	24,951	27,480	25,470

Town Council Budget Priority	Continue to closely examine the budget and identify opportunities that will increase revenue and reduce expenditures. Continue to maintain extraordinary levels of service and continue to find new efficiencies. Balance the FY2021 budget that is forecasted with a \$1,324,529 deficit.				
Department Goal	Review FY2020 department budget and functions to achieve possible cost savings and revenue sources for future budgets				
Objectives	Thoroughly review individual unit functions and budgets to accomplish cost savings without comprising services				
	Participate in available state and federal grant opportunities in order to reimburse the Town for extraordinary overtime expenses and emergency equipment purchases necessitated by an event.				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Police Budget	\$14,778,917	\$13,988,385	\$14,406,792	15,979,204	16,846,187
POTUS Grant Reimbursement	N/A	\$71,270.12	\$57,613.55	15,102.36	10,000

Department Goal	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	Engage the capabilities of the town-wide security system and continue to expand the system through private/public partnerships				
	Educate and promote public awareness of Town ordinances to achieve compliance, enhancing property values and the wellbeing of the community				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Alerts via town-wide security system (dispatched)	0*	145	121	55**	107
Code violations issued	223	163	136	79	150

*LPR system was non-operable during FY17

**LPR system was non-operable for a portion of the year.

Department Goal	Develop 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	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Applicants interviewed	148	261	224	211	211
Applicants completed FTO training	5	7	15	6	8
Training hours: external and internal	8,485	7,902	11,255*	5,622**	8,316

*Includes sponsored Police Academy cadets.

**Training hours limited due to PBC Pandemic Emergency Orders

Department Goal	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	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
News releases/media alerts	20	80	46	174	80
Crime prevention programs/events	42	42	89	14**	47

**Numerous programs cancelled/rescheduled due to PBC Pandemic Emergency Orders

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	293,186	270,207	344,040	344,040	319,715	364,276	5.88%
Employee Benefits	333,747	315,125	298,485	298,485	298,471	382,800	28.25%
Contractual	17,160	15,141	24,116	24,116	24,116	20,864	-13.48%
Commodities	17,546	16,717	14,300	14,300	14,300	14,900	4.20%
Depreciation	11,617	12,923	9,585	9,585	9,585	10,964	14.39%
TOTALS	673,257	630,113	690,526	690,526	666,187	793,804	14.96%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes the transfer of one sworn position from Patrol (428), pay for performance increases, step plan adjustments, the proposed increase in the ranges, and an increase in the overtime budget.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

The decrease is the result of the elimination of per diem expenses related to training and the elimination of a software program’s maintenance fees.

COMMODITIES

Commodities remain level with a slight increase in publications/subscriptions for covert tracker subscription fee.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Sergeant	1.000	1.000	1.000	1.000	1.000
Officer/Detective	4.000	4.000	4.000	3.000	4.000
	5.000	5.000	5.000	4.000	5.000

OCVAN FY2020 Accomplishments

- Gained extensive intelligence monitoring protests in an undercover capacity, which was coordinated with multiple Law Enforcement Agencies throughout South Florida, the South Florida Fusion Center, USSS and the FBI.
- Worked extensively with PBSO, USSS, FBI and various other Federal Agencies regarding matters involving POTUS, Mar-A-Lago, and an officer involved shooting near Mar-A-Lago
- Worked complicated organized fraud cases involving Money Laundering, Wire and Credit Card Fraud, Unlawful Use of Personal Identification, and Organized Scheme to Defraud
- Froze a fraudulent wire transfer for \$30,000
- Continued implementation and use of various new technologies, such as GPS Devices and other audio/video recording devices.
- Purchased and outfitted new surveillance vehicle with video recording capabilities that can be remotely accessed
- Conducted 9 month long investigation dubbed “Operation Up All Night” which led to the arrest of drug dealers distributing narcotics at restaurants in Town and the seizure of over \$11,000
- Conducted a prostitution sting at the Breakers Hotel resulting in the arrest of 6 individuals for Solicitation of Prostitution and possession of narcotics
- Added a fourth detective to the unit due to increased caseload and continued work with the Palm Beach Sheriff’s Office South Florida Task Force, to further our mutual aid initiative, jointly investigating Palm Beach automobile and residential burglaries.
- Working with Florida Alcohol Beverages and Tobacco in regards to underage drinking at establishments within the Town
- Coordinated with the FBI Joint Terrorism Task Force to add a detective as a part-time Task Force Officer.
- Participated in the Citizen Police Academy, teaching residents how to identify various narcotics and detailing types of cases the OCVAN unit investigates

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed				
Objectives	Use innovative and proactive 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	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Total cases investigates	146	255	135	183	179
Total intelligence reports (received)	79	95	106	88	92
Disseminated intelligence bulletins	80	133	69	52	83

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Cases investigated	146	255	135	183	179
Warrants applied for	6	75	5	46	33
Arrests	13	30	10	29	20
Surveillance hours	389	431	381	1,172*	450

*Significant increase due to 9 month investigation and demonstrations and protest related to 2020 election and the death of George Floyd.

PROGRAM: RECORDS INFORMATION SYSTEM UNIT 423

Mission: This division exists to provide a centralized collection point for all police activity records and disseminate the information 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	121,953	97,420	97,670	97,670	94,862	102,624	5.07%
Employee Benefits	64,325	74,682	73,462	73,462	73,462	79,097	7.67%
Contractual	9,241	7,678	8,300	8,300	6,800	6,300	-24.10%
Commodities	4,486	4,856	5,600	5,600	4,100	4,600	-17.86%
Depreciation	1,057	1,514	1,417	1,417	1,417	1,417	0.00%
TOTALS	201,063	186,151	186,449	186,449	180,641	194,038	4.07%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Decrease is associated with the elimination of per diem expenses relation to training.

COMMODITIES

Reduction is the result of the elimination of registration fees related to training.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Records Information Systems Manager	1.000	-	-	-	-
Communications Manager	-	0.500	-	-	-
Records Assistant I	1.000	2.000	-	-	-
Records Specialist	-	-	2.000	2.000	2.000
Civilian Division Manager	-	-	0.250	-	-
	2.000	2.500	2.250	2.000	2.000

Records Program FY2020 Accomplishments

- Began the migration process towards NIBRS federal compliance of 2021
- Continued to scan documents and arrests packets into the Records Management System (RMS) and created an electronic document file for non-case related items for easier retrieval if needed
- Transitioned items inventoried by the RIS Unit (i.e. Tasers, guns) from RMS to Excel Sheet for the past 20 years.

Productivity Measures

Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Incident reports received	1,237	1,724	1,703	1,353	1,504
Citations/violations processed	2,168	2,979	2,940	1,669	2,439
Public records requests processed	985	1,035	892	796	927

PROGRAM: TRAINING AND 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 needed based on current trends and community issues.
- Recruit, place and manage volunteers for a variety of assignments
- Provide progressive training necessary for certification, retention, advancement and to ensure that all training is statutorily compliant
- Provide accurate information to the public and news media regarding police activities
- Plan, process and track external training requests
- Manage the Special Assignment Overtime detail program
- Develop new programs that stay abreast with current crime trends

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	162,355	174,263	185,274	185,274	185,274	181,178	-2.21%
Employee Benefits	91,343	82,500	91,512	91,512	91,512	115,383	26.09%
Contractual	6,623	6,895	12,500	12,500	12,500	11,500	-8.00%
Commodities	5,762	7,351	12,700	14,626	9,938	12,038	-5.21%
Depreciation	-	451	451	451	451	38	-91.57%
TOTALS	266,084	271,459	302,437	304,363	299,675	320,137	5.85%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes the pay differential of a retiring employee replaced with an entry level employees, pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Decrease is the result of the elimination of per diem expenses related to training.

COMMODITIES

Slight decrease in miscellaneous supplies and membership due.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Training & Comm Relations Coordinator	1.000	1.000	1.000	1.000	1.000
Administrative Assistant	2.000	2.000	2.000	2.000	2.000
	3.000	3.000	3.000	3.000	3.000

Training and Community Relations FY2020 Accomplishments

- Coordinated Instructor level training of new VIRTRA 300 Response to Resistance Simulator.
- Implemented Department-wide VIRTRA 300 training to include response to resistance, responding to special needs populations (Autism) and Active Shooter response.

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Monitor the allocation of 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				
	Manage the recruitment process for police openings in order to reduce the hiring timeline and fill vacancies more efficiently				
	Continue to use the virtual training simulator to train officers to appropriately respond to active events.				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Public E-blasts (via website)	12	12	82	8	28
News releases/bulletins to website	42	40	46	86	54
Website updates (i.e. pictures, forms, flyers, etc.)	22	265	350	30	167

Department Goal	Maximize the 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 wellbeing of the community				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Website updates/alerts/news releases	42	270	128	174	154
Website hits	31,849	17,600	24,951	27,480	25,470

Department Goal	Develop and maintain an organizational environment that is professionally rewarding and challenging and that promotes leadership succession to fill vacancies due to retirements and increase high liability instructors (Firearms/Defensive Tactics/ First Aid CPR/Driving)				
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	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Applications received	329	1,254	717	847	786
Applicants interviewed	148	261	224	211	211
Applicants hired	9	10	15	13	12
Applicants completed FTO program	5	7	15	6	8
Number of hours of training provided	8,485	7,902	11,255*	5,622**	8,316

*Includes sponsored Police Academy cadets.

**Training hours limited due to PBC Pandemic Emergency Orders.

Department Goal	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				
	Proactively enforce Town ordinances, Florida State Statutes and traffic laws				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Crime prevention/community activities/meetings/programs	42	42	89	14**	47
Palm Beach Crime Watch members*	136	128	112	112	122

Meetings/activities include Crime Watch breakfast, various community association meetings, school programs, shred events, open house, National Night Out, etc.

*Actual paid members

**Numerous program cancelled/rescheduled due to PBC Pandemic Emergency Orders.

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	817,600	788,523	931,616	931,616	760,000	953,113	2.31%
Employee Benefits	501,680	490,508	585,161	585,161	574,861	604,880	3.37%
Contractual	101,964	92,802	113,975	113,975	111,170	108,775	-4.56%
Commodities	7,797	6,204	8,100	8,100	6,600	8,100	0.00%
Capital Outlay	-	5,200	-	-	-	-	0.00%
Depreciation	41,827	42,276	42,276	42,276	42,276	45,147	6.79%
TOTALS	1,470,868	1,425,513	1,681,128	1,681,128	1,494,907	1,720,015	2.31%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes a reclassification of a Telecommunicator to a Telecommunicator Supervisor, pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program. Increases in benefits were offset by a decrease in longevity benefits in the unit.

CONTRACTUAL

Reductions include the elimination of per diem related to training, slight reduction in data line/radio fees, and expenses related to other equipment repairs/maintenance.

COMMODITIES

Commodity expenses remain level for the year.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Lead Telecommunications Supervisor	1.000	-	1.000	1.000	1.000
Communications Manager	-	0.500	-	-	-
Telecommunications Supervisor	3.000	3.000	3.000	3.000	4.000
Telecommunicator	11.500	11.000	11.000	11.000	10.000
	15.500	14.500	15.000	15.000	15.000

Communications FY2020 Accomplishments

- Upgraded Priority Dispatch software in order to quickly evaluate and recognize possible COVID-19 cases to prevent field personnel exposure
- Upgraded phone system and recording server to allow better access to 911 and radio recordings
- Hired 4 Telecommunicators who have successfully completed CTO training and have been released to full duty

Fiscal Year 2021 Goals and Performance Measures

Department Goal	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				
	Upgrade phone system's mapping interface and link to RapidSOS for more accurate 911 locations				
	Re-organize unit to provide a supervisor on each of the 4 Teams and train and promote 2 Telecommunicators to fill Supervisor position				
	Appoint two Telecommunicators as Certified Training Officers				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Average call dispatch time (Police)	1:14	1:12	1:11	1:12	1:10
Average call dispatch time (Fire/Medical)	0:15	0:14	0:10	0:10	0:10

Productivity Measures

Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Police calls	48,264	50,043	57,322	63,436	54,766
Fire/medical calls	2,630	2,713	2,732	2,664	2,685

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	99,424	127,106	137,241	137,241	126,000	143,771	4.76%
Employee Benefits	41,263	42,661	43,020	43,020	43,020	46,682	8.51%
Contractual	9,678	5,282	9,700	9,700	7,400	6,900	-28.87%
Commodities	6,596	9,380	9,150	9,150	8,650	9,150	0.00%
Depreciation	6,377	12,228	9,739	9,739	9,739	12,018	23.40%
TOTALS	163,338	196,657	208,850	208,850	194,809	218,521	4.63%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Slight decrease is the result of reductions in contracted services, per diem, and required legal advertising.

COMMODITIES

Commodity expenses remain level for the year.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Crime Scene Evidence Manager	1.000	1.000	1.000	1.000	1.000
Crime Scene Technician II (2 Part-Time)	1.000	1.000	1.000	1.000	1.000
	2.000	2.000	2.000	2.000	2.000

Crime Scene/Evidence Unit FY2020 Accomplishments

- Due to the COVID-19 pandemic the unit established an on-line Voluntary ID Card program to enable people to register for post storm re-entry to the island. Current ID card expirations were extended to the end of 2020.
- The unit obtained a 360 degree camera station and software to produce seamless panoramic photos of crime scenes and fatal traffic accidents.

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed				
Objective	Use innovative and proactive measures to gather and analyze intelligence and utilize the latest technology to develop and collect evidence at crime scenes				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Voluntary ID cards	2,723	1,549	2,357	297	1,731
Crime scenes processed	100	44	79	56	69

Productivity Measures

Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Latent print comparisons	2,423	271	173	277	786
Fingerprint identifications	31	23	26	12	23
Audio/visual/photographic evidence	652	376	567	228	455
Evidence collected	2,143	2,009	1,940	1,077	1,523
Evidence disposed of	1,207	1,057	2,318	2,165	1,686

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
- Provide special event security at high volume community affairs
- 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	4,167,070	5,000,142	5,911,719	5,911,719	5,402,000	5,711,148	-3.39%
Employee Benefits	3,521,244	3,439,316	3,979,300	3,979,300	3,910,089	4,066,891	2.20%
Contractual	127,505	169,193	120,650	122,603	133,258	122,450	1.49%
Commodities	296,828	250,039	247,495	247,495	244,815	251,490	1.61%
Capital Outlay	68,513	79,362	-	14,777	14,936	-	0.00%
Depreciation	427,228	466,993	465,447	465,447	465,447	539,079	15.82%
TOTALS	8,608,387	9,405,045	10,724,611	10,741,341	10,170,545	10,691,058	-0.31%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes a transfer of one sworn position to the Organized Crime, Vice and Narcotics Unit, pay for performance increases, step plan adjustments and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program. The reduction in benefits is the result of the reduced incentive pay for training Instructors, a reduction in education incentive costs, a reduction in Incentive Pay for Motorcycle assignments, and lower longevity costs due to attrition.

CONTRACTUAL

Contractual expenses remain level for the year due to offsetting increases and decreases for this line item. While per diem, data line, and camera maintenance expenses have decreased for the year, funds are allocated to cover the cost associated with dry dock storage for the Police Marine Unit boat during the Marina renovation.

COMMODITIES

The commodity budget in the patrol unit is especially fluid from year to year based on particular unit needs. Commodities remain relatively level with only minor increases in vehicle maintenance and fuel costs. These increase were offset by a reduction in anticipated minor equipment purchases.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Captain	4.000	4.000	4.000	2.000	2.000
Lieutenant	-	-	-	2.000	2.000
Sergeant	8.000	8.000	8.000	8.000	8.000
Officer	42.000	42.000	41.000	42.000	41.000
Master Mechanic	0.800	0.800	-	-	0.800
Mechanic	-	-	0.800	0.800	-
Vehicle Technician	-	-	-	0.350	0.350
Fleet Manager	0.800	0.800	0.800	0.800	0.800
	55.600	55.600	54.600	55.950	53.950

Police Patrol FY2020 Accomplishments

- Established a sUAS (Drone) program and unit and implemented officer training
- Updated beach patrol capabilities with the purchase of new ATV and Mule
- Began a trial/evaluation process of using Hybrid Police Vehicles with the purchase of 2 patrol SUVs
- Established a working relationship with community organizers to assist with response to demonstrations in Town
- Successfully responded to COVID-19 pandemic through education and the enforcement of multiply emergency orders

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Monitor the allocation of resources to ensure the public's safety, address traffic flow issues and provide timely communications				
Objectives	Use of the town-wide camera and security system to mitigate construction and traffic issues impacting residents, the business community and visitors				
	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 al FDOT Flagler Bridge meeting sand communicate any logistics issues/information to appropriate staff/units for action				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Alerts via town-wide security system (Dispatched)	0*	145	121	55	107

*LPR System was non-operable during FY17 and during a portion of FY20.

Department Goal	Maximize the 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	Engage the capabilities of the town-wide security system and continue to expand the system through private/public partnerships				
	Expand Direct Connect users to 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 wellbeing of the community				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Public E-blasts (via website)	12	12	82	8	28
News releases/bulletins to website	42	40	46	56	46

Department Goal	Develop 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	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Applications received	329	1,254	717	847	786
Applicants interviewed	148	261	224	211	211
Applicants hired	9	10	15	13	12
Applicants completed FTO program	5	7	15	6	8
Number of hours of training provided	8,485	7,902	11,255*	5,622**	8,316

Includes sponsored Police Academy cadets.

**Training hours limited due to PBC Pandemic Emergency Orders.

Department Goal	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 response time of less than 4 minutes to these calls				
	Use innovative and proactive 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	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Police calls	48,264	50,043	57,322	63,436	54,766
Patrol response time	4:38*	5:06	2:46	4:03	4:00
Arrest by patrol officer	1,719	1,890	1,913	1,042	1,641
Business security checks hours	2,480	2,485	3,120	4,475	3,140
Closed housed checks/Security Check	2,337	2,014	3,308	4,750	3,102
Field interview reports	431	329	412	336	377
Intelligence reports	81	86	106	82	88

*Call response time effected by Hurricane Irma calls for service

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Foot patrol hours	1,633	1,392	1,461	1,749	1,558
Bicycle/Segway patrol hours	55.5	81	210	397	185
ATV patrol hours	40.5	8.75	55	471	144
Marine patrol hours	1,622	1,471.5	1,724	1,605	1,605
Selective enforcement hours	1,034	2,074	1,124	4,232	2,116

PROGRAM: CRIMINAL INVESTIGATION 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	635,992	621,206	667,391	667,391	675,391	629,034	-5.75%
Employee Benefits	380,377	407,947	459,968	459,968	462,277	528,933	14.99%
Contractual	12,937	13,653	11,700	11,700	11,150	9,700	-17.09%
Commodities	17,822	20,905	12,500	12,500	18,500	16,500	32.00%
Depreciation	22,305	21,259	20,368	20,368	20,368	19,650	-3.53%
TOTALS	1,069,433	1,084,970	1,171,927	1,171,927	1,187,686	1,203,817	2.72%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases, step plan adjustments and the proposed increase in the ranges. The reduction in salaries is the result attrition and less tenure employee salary cost.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program. The reduction in education incentive and longevity expenses are offset by other benefit increases.

CONTRACTUAL

Reduction is the result of the elimination of per diem related to training and data line expenses.

COMMODITIES

Commodities remain level expect for an increase in anticipated fuel expenses and registration fees for classes/training of new detective.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Captain	1.000	1.000	1.000	1.000	1.000
Sergeant	1.000	1.000	1.000	1.000	1.000
Officer/Detective	4.000	4.000	4.000	4.000	4.000
Crime Intelligence Analyst	1.000	1.000	1.000	1.000	1.000
	7.000	7.000	7.000	7.000	7.000

Criminal Investigation Unit FY2020 Accomplishments

- Maintained an exceptional Crime Uniform Clearance Rate over 43%, while the national average remains in the teens
- Updated the Criminal reporting procedures and began the transition to the Federally mandated NIBRS reporting by January 1, 2021
- Oversaw the Burglary Strike Force Unit which increase from 4 to 6 members and adjusted their strategies, locations, and schedules to combat evolving crime trends
- Conducted a sting to apprehend a serial auto burglar responsible for burglaries across multiple counties
- Utilized Town surveillance video and pawn shop transactions to develop a suspect and arrested a serial thief of high end designer bag and other thefts in the county
- Successfully investigated a residential burglary in which a \$45,000 Rolex, jewelry and a handgun were stolen. A sub-contractor who was a convicted felon was arrested and charged accordingly

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Reduce the opportunity for criminals to commit crime and to apprehend those persons responsible when a crime has been committed				
Objectives	Use innovative and proactive 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 to keep the Town of Palm Beach the safest community to reside in				
	Conduct programs and activities to achieve crime prevention awareness and inform the public of current crime trends and suspicious occurrences through social media and news releases				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Crimes investigated	228	215	230	285	239
Investigative clearance rate (Part 1)	51.3%	71.0%	54.4%	43%	54%

Productivity Measures

Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Investigative hours	2,988	3,281	3,530.5	3,078	3,219
Surveillance hours	417.5	88	174.5	58	184
Patrol hours	1,054.5	374	814.5	988	808

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	287,947	248,754	331,719	331,719	206,000	172,981	-47.85%
Employee Benefits	249,839	243,380	260,154	260,154	251,571	133,115	-48.83%
Contractual	26,147	75,585	77,400	79,200	184,200	220,400	184.75%
Commodities	15,379	11,690	16,400	16,400	13,600	14,100	-14.02%
Capital Outlay	-	-	-	26,280	-	-	0.00%
Depreciation	46,176	107,906	92,824	92,824	92,824	85,161	-8.26%
TOTALS	625,489	687,314	778,497	806,577	748,195	625,757	-19.62%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges. The reduction is the result of the elimination (through vacancies) of 4 Parking Enforcement Officer positions and replaced with contracted third-party vendor personnel.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program. Reduction is the result of the elimination of 4 full-time Parking Enforcement Officer positions.

CONTRACTUAL

Increase is the result of contracting to hire 4 Parking Enforcement Officers during the fiscal year. During FY20 the unit used the services of 3 contracted staff members of which the expenses were offset by vacancies.

COMMODITIES

Reduction is the result of minor cuts in office equipment, membership dues, and training registration fees.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Parking/Code Enforcement Manager	0.500	0.500	-	-	-
Civilian Division Manager	-	-	0.250	-	-
Lead Parking Control Officer	1.000	1.000	1.000	1.000	1.000
Parking Enforcement Officer	6.000	6.000	6.000	6.000	2.000
Code/Parking Enforcement Specialist	0.250	0.250	0.250	0.250	0.250
	7.750	7.750	7.500	7.250	3.250

Parking Control FY2020 Accomplishments

- Completed the conversion to Vigilant Solutions LPR system which will enable the OCVAN unit to view all tags recorded by a Parking Enforcement Unit vehicle
- Reallocated Parking Enforcement Officers during COVID restrictions and public area shutdowns to assist the enforcement government mandates
- Used Parking Enforcement Officers to assist with traffic closures and vehicular flow during demonstrations and protest

Fiscal Year 2021 Goals and Performance Measures

Department Goal	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	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Parking tickets	10,901	11,328	8,976	9,907	10,278
Kiosk tickets	799	1,350	659	1,476	1,071
Traffic boots	40	47	26	17	32

Productivity Measures

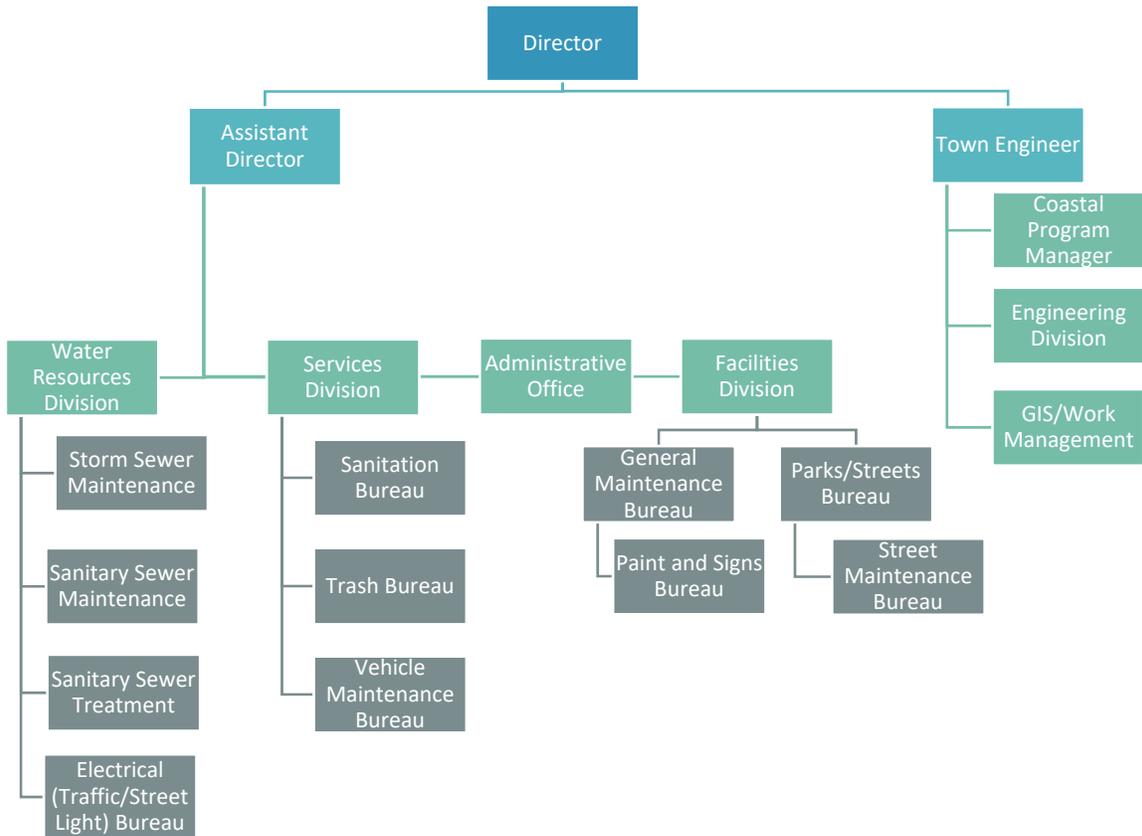
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Vehicle patrol hours	6,929.5	8,069	7,103	8,663	7,691
Revenues	\$872,606	\$824,845	\$936,325	\$887,376	\$880,288
Expenditures	\$505,877	\$616,598	\$687,314	\$748,195	\$623,085



Public Works



PUBLIC WORKS ORGANIZATIONAL CHART



PUBLIC WORKS DEPARTMENT FY2021 GOALS

Goal #1: Complete water feasibility study containing data collection and review, water supply options, water distribution options and evaluation report. The final report should have alternatives with total order of magnitude cost shown and other non-quantitative factors such as constructability, regulatory, sustainability, and risk.

Objectives

- Complete Water Supply Feasibility Study to determine options and alternatives
- Identify next steps
- Create magnitude of order cost estimate to determine best options

Goal #2: Continue to work with the Project Manager in the Town Manager's office, the Town's Purchasing Manager, and the design engineer to optimize the design and construction of the Town-wide Undergrounding project to implement construction in the most efficient and cost effective manner.

Objectives

- Continue monthly design meetings with all utilities and continue to challenge utilities to optimize their designs
- Continue to challenge CMAR proposals to achieve the most cost effective Guaranteed Maximum Price for each phase
- Continue to work to finalize easement acquisition for the remainder of the program to limit program cost increase due to delays with easement acquisitions
- Execute Construction Management contract for Phase 5 to ensure full reimbursement through FEMA grant for Phase 5 Construction

Goal #3: Continue to work with the Director of Business Development and Operations, and the Town's Purchasing Manager to ensure the Town Marina are constructed on time and on budget.

Objectives

- Provide updates to the Public Works Committee and Town Council on critical path items, key decisions, and budget
- Continue weekly meetings with Town staff and design engineers to ensure project continues to remain on schedule and on budget

Goal #3: Continue to monitor FDOT's Southern Boulevard Bridge Project and implement coordinated actions with other governmental authorities (State, County, and City of West Palm Beach) to mitigate impacts of any short-term or long-term lane closures on the bridge.

Objectives

- Attend periodic meetings with FDOT/contractor project teams
- Coordinate negative traffic impacts with other Town departments, as well as affected resident/businesses, assist in developing mitigation strategies

Goal #4: Continue implementation of a long-term Coastal Protection Plan.

Objectives

- Continue pursuit of required Federal permits in accordance with BMA
- Continue BMA and permit required monitoring
- Construct shore protection projects in accordance with the 10-year long-term plan

Goal #5: 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 storm water facilities

Goal #6: Landscape maintenance – maintain the landscaping and grounds of the Town in an efficient and cost effective manner, while striving to improve its appearance.

Objective

- Continue to improve irrigation systems town-wide, and to standardize equipment and materials. Implement low flow irrigation heads and smart irrigation upgrades or replacements in larger parks and medians as appropriate.

DEPARTMENT: PUBLIC WORKS

Mission: The Public Works Department exists to create and maintain a safe, clean and aesthetically pleasing environment for all the citizens of Palm Beach. This efficient and cost effective environment is provided for the residents, businesses, visitors, and employees who utilize the Town facilities in our community. The Public Works Department applies both proven and innovative techniques and systems to provide for excellence in the operation, construction, maintenance and repair of the public buildings, structures and grounds to achieve this purpose. The continuous stewardship of the Town's infrastructure and coastal resources is achieved through the dedicated efforts of a diverse group of operational, administrative, engineering, and construction professionals.

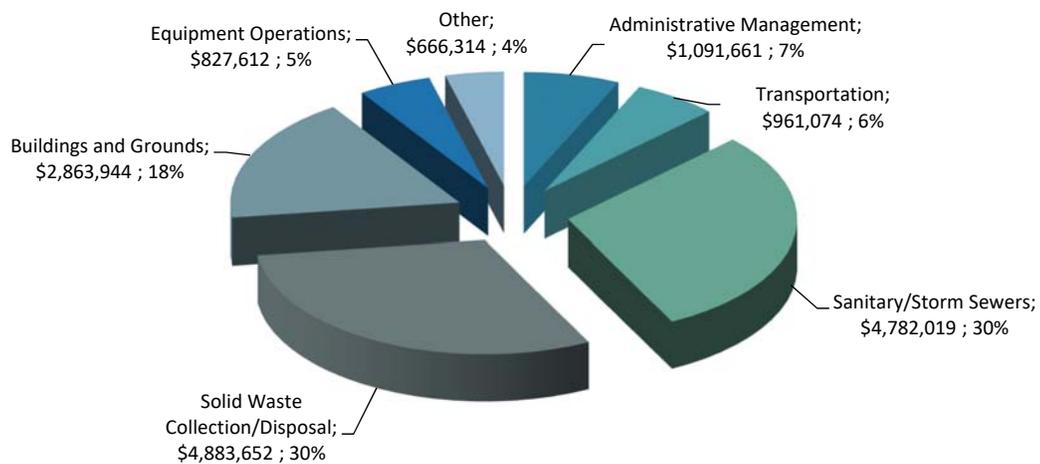
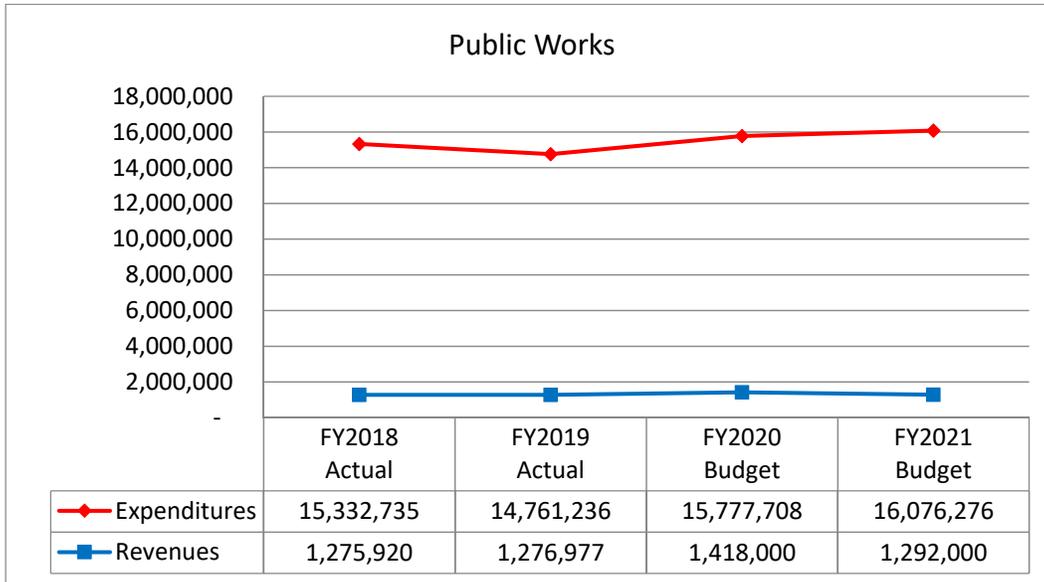
Revenue Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Special Solid Waste	17,268	12,292	15,000	5,911	12,000	-20.00%
Solid Waste	902,176	866,171	1,000,000	825,550	900,000	-10.00%
Comp. Garbage Collection Fee	243,141	289,503	270,000	168,862	275,000	1.85%
SWA Recycling Revenue	9,712	3,989	15,000	305	-	-100.00%
Historic Specimen Tree Fee	5,304	3,757	5,000	4,199	5,000	0.00%
Private Lateral Locates/Cap Off Fee	-	-	18,000	-	-	-100.00%
State Highway Lighting Maint	98,318	101,267	95,000	-	100,000	5.26%
TOTALS	1,275,920	1,276,977	1,418,000	1,004,826	1,292,000	-8.89%

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	4,926,227	4,865,161	5,337,251	5,337,251	4,863,395	5,483,151	2.73%
Employee Benefits	3,069,685	2,918,241	3,085,629	3,085,629	3,025,108	3,200,226	3.71%
Contractual	5,663,363	5,444,605	5,867,648	6,240,815	6,054,885	5,850,686	-0.29%
Commodities	841,441	819,847	795,290	1,037,894	1,011,276	803,636	1.05%
Capital Outlay	9,919	7,576	10,000	10,000	9,500	17,500	75.00%
Depreciation	822,100	705,806	681,890	681,890	681,890	721,077	5.75%
TOTALS	15,332,735	14,761,236	15,777,708	16,393,479	15,646,054	16,076,276	1.89%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.



	FY2018	FY2019	FY2020	FY2021
Total Full Time Equivalent Employees	88.635	83.637	80.852	79.884

PROGRAM: ADMINISTRATIVE MANAGEMENT 511

Mission: This division provides guidance, inspiration, resources and direction to the Public Works Department to ensure that the multiple services 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 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	542,721	498,658	614,299	614,299	569,200	727,481	18.42%
Employee Benefits	325,930	256,097	285,506	285,506	271,899	333,374	16.77%
Contractual	228,894	101,711	26,545	28,445	34,045	16,500	-37.84%
Commodities	11,089	14,725	10,381	250,706	249,955	10,381	0.00%
Depreciation	4,237	4,237	3,390	3,390	3,390	3,925	15.78%
TOTALS	1,112,872	875,428	940,121	1,182,346	1,128,489	1,091,661	16.12%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes reallocated increase of 1.5 FTE, pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

This decrease reflects a reduction in other contractual services due to reduction of temporary staffing and elimination of travel/per diem.

COMMODITIES

The FY21 commodities budget has 0% change.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
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
Buyer	0.500	0.500	-	-	-
Office Manager	1.000	1.000	1.000	1.000	1.000
Administrative Assistant	4.000	4.000	3.000	3.000	3.000
Computerized Maint. Mgmt. Sys Coord	-	-	-	-	1.000
GIS Support Specialist	-	-	-	-	1.000
Water Resources Technician II	-	-	-	-	0.500
Public Works Systems Specialist	1.000	1.000	1.000	1.000	-
	8.500	8.500	7.000	7.000	8.500

PROGRAM: STREET REPAIR & MAINTENANCE 521

Mission: This bureau exists to maintain and repair wayfinding and regulatory signage and pavement in order to provide a safe 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:

- Work to continually improve quality and efficiency
- Inspect the condition of streets, sidewalks, and paths to prioritize maintenance, repairs and replacement appropriately
- Install new signs as approved by the Town Manager and upgrade/replace signs as needed to be consistent with industry standard respond to emergencies and priorities in a timely fashion

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	47,264	31,310	71,276	71,276	71,276	95,914	34.57%
Employee Benefits	51,574	46,932	44,274	44,274	44,274	57,116	29.01%
Contractual	224,241	161,792	180,880	222,574	222,574	221,342	22.37%
Commodities	18,609	14,159	49,112	49,149	44,965	47,600	-3.08%
Depreciation	21,168	25,434	22,659	22,659	22,659	18,018	0.48%
TOTALS	362,855	279,627	368,201	409,932	405,748	439,990	19.50%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

This increase reflects additional hours for bringing temporary labor from part time to full time; and rebidding of the curb painting contract. The new contract includes additional scope of work, adding tire stops, delineators and bollard painting, which increased the cost from past contracts. In addition, increased costs for data plan for tablets. A minor reduction of vendor participation relating to pothole patching in commercial areas, repair and replacement of sidewalks based on revised ordinances requiring adjacent property owners to be responsible for that effort.

COMMODITIES

This decrease is due to averaging vehicle fuel costs from the past three (3) years usage, and removing hot mix asphalt due to procuring a paving contractor.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Facilities Maintenance Division Manager	0.075	0.075	0.075	0.075	0.125
General Maintenance Supervisor	0.075	0.085	0.085	0.095	0.168
Grounds Supervisor	0.080	0.080	0.080	0.080	0.080
PW Project Coordinator	-	-	-	-	0.302
Street & Sign Painter	0.008	0.008	0.008	-	-
Building Maintenance Worker	-	0.016	0.016	0.281	-
Equipment Operator I/Streets	0.705	-	-	-	-
Equipment Operator II	0.605	1.310	0.663	0.700	0.800
Water Resources Technician I	-	-	-	0.010	-
Irrigation and Spray Technician	0.010	0.010	0.010	0.010	0.010
	1.558	1.584	0.937	1.251	1.485

Street Repair and Maintenance FY2020 Accomplishments

- Performed Town-wide sidewalk inspections
- Optimizing staff efficiency by contracting with a third-party vendor to assist in repairs and maintenance of Town streets

Productivity Measures

Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Inspect and repair sidewalks (sq. yards)	125	280	234	99	185
Pot holes patched (sq. yards)	102	81	252	234	168

PROGRAM: TRAFFIC CONTROL 523

Mission: This bureau exists to provide and maintain signalized traffic intersections and controls to ensure vehicular safety

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

- Preventive maintenance and inspection programs to proactively address issues
- Repair/replace traffic signals, and respective equipment as needed or required per Town's preventative maintenance service plan

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	143,823	109,677	53,991	53,991	71,598	53,361	-1.17%
Employee Benefits	64,985	71,835	25,940	25,940	30,479	25,496	-1.71%
Contractual	8,187	32,221	8,740	28,250	7,809	7,800	-10.76%
Commodities	50,344	43,204	10,703	10,722	8,734	9,000	-15.91%
Depreciation	5,309	5,309	3,758	3,758	3,758	1,947	-48.19%
TOTALS	272,648	262,247	103,132	122,661	122,378	97,604	-5.36%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

This decrease reflects the reallocation of funds from this bureau to the 521 Streets Bureau; consolidating duties (i.e. sign installation & maintenance) from this bureau to reflect traffic signalization only.

COMMODITIES

This decrease reflects the reduction in budgeted signs, signposts, and electrical components as well as the reallocation of funds from this bureau to the 521 Streets Bureau; consolidating duties (i.e. sign installation & maintenance) from this bureau to reflect traffic signalization only.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Water Resources Division Manager	-	-	-	-	0.100
Facilities Maintenance Division Manager	0.155	0.155	0.155	0.180	0.037
Electrician Supervisor	0.181	0.181	0.181	-	-
Grounds Supervisor	0.005	0.005	0.005	0.005	-
General Maintenance Supervisor	0.090	0.093	0.095	0.096	0.005
Industrial Electrician	0.528	0.350	0.350	0.016	0.302
SR Industrial Electrician	-	0.175	0.175	0.201	0.151
Building Maintenance Worker	0.040	0.395	0.395	0.127	0.010
Utilities Maintenance Supervisor	-	-	-	0.010	-
Street & Sign Painter	0.750	0.750	0.785	-	-
	1.749	2.104	2.141	0.635	0.623

Traffic Control FY2020 Accomplishments

- Performed preventive maintenance on all traffic signal intersections.

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Provide all necessary traffic control devices and markings to ensure safe pedestrian and vehicle operation				
Objectives	Operate/maintain traffic signals, including preventative maintenance, and also responding to urgent call-outs in a timely manner				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Replace traffic control signs	340	479	302	184	260
Traffic signal replacement (LED)	50	64	60	2	44
Curbs and traffic control lines painted	34,870 LF	34,288 LF	35,166 LF	35,166 LF	35,166 LF
Perform preventative maintenance in signalized intersections	52	52	52	52	52

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 streetlights 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
- Conduct periodic inspections of streetlights to ensure they are operating properly

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	133,094	80,458	54,952	54,952	54,571	85,095	54.85%
Employee Benefits	39,089	32,858	24,912	24,912	24,801	43,248	73.60%
Contractual	292,377	311,743	255,481	255,481	316,482	216,150	-15.39%
Commodities	56,796	49,106	55,429	56,150	48,090	50,100	-9.61%
Depreciation	31,707	31,707	30,532	30,532	30,532	28,887	-5.39%
TOTALS	553,063	505,872	421,306	422,027	474,476	423,480	0.52%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

This decrease reflects a reduction in budgeted electrical repairs performed by outside vendors.

COMMODITIES

This decrease reflects a reduction in fuel costs, office supplies, chemical/cleaning and other supplies, and minor equipment replacements.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Water Resources Division Manager	-	-	-	-	0.100
General Maintenance Supervisor	-	-	-	-	0.025
PW Project Coordinator	-	-	-	-	0.018
Electrician Supervisor	0.200	0.200	0.200	-	-
Industrial Electrician	0.600	0.400	0.400	0.100	0.552
SR Industrial Electrician	-	0.200	0.200	0.250	0.276
Building Maintenance Worker	-	-	-	0.050	0.050
Utilities Maintenance Supervisor	-	-	-	0.053	-
Facilities Maintenance Division Manager	0.150	0.150	0.150	0.125	0.038
	0.950	0.950	0.950	0.578	1.059

Street Lighting FY2020 Accomplishments

- Painted 389 street lights

Productivity Measures

Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Bi-monthly street light surveying	7	6	7	7	7

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
- Track rainfall and storm duration for analysis and future planning

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	263,998	378,233	395,788	395,788	302,541	366,661	-7.36%
Employee Benefits	186,691	194,991	212,571	212,571	196,734	200,010	-5.91%
Contractual	275,832	267,728	208,820	231,916	250,093	208,400	-0.20%
Commodities	86,642	70,250	66,982	67,075	61,509	64,300	-4.00%
Depreciation	22,565	22,565	26,573	26,573	26,573	26,414	-0.60%
TOTALS	835,728	933,767	910,734	933,923	837,450	865,785	-4.94%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

The decrease reflects the elimination of travel/per diem.

COMMODITIES

This decrease reflects a reduction of fuel costs for vehicles and generators, office supplies, uniforms, other equipment/materials, and minor supplies.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Building Maintenance Worker	0.022	0.022	0.022	0.022	0.020
Electrician Supervisor	0.188	0.188	0.188	-	-
Equipment Operator II	0.037	0.074	0.037	-	-
Equipment Operator I/Streets	0.037	-	-	-	-
General Maintenance Supervisor	0.005	0.005	0.005	0.005	0.005
Industrial Electrician	0.546	0.364	0.364	0.813	0.400
SR Industrial Electrician	-	0.182	0.182	0.075	0.200
Irrigation and Spray Technician	0.010	0.010	0.010	0.010	0.008
Grounds Supervisor	0.010	0.010	0.010	0.010	0.010
Grounds Technician	-	0.056	0.056	0.056	-
Utilities Maintenance Supervisor	0.245	0.245	0.245	0.375	0.438
Facilities Division Manager	-	-	-	-	0.005
PW Project Coordinator	-	-	-	-	0.018
Water Resource Technician I	2.895	2.895	2.895	2.895	2.660
Water Resource Technician II	0.735	0.735	0.735	0.735	0.740
Water Resources Division Manager	0.600	0.600	0.600	0.600	0.485
	5.330	5.386	5.349	5.596	4.989

Storm Sewer Maintenance FY2020 Accomplishments

- Removed and replaced obsolete fluorescent station lighting in wet-wells and system control areas with LED type lighting which operate more efficiently and requires less maintenance.
- Performed visual inspection on all fifty three (53) storm station pumps. Removed and returned three (3) pumps to MWI (Moving Water Industries) for warranty repair due to stress cracks in the pump housing.
- Reviewed and identified equipment and components from rehabilitated stations that can be used to replace defective parts in existing stations. This saves the cost of buying new equipment and components until the scheduled station rehabilitation.
- Completed the migration of the Public Works Department digital inventory atlas to the Town server. This program will be linked to the new Lucity work order management system.
- Worked on transferring written schedules and duties to the new Lucity Work Order Management System. Started using system in July 2020.
- Experienced no instances of flooding or standing water resulting in damages to public or private properties.

Fiscal Year 2021 Goals and Performance Measures					
Department Goal	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 storm water facilities				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Pump station inspections	728	728	728	728	728
Storm pump repairs	29	29	20	10	22
Manhole basin inspections	1,905	1,905	50	1,356	1,304
Mainline cleaning (feet)	4,963	4,963	2,250	0	3,044
Clean and inspect storm inlets	1,640	1,640	1,640	1,640	1,640

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 in a timely manner
- Televising gravity lines and repair as necessary
- Closely monitor run time for pumps
- Reduce inflow and infiltration into systems to reduce treatment costs
- Emergency repairs and electrical maintenance of sewer pump station controls, telemetry systems, and back-up generator systems
- Upgrade stations to improve efficiency

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	648,502	666,626	811,027	811,027	503,706	709,125	-12.56%
Employee Benefits	447,003	453,798	491,963	491,963	456,240	438,445	-10.88%
Contractual	172,879	165,039	151,105	160,428	175,603	162,300	7.41%
Commodities	136,665	96,640	93,340	93,527	83,734	94,900	1.67%
Depreciation	151,620	76,647	72,247	72,247	72,247	80,420	11.31%
TOTALS	1,556,669	1,458,750	1,619,682	1,629,191	1,291,530	1,485,190	-8.30%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Increase for outside vendor to maintain and repair of telemetry equipment and implementation of data plans for device mobility due to new work order management system.

COMMODITIES

Slight increase for anticipated fuel expenses based on prior year's expenses, general office supplies, gas detecting equipment, and small maintenance supplies.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Building Maintenance Worker	0.022	0.020	0.020	0.020	0.020
Electrician Supervisor	0.246	0.239	0.239	-	-
General Maintenance Supervisor	0.005	0.005	0.005	0.005	0.005
SR Industrial Electrician	-	0.239	0.239	0.075	0.210
Industrial Electrician	0.714	0.478	0.478	0.945	0.420
Irrigation and Spray Technician	0.005	0.005	0.005	0.005	0.008
Grounds Supervisor	0.010	0.010	0.010	0.010	0.010
Grounds Technician	-	0.056	0.056	0.056	-
Utilities Maintenance Supervisor	0.755	0.755	0.755	0.562	0.562
PW Project Coordinator	-	-	-	-	0.018
Water Resource Technician I	8.105	8.105	8.105	8.095	7.340
Water Resource Technician II	2.265	2.265	2.265	2.265	1.760
Water Resource Division Manager	0.400	0.400	0.400	0.400	0.300
	12.527	12.577	12.577	12.438	10.653

Sanitary Sewer Maintenance FY2020 Accomplishments

- Worked with the City of West Palm Beach to review and confirm the proper calibration of the main flow meter used for invoicing the Town for sewage rates.
- Completed the migration of the Public Works Department digital inventory atlas to the Town server. This program will be linked to the new Lucity Work Order Management System.
- Removed and replaced the defective by-pass valve at the S-2/A-5 Pump Station to improve the ability to perform emergency by-pass pumping.
- Worked on transferring written schedules and duties to the new Lucity Work Order Management System. Started using system in July 2020.

Fiscal Year 2021 Goals and Performance Measures

Department Goal	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				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Residential service calls	58	91	30	29	52
Mainline cleaning (feet)	169,830	208,306	119,131	88,000	146,317
Utility locates	4,027	4,674	4,408	4,088	4,299
Televised inspections (feet)	350	5,623	20,914	432	6,830
Pump station inspections	2,496	2,704	2,704	2,617	2,682
Manhole inspections/repairs	339	649	228	115	333

PROGRAM: SANITARY SEWER TREATMENT 533

This program reflects the costs of treatment and disposal of the Town’s sanitary sewage at the East Central Regional Water Reclamation Facility (ECR).

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	-	-	-	-	-	-	0.00%
Employee Benefits	-	-	-	-	-	-	0.00%
Contractual	2,073,254	2,093,778	2,360,237	2,415,922	2,360,237	2,431,044	3.00%
Commodities	-	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Depreciation	-	-	-	-	-	-	0.00%
Other	-	-	-	-	-	-	0.00%
TOTALS	2,073,254	2,093,778	2,360,237	2,415,922	2,360,237	2,431,044	3.00%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

CONTRACTUAL

This increase reflects the greater operating costs associated with new bio-solids infrastructure and the debt service required to fund several essential capital projects (aeration basins and electrical improvements). This also includes the chemical pre-treatment prior to pumping effluent to the regional treatment plant.

PROGRAM: RESIDENTIAL COLLECTION 541

Mission: This bureau exists to promote the health of the community through the efficient and effective removal of residential garbage 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	467,766	491,356	513,337	513,337	505,500	517,777	0.86%
Employee Benefits	202,424	293,151	310,383	310,383	310,383	345,220	11.22%
Contractual	2,112	107	1,650	1,650	1,125	1,650	0.00%
Commodities	46,962	46,441	48,969	48,969	46,650	51,400	4.96%
Capital Outlay	381	-	-	-	-	-	0.00%
Depreciation	84,389	95,182	106,846	106,846	106,846	106,846	0.00%
TOTALS	904,034	926,237	981,185	981,185	970,504	1,022,893	4.25%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

No changes for FY2020.

COMMODITIES

This escalation reflects the increase in other supplies and chemicals.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Building Maintenance Worker	0.022	0.020	0.020	0.020	0.022
Electrician Supervisor	0.005	0.005	0.005	-	-
Equipment Operator I	7.200	7.200	7.200	7.200	7.200
PW Project Coordinator	-	-	-	-	0.018
General Maintenance Supervisor	0.005	0.005	0.005	0.005	0.005
Grounds Technician	0.050	0.013	0.013	0.013	-
SR Industrial Electrician	-	0.005	0.005	0.005	0.005
Industrial Electrician	0.015	0.010	0.010	0.010	0.010
Street & Sign Painter	0.025	0.025	-	-	-
Grounds Supervisor	0.005	0.005	0.005	0.005	0.005
Sanitation Supervisor	0.400	0.400	0.400	0.400	0.400
Transfer Station Operator	0.750	0.750	0.750	0.750	0.750
Services Division Manager	0.280	0.280	0.280	0.280	0.280
	8.757	8.718	8.693	8.688	8.695

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Tons collected	6,196	6,382	6,351	6,331	6,400
Reported misses	2	3	1	1	0

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	451,018	470,155	477,304	477,304	474,000	487,998	2.24%
Employee Benefits	245,585	229,345	246,282	246,282	246,282	250,434	1.69%
Contractual	244,178	277,428	353,921	362,982	301,550	293,890	-16.96%
Commodities	38,048	41,702	53,581	53,917	52,900	51,880	-3.17%
Depreciation	97,443	109,983	109,983	109,983	109,983	103,598	-5.81%
TOTALS	1,076,271	1,128,613	1,241,071	1,250,469	1,184,715	1,187,800	-4.29%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

This decrease reflects removing Royal Poinciana Plaza from the compacted garbage proposed contract.

COMMODITIES

The decrease reflects reduction in fuel and training.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Equipment Operator II	2.000	2.000	2.000	2.000	2.000
Equipment Operator III 20/60 yd	0.250	-	-	-	-
Sanitation and Trash Worker	4.000	4.000	4.000	4.000	4.000
Transfer Station Operator	-	0.250	0.250	0.250	0.250
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
	6.800	6.800	6.800	6.800	6.800

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Tons collected	2,292	2,361	2,349	2,714	2,800
Reported misses	0	0	0	0	0

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
- Provides funding for landfill tip fees not covered by commercial and residential credits

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	-	-	-	-	-	-	0.00%
Employee Benefits	-	-	-	-	-	-	0.00%
Contractual	93,703	71,643	54,000	54,000	65,000	71,000	31.48%
Commodities	-	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Depreciation	-	-	-	-	-	-	0.00%
TOTALS	93,703	71,643	54,000	54,000	65,000	71,000	31.48%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

CONTRACTUAL

Solid waste disposal fees paid to Solid Waste Authority. Increase reflects proposed rate increases and actual quantities disposed.

PROGRAM: YARD TRASH COLLECTION 544

Mission: This bureau exists to collect yard trash from streets, right-of-ways 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 pickup 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	833,766	829,985	947,660	947,660	909,000	930,689	-1.79%
Employee Benefits	615,970	583,985	651,145	651,145	651,149	659,136	1.23%
Contractual	153,660	170,538	200,680	255,058	190,325	237,900	18.55%
Commodities	115,820	109,385	131,887	132,223	125,780	128,775	-2.36%
Capital Outlay	-	-	-	-	-	6,000	100.00%
Depreciation	189,041	229,049	204,159	204,159	204,159	247,612	21.28%
TOTALS	1,908,258	1,922,941	2,135,531	2,190,246	2,080,413	2,210,112	3.49%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges. The end result is a slight decrease in salaries due to manpower allocation adjustments.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

This escalation reflects an increase in other contracted services and the addition of volume reduction services.

COMMODITIES

This account reflects a decrease to fuel, operating supplies, and employee training budgets.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Building Maintenance Worker	0.022	0.020	0.020	0.021	0.022
Crane Operator	3.000	3.000	3.000	3.000	3.000
Electrician Supervisor	0.005	0.005	0.005	-	-
Equipment Operator I/Streets	0.058	-	-	-	-
Equipment Operator I	9.000	9.000	9.000	9.000	8.000
Equipment Operator II	0.058	0.116	-	-	1.000
General Maintenance Supervisor	0.005	0.005	0.005	0.005	0.005
SR Industrial Electrician	-	0.005	0.005	0.005	0.005
Industrial Electrician	0.015	0.010	0.010	0.010	0.010
Irrigation and Spray Technician	0.010	0.010	-	-	-
Sanitation and Trash Worker	4.000	4.000	4.000	4.000	3.000
Landfill Operator	1.000	1.000	1.000	1.000	1.000
Services Division Manager	0.300	0.300	0.300	0.300	0.300
Street & Sign Painter	0.010	0.010	-	-	-
Grounds Supervisor	0.010	0.010	-	-	-
Trash Supervisor	0.900	0.900	0.900	1.000	1.000
	18.393	18.391	18.245	18.341	17.360

Yard Trash Collection FY2020 Accomplishments

- Collection and landfill operations processed 113,780 cubic yards of debris generated from residential and commercial establishments
- Maintained permit compliance with all conditions per regulatory agencies
- Received permit renewals for the Town's vegetative landfill facilities

Fiscal Year 2021 Goals and Performance Measures

Department Goal	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 investigate and study alternative means of reducing the volume of vegetative debris at these sites, to prolong the useful life of the landfills. Pilot program was approved through the recent permit renewal process.				
	Continue consultant task to identify a suitable pilot program for waste reduction, material processing and potential uses for final disposition				
	Develop long-term master plan for landfill use, closure and/or long-term care				
	Maintain care and closure plans for the sale/lease of the Okeechobee Boulevard site				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
CY collected and disposed of yard waste	144,217	121,960	116,680	134,000	130,000

PROGRAM: RECYCLING 545

Mission: This bureau exists to provide recycling services for paper, plastic, and other recyclable materials accepted by the Solid Waste Authority for processing. These services are provided 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	173,149	182,505	193,214	193,214	194,000	198,205	2.58%
Employee Benefits	112,647	110,660	117,624	117,624	117,624	129,530	10.12%
Contractual	9,000	5,358	12,500	12,500	11,500	12,500	0.00%
Commodities	14,424	13,304	15,726	15,726	14,400	14,400	-8.43%
Depreciation	112,605	42,938	47,503	47,503	47,503	37,212	-21.66%
TOTALS	421,825	354,765	386,567	386,567	385,027	391,847	1.37%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

No increase from 2020 budget.

COMMODITIES

Budget reflects decrease in fuel costs.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Equipment Operator I	1.800	1.800	1.800	1.800	1.800
Equipment Operator II	1.000	-	-	-	-
Equipment Operator III	-	1.000	1.000	1.000	1.000
Sanitation Supervisor	0.200	0.200	0.200	0.200	0.200
Services Division Manager	0.170	0.170	0.170	0.170	0.170
	3.170	3.170	3.170	3.170	3.170

Recycling FY2020 Accomplishments

- Met residential and commercial collection schedules with no reported misses
- Continue to coordinate and maintain a universal county-wide recycling page with SWA
- Met with SWA leaders to discuss and review status of the State 75% goal, and brainstorm ideas on recent recycling import/export bans

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Increase the total volume collected by providing education and guidance to commercial businesses and establishments				
Objectives	Use multiple methods of communication to obtain customer feedback to determine the type and quantity of materials being recycled by commercial customers and implement appropriate procedures				
	Continue to educate residents and businesses on the benefits of recycling, and strive to increase the amount of material being recycled				
	Expand a Town of Palm Beach office recycling program specific to departmental operations				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Tons collected	1,471	1,502	1,346	1,518	1,650

PROGRAM: BEACH CLEANING 546

Mission: This program has been integrated into the Coastal program. Therefore, there is no FY2021 budget.

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	21,931	-	-	-	-	-	0.00%
Employee Benefits	37,327	2,901	-	-	-	-	0.00%
Contractual	454	27,021	-	25,139	-	-	0.00%
Commodities	1,281	1,720	-	-	-	-	0.00%
Depreciation	11,376	-	-	-	-	-	0.00%
TOTALS	72,369	31,642	-	25,139	-	-	0.00%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

PROGRAM: PARKS 551

Mission: This bureau exists to maintain all Town parks, green spaces, and entryways 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 and environmental standards
- Trim all Town-owned trees as needed, and consistent with desired aesthetic and safety requirements
- Provide light maintenance to some privately owned historic/specimen trees
- Manage contractor to inoculate 2,600 +/- palm trees 3 times a year that are susceptible to lethal yellowing disease
- Continually seek new approaches and improved systems to enhance efficiency and effectiveness

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	285,820	244,867	260,652	260,652	263,152	237,201	-9.00%
Employee Benefits	147,680	150,312	167,527	167,527	167,527	138,711	-17.20%
Contractual	1,138,817	1,105,706	1,297,597	1,348,071	1,328,810	1,257,060	-3.12%
Commodities	64,223	57,819	40,520	40,826	44,800	49,600	22.41%
Depreciation	20,082	20,082	16,906	16,906	16,906	25,530	51.01%
TOTALS	1,656,622	1,578,785	1,783,202	1,833,982	1,821,195	1,708,102	-4.21%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

The decrease reflects actual landscape contracting cost for bundling Town locations by zone. Through the rebidding of Hedge Trimming, Turf Maintenance, Fertilization, Pest Control, Grounds Maintenance, Mulching, Irrigation Repairs and Decorative Bed Maintenance services and combining these trades into four (4) separate “zone” based contracts, the change in this line from fiscal year 2020 budget, is approximately \$45,400.00 less. But, due to other increases in vendor contract costs, (Coconut and Hardwood Trimming, Turf Replacement, Fountain Maintenance, and Commercial Litter Debris Collection) the potential savings have not been fully realized in this program.

COMMODITIES

This increase is largely due to the programmed replacement of the Town Hall Square tea tables, and also reflects an increase for chemical cost for the Green Initiative.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Building Maintenance Worker	0.050	0.050	0.050	0.103	0.110
Electrician Supervisor	0.011	0.011	0.011	-	-
Equipment Operator I/Streets	0.200	-	-	-	-
Equipment Operator II	0.300	0.300	0.500	0.300	0.200
Facilities Maintenance Division Manager	0.330	0.330	0.330	0.350	0.350
General Maintenance Supervisor	0.064	0.064	0.064	0.064	0.050
Grounds Technician	0.925	0.850	1.850	1.850	-
SR Industrial Electrician	-	0.018	0.018	0.018	0.013
Industrial Electrician	0.054	0.036	0.036	0.036	0.026
Irrigation and Spray Technician	0.941	0.941	0.951	0.967	0.966
PW Project Coordinator	-	-	-	-	0.750
Parks Laborer	1.000	1.000	-	-	-
Street & Sign Painter	0.013	0.013	0.013	-	-
Grounds Supervisor	0.844	0.844	0.854	0.870	0.875
Water Resources Division Manager	-	-	-	-	0.005
	4.732	4.657	4.477	4.558	3.345

Landscape Maintenance FY2020 Accomplishments

- Converted irrigation systems at Lakeside Park and Town Square to low flow type. Completed an irrigation update on Royal Palm Way to low flow and remote accessible system.
- Added decorative plantings on North County Road & Mid-Town Beach. Incorporated native plantings on Royal Poinciana medians and Park Avenue mini parks.
- Continue to add Pannill pipes to Lakeside Park, Palmo Park and the North County Road Landmarked Ficus trees for strength and stability.
- Began experimentation with Royal Palm bug and effective natural treatments.
- Removed several hundreds of lineal feet of Ficus hedges from Town owned properties. We have compiled a list and are working at eliminating Ficus and replacing native species.
- We have ceased the use of synthetic non-selective herbicides and are pursuing alternative, safer methods of control.

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Maintain the landscaping and grounds of the Town in an efficient and cost effective manner while striving to improve its appearance				
Objectives	Continue to improve irrigation systems town wide, and to standardize equipment and materials. Implement low flow irrigation heads and smart irrigation upgrades or replacements in larger parks and medians as appropriate				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Inspect irrigation systems (hours)	539	320	532	260	415
Inspect historic trees	100	102	106	107	107

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
- Work efficiently always seeking better tools, techniques, materials and methods

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	177,152	155,091	188,136	188,136	190,136	282,694	50.26%
Employee Benefits	95,105	110,534	103,716	103,716	103,930	174,746	68.49%
Contractual	576,442	579,292	672,161	692,523	673,585	640,050	-4.78%
Commodities	42,808	48,275	42,655	42,711	51,029	44,000	3.15%
Depreciation	12,909	13,595	11,811	11,811	11,811	14,352	21.51%
TOTALS	904,415	906,787	1,018,479	1,038,897	1,030,491	1,155,842	13.49%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

The decrease reflects a reduction of cost for termite fumigation for the North Fire station, suspended travel/per diem for training, and a reduction in water consumption based off of a three (3) year average.

COMMODITIES

Increase in office supplies and fuel based on a three (3) year average.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Building Maintenance Worker	1.154	1.084	1.345	1.296	1.716
Electrician Supervisor	0.141	0.148	0.148	-	-
Facility Maintenance Division Manager	0.250	0.250	0.250	0.250	0.435
General Maintenance Supervisor	0.637	0.600	0.675	0.687	0.707
SR Industrial Electrician	-	0.153	0.153	0.361	0.135
Industrial Electrician	0.459	0.306	0.306	0.050	0.270
Irrigation and Spray Technician	0.008	0.008	0.008	0.008	0.008
PW Project Coordinator	-	-	-	-	0.804
Grounds Technician	0.025	0.025	0.025	0.025	-
Grounds Supervisor	0.020	0.020	0.020	0.020	0.020
Water Resources Division Manager	-	-	-	-	0.010
Street & Sign Painter	0.168	0.168	0.168	-	-
	2.862	2.762	3.098	2.697	4.105

Facility Maintenance FY2020 Accomplishments

- Completed the conversion of existing lighting to LED in apparatus bays at all fire stations, Public Works central stores and machine shop areas
- Replacement of ceiling tile at South Fire Station conference, dorms, and hallway
- Converted central stores and machine shop lighting at Public Works to LED type
- Replaced public beach access stairs at Gulfstream Road beach access
- Painted the Police Department exterior decking and lobby
- Replaced laundry washers and dryers at North, Central and South Fire Stations

Fiscal Year 2021 Goals and Performance Measures

Department Goal	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	Continue with identification and replacement of obsolete and inefficient HVAC systems in all Town buildings				
	Identify and replace worn flooring systems through all Town facilities				
	Continue the systematic replacement of existing lighting with energy efficient LED lighting				
	Begin replacement of old lavatory faucet systems with water saving systems				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Scheduled PM work orders	340	125	26	50	135
Quarterly inspections at all Town buildings	22	0	0	0	0
Completed re-active work orders	318	324	308	386	334

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	459,033	409,227	374,434	374,434	374,434	392,065	4.71%
Employee Benefits	192,360	171,154	167,648	167,648	167,648	153,897	-8.20%
Contractual	9,693	6,801	14,850	76,494	10,264	4,800	-67.68%
Commodities	6,825	8,879	3,050	3,125	4,750	3,550	16.39%
Depreciation	10,438	10,438	5,155	5,155	5,155	9,013	74.84%
TOTALS	678,349	606,498	565,137	626,855	562,251	563,325	-0.32%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program. The projected benefits budget is less due to a reduction of one (1) FTE from FY2020.

CONTRACTUAL

The decrease reflects a reduction in Travel and Per Diem costs, and reallocation of funding for unplanned General Engineering services to the CIP.

COMMODITIES

The increase reflects an increase in fuel costs.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Senior Project Engineer	1.000	1.000	1.000	1.000	1.000
Engineer Tech Support Spec	0.500	0.500	-	-	-
Project Engineer	2.000	2.000	2.000	1.000	1.000
Town Engineer	1.000	1.000	1.000	1.000	1.000
	4.000	4.500	4.000	3.000	3.000

General Engineering FY2020 Accomplishments

- Successful implementation of the last year of ACIP Phase 2
- Successful implementation of Town-wide Undergrounding Program including: completion of first phase of construction, on-going Phase 2 North construction, award of Phase 3 North construction, completing design of Phase 2 and 3 and significant progress on design of Phases 4 and 5.

Fiscal Year 2021 Goals and Performance Measures

Town Council Budget Priority	Complete water feasibility study containing data collection and review, water supply options, water distribution options and evaluation report. The final report should have alternatives with total order of magnitude of cost shown and other non-quantitative factors, such as constructability, regulatory, sustainability and risk.	
Department Goal	Complete water feasibility study containing data collection and review, water supply options, water distribution options and evaluation report. The final report should have alternatives with total order of magnitude cost shown and other non-quantitative factors such as constructability, regulatory, sustainability and risk.	
Objectives	Finalize Water Feasibility Study to determine feasible options for potable water supply	
	Coordinate discussions and negotiations for viable water supply to the Town	
Performance Measures	Actual FY20	Projected FY21
Complete study by end of 2021	30%	100%

Town Council Budget Priority	Exercise strong management over construction costs relating to the undergrounding project that are within the Town’s ability to control, relating to the undergrounding project. Continue to engage and inform the community, the underground utility task force and the town Council on project updates, including construction progress, design and easement progress and financial summary. Continue to seek grant funding opportunities.	
Department Goal	Continue to work with the Project Manager in the Town Manager’s office, the Town’s Purchasing Manager, and the design engineer to optimize the design and construction of the Town-wide Undergrounding project to implement construction in the most efficient and cost effective manner	
Objectives	Continue monthly design meetings with all utilities and continue to challenge utilities to optimize their designs	
	Continue to challenge CMAR proposals to achieve the most cost effective Guaranteed Maximum Price for each phase	
Performance Measures	Actual FY20	Projected FY21
Award construction contracts within 5% of the revised budget	All awards were within 5% of the revised budget	All wards within 5% of the revised budget

Town Council Budget Priority	Secure favorable financing for the Town Marina project. Begin construction on time (May 220) and remain on schedule for a Fall 2021 completion. Keep the project within the final budget designated by Town Council. Create a business plan for the Town Marina. Provide regular updates to the May and Town Council on critical pay, key decisions and budget performance.	
Department Goal	Continue to work with the Director of Business Development and Operations, and the Town’s Purchasing Manager to ensure the Town Marina is constructed on time and on budget	
Objectives	Provide updates to the Public Works Committee and Town Council on critical path items, key decisions, and budget	
	Continue weekly meetings with Town staff and design engineers to ensure project continues to remain on schedule and on budget	
Performance Measures	Actual FY20	Projected FY21
Compare pay applications to proposed schedules and budget	3	12

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Projects on budget	100%	100%	90%	100%	100%
Projects on time	100%	75%	90%	75%	100%
Projects during season	2	0	1	2	3
Injuries on job site	0	0	0	0	0
Continuing education (#/person)	18	18	9	9	9

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	26,320	59,115	58,396	58,396	58,396	59,470	1.84%
Employee Benefits	25,787	33,056	36,493	36,493	36,493	38,794	6.31%
Contractual	61,215	433	533	533	40,533	700	31.33%
Commodities	1,209	1,506	982	1,001	1,050	1,300	32.38%
Depreciation	2,725	2,725	2,725	2,725	2,725	2,725	0.00%
TOTALS	117,256	96,834	99,129	99,148	139,197	102,989	3.89%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

The increase reflects an increase in the telephone and printing costs.

COMMODITIES

The increase reflects an increase in fuel and training registration costs.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Right of Way Inspector I	0.500	1.000	-	-	-
Right of Way Inspector	1.000	1.000	1.000	1.000	1.000
	1.500	2.000	1.000	1.000	1.000

Right-of-Way Inspections FY2020 Accomplishments

- Successful implementation of the new 3 strike rule
- Successful initiation of GIS tracking of all right-of-way permits
- Increased compliance of right-of-way rules

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Right-of-way maintenance and enforcement to ensure all Town rights-of-way are managed to meet the Town’s standards applicable to public rights-of-way and easements within the Town of Palm Beach				
Objectives	Continue to improve on compliance with the right-of-way standards				
	Improve coordination of traffic impacts due to issuance of right-of-way permits. Ensure only necessary number of parking permits are issued for each request				
	Increase compliance of parking within the right-of-way				
	Increase compliance of right-of-way permitted use				
	Minimize north/south traffic disruptions caused by permitted work within the right-of-way				
	Increase site inspections of right-of-way compliance				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
% of right of way permits issued captured in GIS map	85	95	100	100	100
Weekly right of way inspections	30	30	55	70	50
Monthly review of right-of-way permits and road impacts	6	40	150	150	150

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	248,527	257,858	322,785	322,785	321,885	339,415	5.15%
Employee Benefits	169,586	176,629	199,645	199,645	199,645	212,069	6.22%
Contractual	31,285	60,315	67,948	68,851	65,350	67,600	-0.51%
Commodities	148,478	201,905	171,973	172,066	172,930	182,450	6.09%
Capital Outlay	9,538	7,576	10,000	10,000	9,500	11,500	15.00%
Depreciation	13,480	15,915	17,643	17,643	17,643	14,578	-17.37%
TOTALS	620,895	720,198	789,994	790,990	786,953	827,612	4.76%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Decrease reflects the reduction for other contractual services.

COMMODITIES

Budget reflects the increase in operational equipment purchases, supplies and repair parts.

CAPITAL OUTLAY

Increase reflects in purchase of shop equipment for FY2021.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Mechanic I	1.000	-	-	-	-
Mechanic III	2.000	-	-	-	-
Mechanic IV	1.000	-	-	-	-
Fleet Mechanic	-	3.000	3.000	3.000	3.000
Fleet Mechanic Supervisor	-	1.000	1.000	1.000	1.000
Administrative Assistant	1.000	1.000	1.000	1.000	1.000
Services Division Manager	0.100	0.100	0.100	0.100	0.100
	5.100	5.100	5.100	5.100	5.100

Equipment Operation and Maintenance FY2020 Accomplishments

- Met projected goal of unscheduled repairs by implementing a predictive monitoring plan
- Purchased and commissioned three (3) pieces of equipment for various user divisions
- Expanded Caterpillar diagnostic software for use in diagnosing heavy equipment
- Implemented operator pre-trip inspections and revised the PM schedule, reflected in the Performance Measures table
- Purchased eco-friendly parts washing machine to reduce the environmental footprint and costs

Fiscal Year 2021 Goals and Performance Measures

Department Goal	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				
	Continue to evaluate vehicle and equipment right-sizing study and seek input from the users				
	Continue to evaluate preventive maintenance intervals and adjust accordingly				
	Continue creating equipment specific predictive maintenances tasks				
	Utilization of the Lucity work order management platform for vehicle maintenance tasks to include creating an equipment replacement master schedule				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Repairs	1,188	974	566	726	500
Preventive maintenance scheduled	1,043	1,048	1,174	564	564



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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	-	-	-	-	-	-	0.00%
Employee Benefits	-	-	-	-	-	-	0.00%
Contractual	-	-	-	-	-	-	0.00%
Commodities	-	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Depreciation	-	-	-	-	-	-	0.00%
Other	335,008	345,058	352,650	352,650	352,650	352,650	0.00%
TOTALS	335,008	345,058	352,650	352,650	352,650	352,650	0.00%

*FY20 adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 budget.

PROGRAMS: TRANSFERS 611 - 625

The following transfers are made from the general fund into the other funds within the Town.

Expenditure Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Capital Improvement Fund (307)	2,118,024	2,200,000	2,420,000	2,420,000	2,662,000	10.00%
Coastal Protection Fund (309)	7,410,300	7,349,124	6,520,211	6,520,211	4,777,000	-26.74%
Townwide Underground Utilities (122)	-	135,000	144,450	144,450	165,000	14.23%
Debt Service Fund (205)	5,982,331	5,994,738	5,983,913	5,983,913	5,691,148	-4.89%
Extraordinary Transfer to Retirement (600)	4,759,016	9,501,699	5,420,000	5,420,000	5,420,000	0.00%
Group Health Retirees (610)	960,000	435,383	423,014	423,014	429,858	1.62%
Risk - W/C, Liab, Prop	1,828,475	1,898,059	1,900,819	1,900,819	2,010,439	5.77%
TOTALS	23,058,146	27,514,003	22,812,407	22,812,407	21,155,445	-7.26%

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. This program was eliminated in FY2020 and all related duties have been absorbed by Fire Rescue.

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 need
- 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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Salaries and Wages	-	-	-	-	-	-	0.00%
Employee Benefits	-	-	-	-	-	-	0.00%
Contractual	37,135	57	-	-	-	-	0.00%
Commodities	460	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Depreciation	-	-	-	-	-	-	0.00%
TOTALS	37,595	57	-	-	-	-	0.00%

*FY20 Adjusted includes FY20 adopted budget plus purchase orders written against the FY19 budget but spent against the FY20 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 1.0% 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, on a case by case basis.

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

	FY2018 Budget	FY2019 Budget	FY2020 Budget	FY2021 Budget	% Change
Salaries and Wages	-	-	-	-	0.00%
Employee Benefits	-	-	-	-	0.00%
Contractual	-	-	-	-	0.00%
Commodities	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	0.00%
Depreciation	-	-	-	-	0.00%
Other	655,877	560,000	610,000	600,000	-1.64%
TOTALS	655,877	560,000	610,000	600,000	-1.64%
Percent of Budget	1.0%	1.0%	1.0%	1.0%	



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FUND 122: TOWN-WIDE UNDERGROUND UTILITIES

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Revenues						
Special Assessment Revenue	12,922,367	4,338,050	4,000,000	4,300,000	4,200,000	5.00%
Commercial Paper	-	-	-	-	-	0.00%
Bond Proceeds	-	60,499,897	-	-	-	0.00%
Donations	-	-	-	-	-	0.00%
Transfer from General Fund	130,000	135,000	144,450	144,450	165,000	14.23%
Transfer from CIP Fund (307)	1,000,000	500,000	500,000	500,000	500,000	0.00%
Interest on Investments	3,214,928	1,719,181	250,000	960,000	800,000	220.00%
Other Income	378,298	800,654	-	200,000	200,000	100.00%
TOTALS	17,645,593	67,992,783	4,894,450	6,104,450	5,865,000	19.83%
Expenses						
Salaries and Wages	98,203	98,609	105,355	102,000	109,872	4.29%
Employee Benefits	19,779	32,838	34,043	34,043	35,437	4.09%
Contractual Services	111,693	202,737	1,050,000	36,982	42,400	-95.96%
Commodities	143	147	500	400	500	0.00%
Debt Service	492,723	2,464,849	3,398,350	3,398,350	3,398,850	0.01%
Carry Over Projects	-	-	8,784,391	-	9,067,086	3.22%
Projects	9,077,699	7,921,823	20,659,636	9,058,425	44,061,000	113.27%
TOTALS	9,800,240	10,721,003	34,032,275	12,630,200	56,715,145	66.65%
Total Revenues Over/(Under)						
Expenses	7,845,353	57,271,780	(29,137,825)	(6,525,750)	(50,850,145)	
Beginning Fund Equity	(1,172,618)	6,672,735	63,944,515	63,944,515	57,418,765	
ENDING NET ASSETS	6,672,735	63,944,515	34,806,690	57,418,765	6,568,620	

REVENUES

SPECIAL ASSESSMENT REVENUE

Non Ad Valorem revenue collected for the Town-wide Undergrounding project via the Palm Beach County Tax Collector

BOND PROCEEDS

Proceeds of the General Obligation bond issued in FY 2019

TRANSFER FROM THE GENERAL FUND (001)

FY2018 -2021 represents funding for the project manager's pay and benefits.

TRANSFER FROM THE CIP (PAY AS YOU GO) FUND (307)

Transfer to cover costs for burying lines through City of Lake Worth, hiring project coordinator and augmenting the program to reduce assessments.

FY21 represents the transfer of the 1-cent sales tax funds that have been approved by the Town Council to be used for the underground utility project.

INTEREST ON INVESTMENTS

Interest revenue is based upon the financial market conditions and funds available for investment

EXPENSES

SALARIES AND WAGES/EMPLOYEE BENEFITS

Salaries/Wages and Employee Benefits for the Underground Utility Project Manager

CONTRACTUAL SERVICES

Projected budget for engineering and other contractual services related to the project

DEBT SERVICE

Interest payments on the commercial paper, the payoff of the commercial paper once the GO Bonds have been issued and debt service on the GO bond

CARRY OVER PROJECTS

Projected unexpended project balances, authorized in prior years

PROJECTS

The Town-wide Underground Utility Project accounts for the project costs and associated assessments and borrowings for the project. During FY21, we expect to complete phase 2 South and Phase 3 North, continue construction of Phase 3 South, and begin construction of Phase 4 and possibly Phase 5. In FY21, engineering design will be initiated for Phase 7 and possibly Phase 8 of the project.

Full Time Equivalent Employees	FY2016	FY2017	FY2018	FY2019	FY2020
Underground Utilities Project Manager	-	1.000	1.000	1.000	1.000
Communications Specialist	-	-	0.250	-	-
	-	1.000	1.250	1.000	1.000

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 voters approved a referendum on March 15, 2016 for the issuance of \$90,000,000 in General Obligation Bonds for the Underground Utility Project. The Town issued \$56,040,000 of the General Obligation Bonds in September 2018. The all-in true interest cost (TIC) for the 2018 series was 3.64%.

The General Obligation Bonds shall be payable first from the Underground Utility Project Special Assessments and, to the extent the Underground Utility Project Special Assessments are insufficient to pay debt service or not assessed, ad valorem taxes levied and collected in the Town on all taxable property in the Town sufficient to pay principal and interest on the bonds as they become due and payable. The Town may apply other legally available sources of revenues to the payment of the Bonds.

REVENUE BONDS

In 2010 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 all-in true interest cost (TIC) for the 2010A issue was 4.52% and the 2010B issue was 4.51%.

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 were to fund a portion of the Town's Accelerated Capital Improvement Program totaling \$41,232,000 and \$1,740,844 was 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.

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.

On August 25, 2016, the Town issued bonds to refund the 2010A & 2010B bonds. This transaction produced gross savings of \$8,900,539 over 23 years. The net present value savings is \$6,895,965 or 13.35%. The all-in true interest cost (TIC) for the 2016 issue was 2.75%. On October 17, 2019, the Town refunding the remaining \$4,660,000 of the 2010A bonds. The refunding achieved \$1,157,902 of net present value debt service savings or 25.39% of the refunded bonds par amount. The all-in true interest Cost (TIC) was 2.46%.

In 2013, the Town issued Public Improvement Revenue Bonds in a par amount of \$55,590,000. The proceeds of the bond were used for the second phase of the Town's Accelerated Capital Improvement Program (\$44,997,957) groin rehabilitation and seawall replacement (\$11,900,000) and the Town's portion of the Par 3 Clubhouse project (\$1,250,000). The all-in true interest cost (TIC) for the 2013 issue

was 4.49%. In 2019, the Town issued bonds to refund most of the 2013 bonds. The transaction produced savings of \$4,385,248 or 10.24%. The all-in true interest cost (TIC) for the 2019 refunding was 3.036%.

In 2020, the Town issued \$31,000,000 in Revenue Bond through CenterState Bank for the Marina Construction project. This bond is secured by non-ad valorem revenues. The rate on the bonds is 2.25%.

All of these 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, (1) 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 (2) 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 2019 Refunding 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 2019 Revenue bonds and an 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 February 23, 2018, Standard and Poor's reviewed the Town's Revenue bond ratings and raised the credit rating from AA+ to AAA while affirming the stable outlook. For the 2018 General Obligation Bond issue both Standard and Poor's and Moody's reaffirmed the Town's AAA ratings.

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>\$20,072,463,151</u>
Legal Debt Margin:	
Debt Limitation - 5% of assessed value	<u>\$ 1,003,623,158</u>

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 bonds through 2029 are contained in the table below.

Fiscal Year	2013 Revenue Bond	2016A Revenue Bond ACIP-I	2016B Revenue Bond Worth Ave	2019 Revenue Bond	2019 Taxable Revenue Bond	2018 General Obligation Bond	2020 Revenue Bond	Total
2020	2,544,581	1,764,250	703,238	1,419,358	672,135	3,398,350	226,386	10,728,297
2021	1,503,500	2,929,375	722,912	291,423	1,838,099	3,398,850	740,900	11,425,060
2022	1,506,875	2,928,125	722,112	292,054	1,807,244	3,401,850	2,035,246	12,693,487
2023	1,511,875	2,928,750	721,012	287,627	1,806,474	3,402,100	2,033,578	12,691,416
2024	1,508,500	2,926,125	724,537	293,084	1,805,474	3,399,600	2,031,194	12,688,513
2025	1,506,750	2,930,000	722,687	293,365	1,809,162	3,399,350	2,033,032	12,694,347
2026	0	2,930,125	720,537	288,589	3,333,224	3,401,100	2,034,035	12,707,610
2027	0	2,926,500	713,888	288,754	3,342,099	3,399,600	2,029,260	12,700,101
2028	0	2,924,000	717,262	288,803	3,339,599	3,399,850	2,028,709	12,698,223
2029	0	2,927,250	714,513	293,677	3,330,912	3,401,600	2,032,261	12,700,212

Debt Summary

Outstanding debt as of September 30, 2020:

General Obligation Bonds \$ 54,360,000

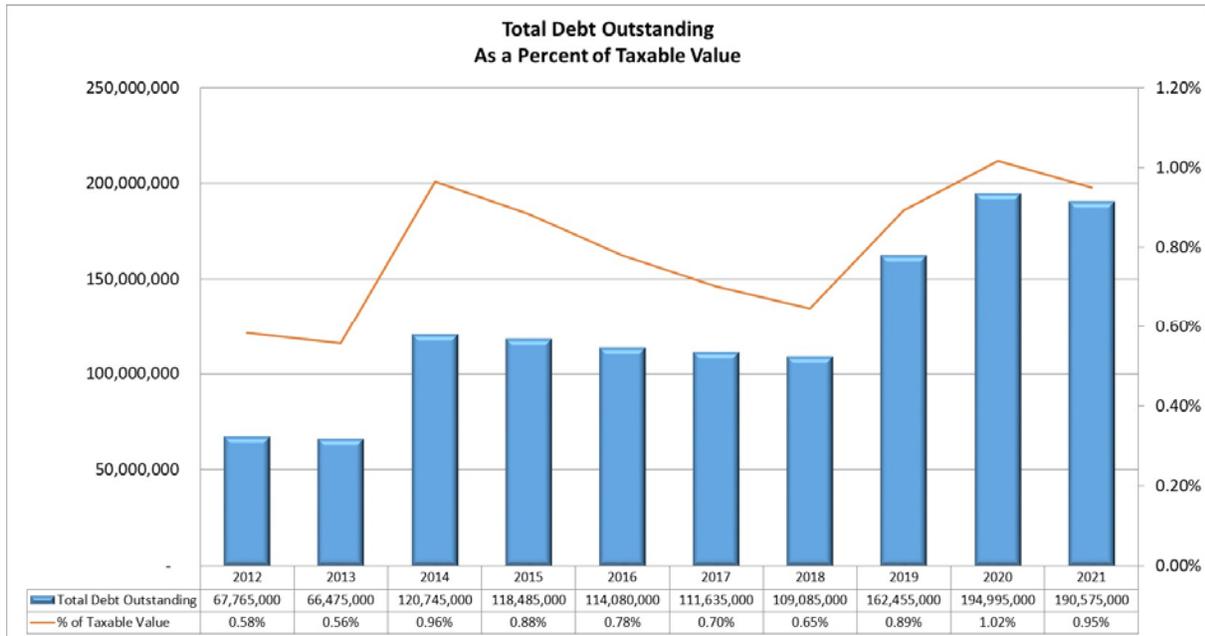
General Fund Pledge Obligations:

Non-Ad Valorem Revenue Bonds \$140,635,000

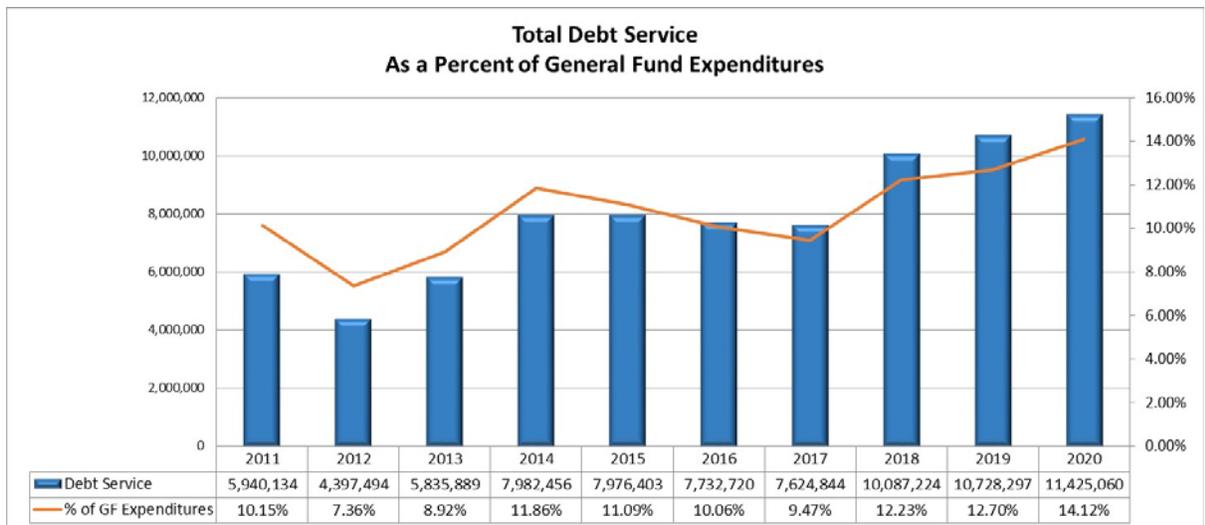
Total Gross Debt (19.4% of capacity) **\$194,995,000**

	Debt Ratios	Per Capita
Population	8,291	
Taxable Value	\$20,072,463,151	\$2,420,994
Total Gross Debt	\$194,995,000	\$23,519

The chart below shows the trend of the ratio of total debt outstanding as a percent of taxable value.



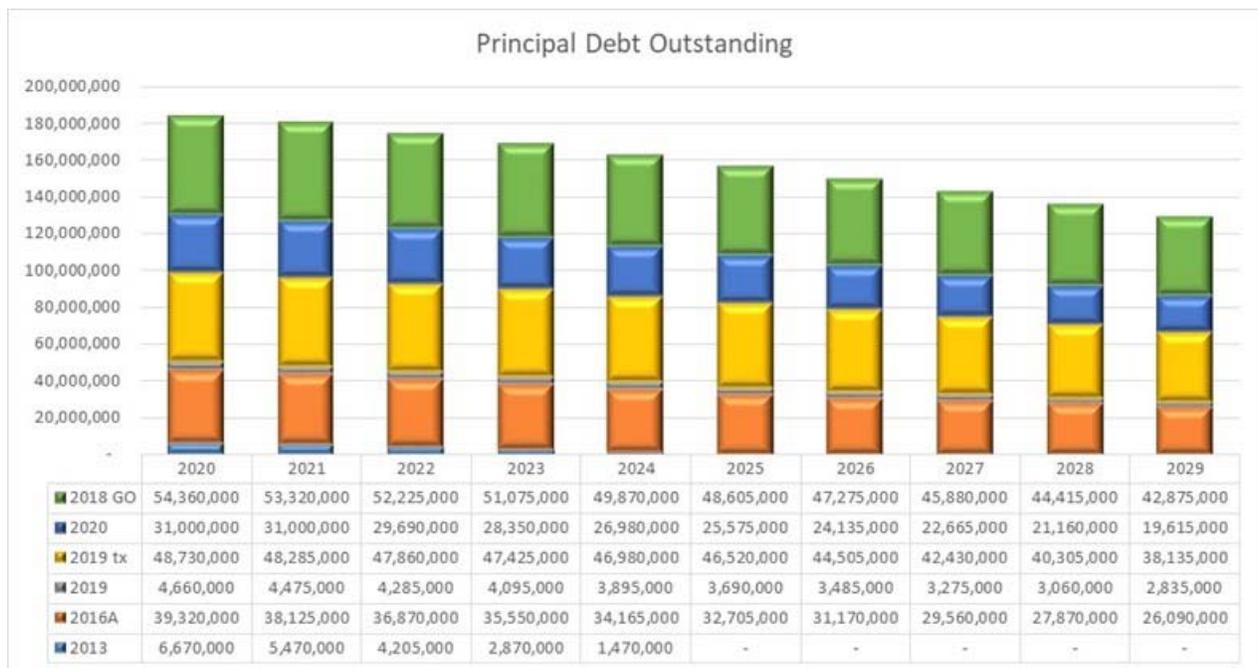
The chart below shows the trend of total debt service as a percentage of general fund expenditures.



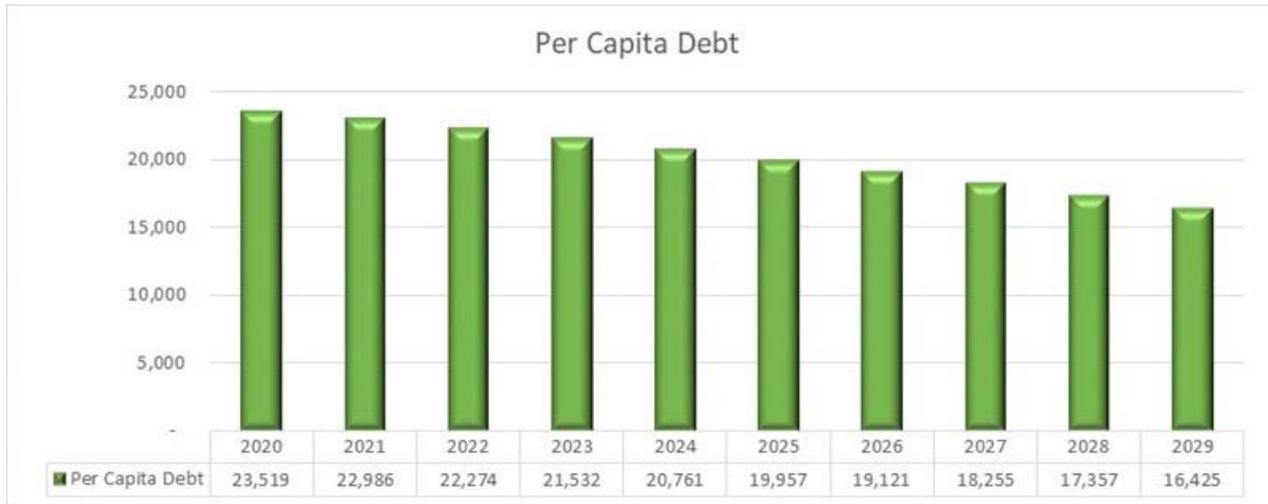
**Town of Palm Beach
Principal Debt Outstanding
FY2020 - FY2029**

Fiscal Year Ending	2013 Revenue Bond	2016A Revenue Bond	2016B Revenue Bond	2019 Revenue Bond	2019 Taxable Revenue Bond	2018 General Obligation Bond	2020 Revenue Bond	Total Debt Outstanding	Debt Per Capita (8,291 Population)
2020	6,670,000	39,320,000	10,255,000	4,660,000	48,730,000	54,360,000	31,000,000	194,995,000	23,519
2021	5,470,000	38,125,000	9,900,000	4,475,000	48,285,000	53,320,000	31,000,000	190,575,000	22,986
2022	4,205,000	36,870,000	9,535,000	4,285,000	47,860,000	52,225,000	29,690,000	184,670,000	22,274
2023	2,870,000	35,550,000	9,160,000	4,095,000	47,425,000	51,075,000	28,350,000	178,525,000	21,532
2024	1,470,000	34,165,000	8,770,000	3,895,000	46,980,000	49,870,000	26,980,000	172,130,000	20,761
2025	0	32,705,000	8,370,000	3,690,000	46,520,000	48,605,000	25,575,000	165,465,000	19,957
2026	0	31,170,000	7,960,000	3,485,000	44,505,000	47,275,000	24,135,000	158,530,000	19,121
2027	0	29,560,000	7,540,000	3,275,000	42,430,000	45,880,000	22,665,000	151,350,000	18,255
2028	0	27,870,000	7,095,000	3,060,000	40,305,000	44,415,000	21,160,000	143,905,000	17,357
2029	0	26,090,000	6,630,000	2,835,000	38,135,000	42,875,000	19,615,000	136,180,000	16,425

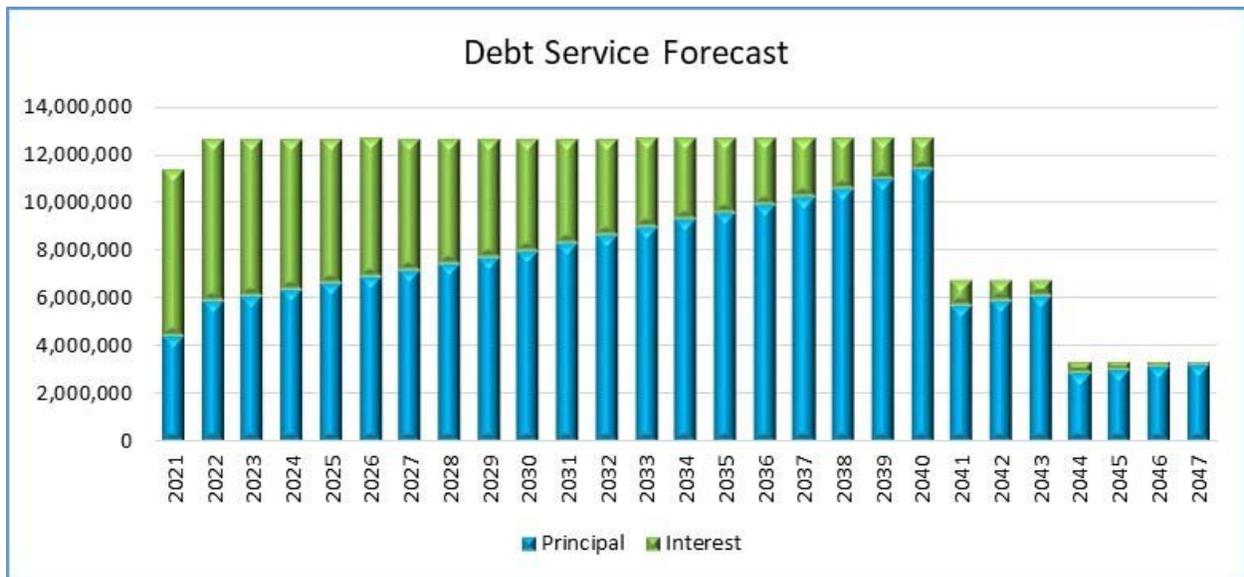
The chart below shows the total principal debt outstanding for FY20 through FY29.



The chart below shows total outstanding debt per capita for FY20 through FY29.



The forecasted total annual debt service through the life of all outstanding debt, broken down by principal and interest is shown on the chart below.



FUND 205: 2016A AND 2019 REVENUE BONDS

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Revenues						
Interest Earnings	2,511	8,875	10,000	-	-	-100.00%
Bond Proceeds	-	-	-	53,499,266	-	0.00%
Transfer from General Fund	5,982,331	5,994,738	5,983,913	5,983,913	5,691,148	-4.89%
Transfer from Par 3 Golf Course	198,263	199,338	199,813	199,813	194,813	-2.50%
Transfer from Coastal Fund	736,038	542,606	544,107	544,107	513,181	-5.68%
TOTALS	6,919,143	6,745,557	6,737,833	60,227,099	6,399,142	-5.03%
Expenses						
Debt Service Interest	4,676,631	4,574,181	4,460,332	3,945,324	3,537,397	-20.69%
Debt Service Principal	2,240,000	2,350,000	2,455,000	2,455,000	3,025,000	23.22%
Other Expenses	6,239	6,271	10,000	686,263	20,000	0.00%
Deposit to Escrow	-	-	-	52,802,290	-	0.00%
TOTALS	6,922,870	6,930,452	6,925,332	59,888,877	6,582,397	-4.95%
Total Revenues Over/(Under)						
Expenses	(3,727)	(184,895)	(187,499)	338,222	(183,255)	
Beginning Fund Equity	1,569,976	1,566,249	1,381,354	1,381,354	1,719,576	
ENDING NET ASSETS	1,566,249	1,381,354	1,193,855	1,719,576	1,536,321	

REVENUES

INTEREST EARNINGS

Represents interest earned on reserves of fund

BOND PROCEEDS

Funding from the refinancing of the 2013 Revenue Bonds and the balance of the 2010A bonds.

TRANSFER FROM GENERAL FUND

Debt service on 2016A/2019 Bond issues

TRANSFER FROM PAR 3 GOLF COURSE

Debt service on 2016A/2019 Bond issues

TRANSFER FROM COSTAL FUND

Debt service on 2019 Bond issue

EXPENDITURES

DEBT SERVICE INTEREST/PRINCIPAL

Represents the amount of interest/principal due on the 2016A and 2019 Revenue Bonds

OTHER EXPENSES

Represents amounts due for bond expenses

DEPOSIT TO ESCROW

Transfer of funding to the escrow for the refinanced 2013 and 2010A Bonds.

FUND 206: 2016B WORTH AVENUE REVENUE BOND

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Revenues						
Interest Earnings	251	3,965	2,500	2,348	2,000	-20.00%
Non Ad Valorem Assessment Revenue	747,875	720,810	711,100	711,100	723,413	1.73%
TOTALS	748,126	724,775	713,600	713,448	725,413	1.66%
Expenses						
Debt Service Interest	398,213	388,763	378,600	378,600	367,913	-2.82%
Debt Service Principal	310,000	320,000	330,000	330,000	355,000	7.58%
Other Expenses	1,869	1,637	5,000	1,500	2,500	0.00%
TOTALS	710,081	710,399	713,600	710,100	725,413	1.66%
Total Revenues Over/(Under)						
Expenses	38,045	14,376	-	3,348	-	
Beginning Fund Equity	118,970	157,015	171,390	171,390	174,738	
ENDING NET ASSETS	157,015	171,390	171,390	174,738	174,738	

REVENUES

INTEREST EARNINGS

Represents interest earned on reserves of fund

NON AD VALOREM ASSESSMENT REVENUE

Assessments for debt service

EXPENDITURES

DEBT SERVICE INTEREST/PRINCIPAL

Represents the amount of interest/principal due on the 2016B Revenue Bond

OTHER EXPENSES

Represents amounts due for bond expenses

CAPITAL FUNDS

Introduction:

The Capital Improvement Fund section includes accomplishments as well as summary schedules that reflect each project 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 four 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 three capital funds. While the Capital Improvement Program encompasses a five year period, only the first year of the Program is adopted each year by the Town Council for funding and implementation. The out years of the Program are not a budget, but provide appropriate financial information for prudent budget and planning recommendations and assist 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 coastal expenditures financed with proceeds from bond issues, transfers from other Town funds and grants. Coastal expenditures include beach restoration/renourishment through the placement of sand, construction of groin fields and environmental mitigation for beach stabilization in all or a portion of the beaches located in Town.

3) Worth Avenue Assessment District (311)

This fund was initially established to account for the Worth Avenue Assessment District construction costs. This fund currently accounts for maintenance costs associated with the district.

IMPACT OF CAPITAL INVESTMENTS ON OPERATING BUDGET

There are many features that distinguish the operating budget from the capital budget. The operating budget includes expenses that are generally of a recurring nature for all services and are appropriated for one year only, but do not result in major physical assets. From year to year, changes in the operating budget are expected to be fairly stable and represent incremental changes in the cost of doing business, in the growth of the community and in the types and levels of the services provided. Capital expenditures or the capital budget on the other hand include one-time costs for projects and may fluctuate widely from year to year.

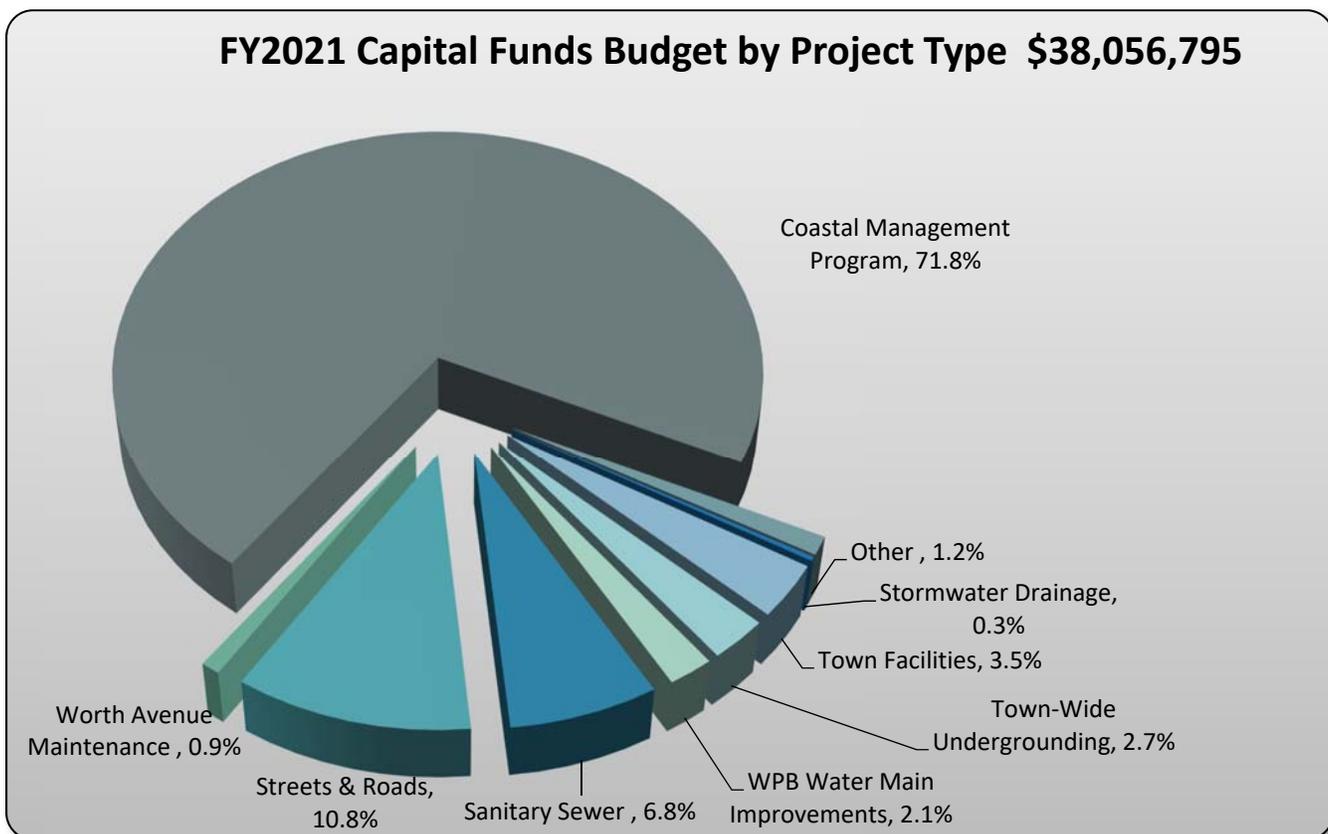
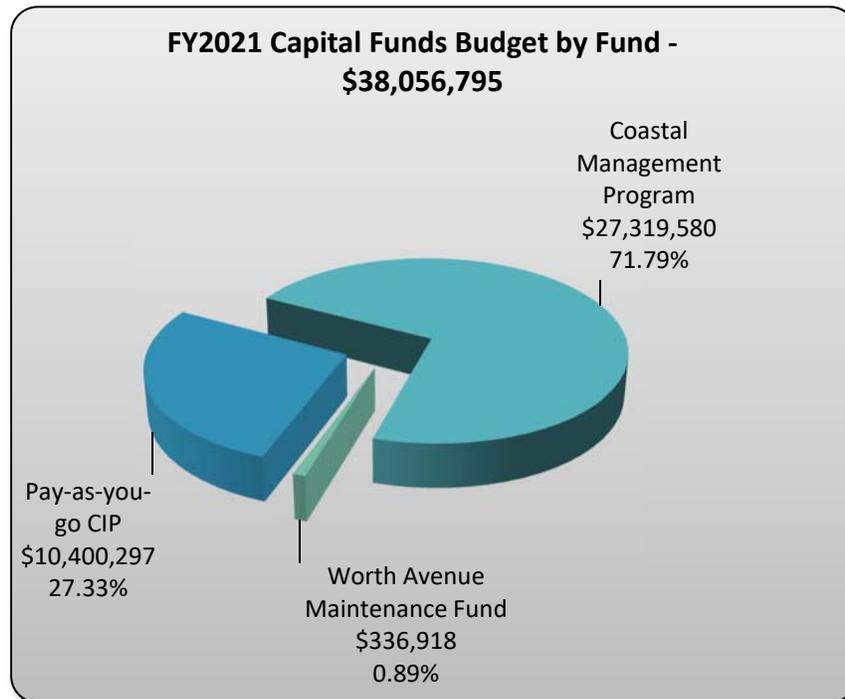
The most obvious connection is the fact that the operating budget assumes the cost of maintaining and operating new facilities that are built under the capital budget. The operating budget impact estimates for capital projects are important for future planning and are included in budget projections used in the annual budget process. These costs or savings adjust the annual operating budget in the year the asset is complete and the asset is operational. Some capital improvements will actually decrease maintenance costs, such as replacement of vehicles and water lines or reconstruction of roads.

The following table reflects the impact of capital investments on the Town's operating budget:

**Impact of Capital Investments on Operating Budget
Annual Operating Savings/(Cost)**

Project	Salary/ Benefits	Supplies/ Contractual	Total Savings/ (Cost)	Comments
Stormwater Projects				
D-9 Pump Station	\$ (6,688)	\$ (560)	\$ (7,248)	Labor & Utilities Savings
D-4 Pump Station	(4,460)	(1,150)	\$ (5,610)	Labor & Utilities Savings
D-3/D-4 Pump Stations Electrical Upgrade	(5,004)	0	\$ (5,004)	Labor savings from decreased failures
D-8, D-14 & A-7 Pump Station Fuel Tank Replacement	(1,115)	0	\$ (1,115)	Labor Savings from reduced corrosion control
D-10 Pump Station Improvements	(2,259)	(670)	\$ (2,929)	Labor & Utilities Savings
D-12 Pump Replacement	(13,377)	0	\$ (13,377)	Labor savings from decreased failures
D-15 (D-6 & D-7) Pump Station Rehabilitation	(38,646)	31,949	\$ (6,697)	Labor & Utilities Savings
Sub Total Stormwater	\$ (71,549)	\$ 29,569	\$ (41,980)	
Sanitary Projects				
Pump Stations A-5 & A-6 Improvements	\$ (4,460)	0	\$ (4,460)	Labor savings from decreased failures
Pump Station A-7 Inline Booster Station	(5,574)	0	\$ (5,574)	Labor savings from decreased failures
Pump Stations A-42 & A-43 Improvements	(4,460)	0	\$ (4,460)	Labor savings from decreased failures
Pump Stations A-39 & A-41 Improvements	(5,574)	0	\$ (5,574)	Labor savings from decreased failures
Pump Stations A-39,41,42,43 Generators	(11,148)	0	\$ (11,148)	Labor savings from decreased failures
Pump Station S-2 Inline Booster Station	(8,918)	700	\$ (8,218)	Labor & Utilities Savings
North Flagler Drive Force Main	1,300	0	\$ 1,300	Additional ARV and Plug Valves to maintain
Ejector Pump Stations Upgrade	(2,230)	0	\$ (2,230)	Labor savings from decreased failures
A-7 to Hammon Ave Force Main Replacement	278	0	\$ 278	Additional ARV and Plug Valves to maintain
E-6 Bradley Park to Tangier Avenue Force Main	(2,079)	0	\$ (2,079)	Additional ARV and Plug Valves to maintain
E-3, Garden Rd to Cherry Lane Force Main	278	0	\$ 278	Additional ARV and Plug Valves to maintain
A-42 to A-41 & Par 3 to A-39 Force Main	1,161	0	\$ 1,161	Additional ARV and Plug Valves to maintain
A-39 to A-7 Force Main Replacement	1,904	0	\$ 1,904	Additional ARV and Plug Valves to maintain
Sub Total Sanitary	\$ (39,522)	\$ 700	\$ (38,822)	
Grand Total Savings/(Cost)	\$(111,071)	\$ 30,269	\$ (80,802)	

CAPITAL PROJECTS BY PROJECT TYPE AND FUND





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FUND 307: PAY-AS-YOU-GO CAPITAL IMPROVEMENT FUND

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Revenues						
Transfer from General Fund	1,988,024	2,200,000	2,420,000	2,420,000	2,662,000	10.00%
Miscellaneous	21,000	-	-	-	-	0.00%
Transfer from Rec Enterprise Fund	-	11,047,970	-	-	-	0.00%
Restricted - One Cent Sur Tax	576,792	623,176	500,000	500,000	500,000	0.00%
Donations	-	3,032,874	-	-	-	0.00%
Interest on Investments	16,175	270,374	200,000	400,000	107,600	-46.20%
Cost Sharing/Interlocal Agreement	-	184,479	800,000	-	1,000,000	25.00%
TOTALS	2,601,991	17,358,873	3,920,000	3,320,000	4,269,600	8.92%
Expenses						
Projects	864,439	9,680,159	6,435,000	2,644,168	3,020,000	-53.07%
Carry Over Reserves	-	-	3,629,770	-	6,528,297	79.85%
Contingency	-	-	693,500	-	352,000	-49.24%
Transfer to ACIP Fund	-	-	-	1,027,000	-	0.00%
Transfer to TWUU Fund	1,000,000	500,000	500,000	500,000	500,000	0.00%
TOTALS	1,864,439	10,180,159	11,258,270	4,171,168	10,400,297	-7.62%
Total Revenues Over/(Under)						
Expenses	737,552	7,178,714	(7,338,270)	(851,168)	(6,130,697)	
Beginning Fund Equity	6,639,003	7,376,555	14,555,269	14,555,269	13,704,101	
ENDING NET ASSETS	7,376,555	14,555,269	7,216,999	13,704,101	7,573,404	

REVENUES

TRANSFER FROM GENERAL FUND (001)

Annual Pay-As-You-Go funding transferred from the General Fund to the Capital Fund

RESTRICTED – ONE CENT SURTAX

Voter approved surtax restricted for infrastructure projects

INTEREST ON INVESTMENTS

The interest revenue is based upon the financial market conditions and funds available for investment

INTERLOCAL AGREEMENT

Revenue from residents for Single Family Expulsor Station Assessments and the City of West Palm Beach for water projects

EXPENSES

PROJECTS

A detailed schedule of projects can be found in this section

CARRY OVER RESERVES

Projected unexpended project balances, authorized in prior years

CONTINGENCY

10% of current year projects per Town policy

TRANSFER TO ACIP FUND (314)

Transfer of funds for capital projects which exceeded the funding provided by the bonds issued along with interest earned.

TRANSFER TO UNDERGROUND UTILITY FUND (122)

FY2018 – Transfer of Once Cent Surtax Revenue for FY 2017 and FY2018 to the Town-wide Underground Utility Fund.

FY2019 – Transfer of One Cent Surtax revenue to the Town-wide Underground Utility Fund.

FY2020 – Transfer of One Cent Surtax revenue for FY2020 to the Town-wide Underground Utility Fund. Town Council approved 100% of this revenue transferred to the fund for undergrounding expenses. Through FY 2020, \$2.0 million has been transferred.

Pay-as-you-go Capital Improvement Fund
Town of Palm Beach

FY2021

Pay-as-you-go Capital Improvement Plan								
FY2021 Budget								
Item #	Location	FY2020 Projected Carryover	FY2021 Revised Proposed	FY2022 Revised Proposed	FY2023 Revised Proposed	FY2024 Revised Proposed	FY2025 Proposed	FY2021-2025 Total/Revised
Pavement Management								
Town-Wide Pavement								
		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
Drainage System								
		\$ 50,000	\$ 1,330,000	\$ 590,000	\$ 1,670,000	\$ 1,000,000	\$ 1,000,000	\$ 4,640,000
1	D-16	Jungle Road						\$ -
2	D-18	El Brillito Way						\$ -
3	D-17	Clarendon Avenue			\$ 340,000	\$ 120,000		\$ 460,000
4	D-2	Palmo Way						\$ -
5	D-8	Country Club Road		\$ 1,000,000				\$ 1,000,000
6	D-12	Everglade Avenue						\$ -
7	D-3	Tangier Avenue			\$ 200,000	\$ 1,400,000		\$ 1,600,000
8	D-6	Royal Palm Way		\$ 140,000				\$ 140,000
9	D-7	Australian Avenue		\$ 140,000				\$ 140,000
10	Drainage Assessment					\$ 100,000		\$ 100,000
11	Minor Drainage Improvements		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 1,000,000	\$ 1,200,000
Sanitary Sewer System								
		\$ 870,000	\$ 2,680,000	\$ 840,000	\$ 805,000	\$ 1,500,000	\$ 1,500,000	\$ 6,695,000
1	E-8	Island Road						\$ -
2	E-1	Mediterranean Road		\$ 50,000				\$ 50,000
3	E-2	Mockingbird Trail		\$ 50,000				\$ 50,000
4	G-9	Flag Pole Beach						\$ -
5	E-3	Garden Road (trail)						\$ -
6	A-4	The Breakers		\$ 700,000				\$ 700,000
7	A-5	Royal Poinciana Way (S of S-2)				\$ 500,000	\$ 500,000	\$ 1,000,000
8	A-6	Royal Palm Way/Intracoastal	\$ 820,000					\$ 820,000
9	E-6	Tangier Avenue		\$ 225,000				\$ 225,000
10	E-5	Country Club Drive			\$ 20,000	\$ 130,000		\$ 150,000
11	A-7	Island Road/S County Road						\$ -
12	A-41	Palm Beach Par 3 Golf Course						\$ -
13	A-42	Bellaria Condominium		\$ 80,000	\$ 560,000			\$ 640,000
14	A-43	Atriums of Palm Beach		\$ 350,000				\$ 350,000
15	A-39	Phipps Park		\$ 175,000		\$ 25,000		\$ 200,000
16	S-2	Royal Poinciana Way (N of A-5)			\$ 210,000			\$ 210,000
17	Land Implementation			\$ 1,000,000				\$ 1,000,000
18	Sewer Assessment					\$ 100,000		\$ 100,000
19	Minor Improvements/R&R		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 1,000,000	\$ 1,200,000
Town Buildings								
		\$ -	\$ 1,000,000	\$ 3,421,111	\$ 2,840,000	\$ 880,000	\$ 880,000	\$ 8,141,111
2	Public Works Facility					\$ 550,000		\$ 550,000
3	Police Facility				\$ 271,111	\$ 240,000		\$ 511,111
4	Royal Poinciana Way Median			\$ 170,000				\$ 170,000
5	Royal Palm Way Median							\$ -
6	Phipps Ocean Park Lifeguard			\$ 150,000				\$ 150,000
7	Central Fire Station			\$ 410,000				\$ 410,000
8	North Fire Station				\$ 2,900,000	\$ 2,600,000		\$ 5,500,000
9	South Fire Station			\$ 270,000				\$ 270,000
10	Old Purchasing - Structural Repairs							\$ -
12	Town Hall -				\$ 250,000		\$ 330,000	\$ 580,000
13	Recreation Center							\$ -
14	6th Street							\$ -
15	Landfill - Skees Rd							\$ -
Solid Waste/Vegetation Disposal								
		\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
1	Skees / Okeechobee Landfill					\$ 200,000		\$ 200,000
General Engineering Services								
		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
								\$ -
CIP Expenditures - Subtotal		\$ 2,644,168	\$ 2,020,000	\$ 6,110,000	\$ 5,951,111	\$ 6,615,000	\$ 4,480,000	\$ 27,820,279
Town Wide Undergrounding - Sales Tax		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,000,000
Water Main Improvements		\$ 800,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,800,000
Designated Reserves/Contingency		\$ 6,528,297	\$ 352,000					
Transfer to ACIP Fund		\$ 1,027,000						
CIP Expenditures		\$ 11,499,465	\$ 3,872,000	\$ 7,610,000	\$ 7,451,111	\$ 8,115,000	\$ 5,980,000	\$ 44,527,576
REVENUES								
General Fund Transfer		\$ 2,420,000	\$ 2,662,000	\$ 2,928,200	\$ 3,221,020	\$ 3,543,122	\$ 3,897,434	\$ 18,671,776
Other		\$ 800,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,800,000
Interest		\$ 400,000	\$ 107,600	\$ 151,500	\$ 113,600	\$ 48,200	\$ -	\$ 820,900
1 Cent Sales Tax		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,000,000
Capital Improvement Program Revenues		\$ 4,120,000	\$ 4,269,600	\$ 4,579,700	\$ 4,834,620	\$ 5,091,322	\$ 5,397,434	\$ 28,292,676
Surplus/(Deficit)		\$ (7,379,465)	\$ 397,600	\$ (3,030,300)	\$ (2,616,491)	\$ (3,023,678)	\$ (582,566)	\$ (16,234,900)
Beginning Reserve Balance		\$ 14,555,269	\$ 7,175,804	\$ 7,573,404	\$ 4,543,104	\$ 1,926,613	\$ (1,097,065)	
Ending Reserve Balance		\$ 7,175,804	\$ 7,573,404	\$ 4,543,104	\$ 1,926,613	\$ (1,097,065)	\$ (1,679,631)	

Pay-As-You-Go Five-Year Capital Improvement Plan
A-6 SANITARY SEWER PUMP STATION IMPROVEMENTS

PROJECT DESCRIPTION: This project was identified in the Town-wide Wastewater Pump Station Condition Assessment Report as requiring improvements. The improvements include: replacement of pumps, valves, check valves and discharge piping. MCC and all the electrical equipment will be replaced within this project.

PROJECT ENGINEER: Jason Debrincat
CONSULTANT: TBD
CONTRACTOR: TBD
PROJECT LOCATION: Royal Palm Way in Lakeside Park



CURRENT ACTIVITIES

Design is being completed and will be construction during Marina Construction to minimize park impacts after Marina is completed.

WHAT'S COMING UP

Complete Construction in FY2021



SCHEDULE

	Begin Activity	Activity Complete
Design	11/1/2019	2/1/2020
Procurement/Council	11/1/2020	5/1/2021
Pre-Construction	3/1/2021	
Construction	5/3/2021	10/19/2021
Hold		

BUDGET

Current	\$930,400
Amendments	
Spent to Date	\$119,483
Remaining	\$810,517

Pay-As-You-Go Five-Year Capital Improvement Plan

Pavement Management Town-Wide Following Undergrounding Phases

PROJECT DESCRIPTION: Prior to authorizing the Town-Wide Undergrounding Program the Town was developing a pavement management program to prioritize the conditions of the Town owned roads and address deficiencies primarily through milling and resurfacing. With the implementation of the Town-Wide Undergrounding program nearly every road right of way will be impacted. This program offers the opportunity for the Town to take advantage of volume pricing related to the milling and resurfacing cost associated with large-scale paving programs. Therefore, after undergrounding and other infrastructure projects such as FPU projects are completed in a given phase milling and resurfacing will be contracted and performed. The Town is budgeting \$1,000,000 per fiscal year to ensure the funding is available to perform this work. This funding will also allow to the Town to address some drainage improvements within the right of way to address persistent ponding. But this will not be enough funding to address large scale drainage issues in specific neighborhoods. These kind of improvements will require independent project or program funding.

PROJECT ENGINEER: Patricia Strayer

CONSULTANT:

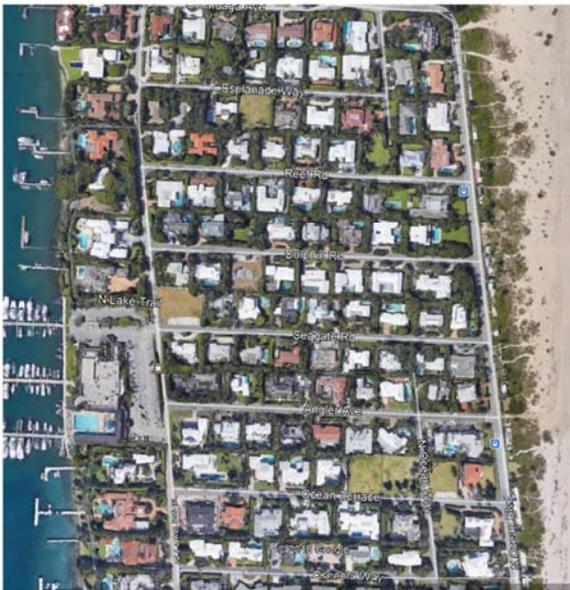
CONTRACTOR: All County - FY 2019

PROJECT LOCATION: Town Wide



CURRENT ACTIVITIES

Paving for Phase 2 North will begin mid October 2020



WHAT'S COMING UP

Pavement for Phase 1 South and Phase 2 South and Phase 3 North is planned for FY 2021



SCHEDULE

	Begin Activity	Activity Complete
Design		
Procurement/Council		
Pre-Construction		
Construction	10/1/2019	9/30/2028
Hold		

BUDGET

Current	\$1,000,000
Amendments	
Spent to Date	
Remaining	



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COMPREHENSIVE COASTAL MANAGEMENT PROGRAM FY 2020 ACCOMPLISHMENTS & FY 2021 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 meetings⁴, 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 FY 2013 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 FY 2014 Program Budget and 10-year plan was developed, and approved by Town Council for funding and implementation. In 2015, a FY 2016 program budget and 10-year plan update was performed by Town staff at the request of Town Council. The FY 2021 Coastal Management Program budget is year eight (8) of the FY 2014 10-year plan and includes 2015 revisions, as recommended from Woods Hole Group.

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.

1. 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.

The Town continues to work with the U.S. Army Corps of Engineers on the various Federally-participated inlet maintenance dredging activities. Ensuring operation and maintenance of the Sand Transfer Plant.

2019 Town-wide Physical Monitoring Report, dated February 2020

Reach 1

Reach 1 experienced a net shoreline recession of 39.3 feet during this monitoring period. Total volumetric gains were 50,502 cubic yards (CY), with 90 percent of the gain occurring between the -13.1 feet contour and the Depth of Closure (DOC) (-26.2 feet NAVD88).

Overall, this reach has exhibited a long-term substantial net shoreline advance of 64.3 feet and volumetric gain (to the DOC) of 624,121 CY since 1990. This long-term advance in shoreline and volume is associated with discharge by the Sand Transfer Plant within this reach and direct placement of material from inlet maintenance operations.

FDEP Strategic Beach Management Plan, Southeast Atlantic Coast Region, April 2020

Strategy: Bypass an average annual volume of 202,000 cubic yards of sand to the downdrift beaches through a combination of the operation of the sand transfer plant and beach placement of maintenance dredge material from the federally authorized navigation channel; place all beach compatible material dredged during channel maintenance on downdrift beaches in Reach 1, in an extended beach placement in Reach 2, and when feasible, at Mid-Town and Phipps Ocean Park projects; dredging placement should be limited to dry beach, extension of the discharge pipeline to discharge points located at the south jetty, and approximately 3,600 feet south of the south jetty; comply with the Palm Beach Island Beach Management Agreement (BMA), 2013; monitor; update the sediment budget and the inlet management plan.

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. Army 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.

2. 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 may assist the Reach 2 beaches with modest accretion. Town staff worked with FDEP and USACE Civil Works staff to expand the footprint of the Lake Worth Inlet's Maintenance Dredging Project south to Palmo Way in Reach 2.

Should the second discharge, or an expanded inlet maintenance placement area, create a small stable beach throughout Reach 2, a Sand Forepassing 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

The Beach Management Agreement (BMA) was signed in September 2013. The BMA includes an

expansion of the Mid-Town Beach Nourishment Project taper into the southern portion of Reach 2. Physical and Biological Monitoring efforts have continued.

2019 Town-wide Physical Monitoring Report, dated February 2020

Reach 2

Over this monitoring period, the Reach 2 shoreline had an average advance of 4.5 feet. In total, the reach gained a net volume of 240,965 CY over the past year. Volumetric gains occurred throughout the reach and were most significant within the nearshore above the 13.1 foot depth contour.

Since 1990, the reach has exhibited a net shoreline advance of 40.2 feet, although this gain primarily occurs within the northernmost portion of the reach between R-78 and R-80. Overall, this reach has lost a net volume of 20,924 CY since 1990 although it is noted that this deficit has decreased significantly over this monitoring period. Reach 2 exhibits the most significant net long-term loss of volume between R-86 and R-88 and is the only reach which currently exhibits a net loss relative to 1990 conditions.

FDEP Strategic Beach Management Plan, Southeast Atlantic Coast Region, April 2020

Strategy: Maintain the Town's restored projects through monitoring and nourishment using sand from offshore sources and upland sources; construct a feeder beach to re-establish littoral transport for Reach 2, and construct restoration projects in environmentally suited areas of Reach 5 and Reach 8. Comply with BMA (2013).

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: A sand forepassing project is planned from construction concurrently with the next Lake Worth Inlet Maintenance Dredging event with dry beach placement. The USACE anticipates the next dry beach placement project will occur in the winter of 2021. Monitoring the result of the Sand Forepassing Project will determine the likely effectiveness of a second STP discharge.

Groin Analysis - Following the Groin Assessment performed, a Town consultant analyzed the functionality of the Town's groin system. A revised plan to prioritize rehabilitation is to be developed for Town Council consideration.

STATUS: Groin Rehabilitation for Reaches 2-6 has been permitted. This item is awaiting future Town Council consideration.

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 received 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 (Palmo Way). The next Lake Worth Inlet Maintenance Dredging Project with dry beach placement will extend south to Palmo Way. An EIS will likely need to be completed to extend the placement area south of the current southern limit.

3. 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.

2019 Town-wide Physical Monitoring Report, February 2020

Reaches 3 & 4

This segment comprises both north and south segments of the Mid-Town Beach Renourishment Project. Over this monitoring period, the reach exhibited a net shoreline advance of 4.3 feet. Recession was observed between R-92 and R-95 and at R-102. Significant accretion was observed at R-91 and between R-97 and R-101, with the most significant shoreline advancement observed at R-97 and R-98, with 46.3 and 46.2 foot gains, respectively.

This segment exhibited a net volumetric gain during this monitoring period of 582,909 CY above the DOC. Gains were observed above the MHW line between R-90+400 to R-91 and between R-95 and R-101, with losses in the northern and southern portions of the Mid-Town shoreline segment.

Since 1990, this shoreline segment has exhibited a net increase in volume of 1,039,694 CY and an average advance in shoreline position of 47.9 feet due to direct sand placement. These significant gains are directly attributable to repealed renourishment efforts within this area.

FDEP Strategic Beach Management Plan, Southeast Atlantic Coast Region, April 2020

Strategy: Maintain the Town's restored projects through monitoring and nourishment using sand from offshore sources and upland 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

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: Groin Rehabilitation for Reaches 2-6 has been permitted. This item is awaiting future Town Council consideration.

4. 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.

2019 Town-wide Physical Monitoring Report, February 2020

Reaches 3 & 4

This segment comprises both north and south segments of the Mid-Town Beach Renourishment Project. Over this monitoring period, the reach exhibited a net shoreline advance of 4.3 feet. Recession was observed between R-92 and R-95 and at R-102. Significant accretion was observed at R-91 and between R-97 and R-101, with the most significant shoreline advancement observed at R-97 and R-98, with 46.3 and 46.2 foot gains, respectively.

This segment exhibited a net volumetric gain during this monitoring period of 582,909 CY above the DOC. Gains were observed above the MHW line between R-90+400 to R-91 and between R-95 and R-101 with losses in the northern and southern portions of the Mid-Town shoreline segment.

Since 1990, this shoreline segment has exhibited a net increase in volume of 1,039,694 CY and an average advance in shoreline position of 47.9 feet due to direct sand placement. These significant gains are directly attributable to repeated renourishment efforts within this area.

FDEP Strategic Beach Management Plan, Southeast Atlantic Coast Region, April 2020

Strategy: Maintain the Town's restored projects through monitoring and nourishment using sand from offshore sources and upland 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 beach fill project.

5. Reach 5 (270 FEET SOUTH OF BANYAN ROAD TO 170 FEET NORTH OF WIDENER'S CURVE)

Current Action

Reach 5 continues to benefit from repeated restorations of Reaches 3 and 4. Continued evaluation and monitoring of existing coastal structures as requested by the SPB.

Continue physical monitoring per BMA requirement.

2019 Town-wide Physical Monitoring Report, February 2020

Reach 5

Over the current monitoring period, Reach 5 has experienced a net average shoreline advance of 12.9 feet with losses occurring at the northern and southern extremes of the reach. Recession was greatest in the northern part of the reach with a retreat of 34.1 feet. The reach exhibited a net volumetric gain of 601,639 CY. Losses were only observed above the MHW line and were limited to the northern and southern limits of Reach 5. These losses totaled 15,444 CY and were observed between R-102+300 to R-104 and between R-109 to R-110+100. Gains were observed through the reach profile.

Long term, this area has experienced a net shoreline advance of 54.2 feet since 1990 and has gained approximately 1,049,625 CY (above -26.2 feet NAVD) throughout the entire shoreline segment. Gains in shoreline position and volume are directly attributable to the movement of material into Reach 5 from the Mid-Town Beach Projects within Reaches 3 and 4. Lacking regular renourishment of the Mid-Town Project, this reach would likely revert to a net erosion/recession condition consistent with conditions present prior to the initiation of the beach nourishment program.

FDEP Strategic Beach Management Plan, Southeast Atlantic Coast Region, April 2020

Strategy: Construct restoration projects in environmentally suited areas of Reach 5 and Reach 8. Comply with BMA (2013).

Comprehensive Coastal Management Plan, 1998 Update

Proposed improvements include beach fill 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: Groin Rehabilitation for Reaches 2-6 has been permitted. This item is awaiting future Town Council consideration.

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 FY 2021). Plan, design, and permitting to begin for a southern expansion of the Mid-Town Beach Nourishment Project to extend the limits south into Reach 5.

6. 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.

2019 Town-wide Physical Monitoring Report, February 2020

Reach 6

Over the most recent monitoring period, Reach 6 exhibited a net shoreline recession of 0.07 feet with the highest recession occurring between R-111 and R-116, with losses of 35.7, and 12.1 feet, respectively. This recession occurred in the vicinity of the Florida Department of Transportation (FDOT) revetment, which was likely a contributing factor to this behavior. Reach 6 exhibited a net volumetric gain (to the DOC) of 285,371 CY. Since 1990, Reach 6 has exhibited a net shoreline advance of 26.4 feet and a volumetric gain of 384,356 CY (to the DOC).

In general, Reach 6 has remained stable, with a long-term trend of shoreline advance and volumetric gains. Much of this behavior can be attributed to the down-drift effect of the Mid-Town Nourishment Projects which have provided a sediment source to both Reaches 5 and 6. The monitoring data suggest that the functional limit of this beneficial down-drift effect occurs within Reach 6, in the vicinity of the FDOT revetment (between R-111 and R-116).

FDEP Strategic Beach Management Plan, Southeast Atlantic Coast Region, April 2020

Strategy: Maintain the Town's restored projects through monitoring and nourishment using sand from

offshore sources and upland sources, construct a feeder beach to re-establish littoral transport for Reach 2, and construct restoration projects in environmentally suited areas of Reach 5 and Reach 8. Comply with BMA (2013).

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: Groin Rehabilitation for Reaches 2-6 has been permitted. This item is awaiting future Town Council consideration.

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 FY 2021).

7. Reach 7 (SLOAN'S CURVE TO THE LAKE WORTH MUNICIPAL PIER)

The Shore Protection Board has made the Reach 7 beaches a top priority for additional coastal management activities.

Current Action

Continue Physical Monitoring per BMA-requirement.

2019 Town-wide Physical Monitoring Report, February 2020

Reach 7

Over the most recent monitoring period, the Reach 7 shoreline has experienced a net advance of 2.1 feet, with losses observed in the northern extreme of the reach and at R-122 and R-125. Over this monitoring period, Reach 7 gained a net volume of 345,682 CY. This shoreline segment did experience losses above MHW throughout the entirety of the reach. The most recent renourishment of the Phipps/Reach 7 section of the shoreline occurred between January and April 2016, during which time 1,022,318 CY of beach-quality material was placed. Noted losses from the upper beach are likely attributable, in part, to continued cross-shore equilibration of the material placed within the reach from the 2016 project.

Since 1990, Reach 7 has exhibited a net average shoreline advance of 44.1 feet. The reach has exhibited a net volumetric gain of 1,265,163 CY above the DOC since 1990. Gains have occurred throughout the reach and are attributable to the repeated nourishment of the beach in this reach.

FDEP Strategic Beach Management Plan, Southeast Atlantic Coast Region, April 2020

Strategy: Maintain the Town's restored projects through monitoring and nourishment using sand from offshore sources and upland sources.

Comprehensive Coastal Management Plan, 1998 Update

Beach fill project and the construction of a groin field.

8. Reach 8 (LAKE WORTH MUNICIPAL TO LA BONNE VIE CONDOMINIUM)

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 receipt of the USACE-issued Record of Decision following publishing of the Federal-mandated EIS in 2016.

Current Action

South End Palm Beach (Reach 8) Beach Nourishment, Permitting
Central Palm Beach County Comprehensive Erosion Control Project, Managed by Palm Beach County ERM, Environmental Impact Statement (EIS) awaiting Record of Decision from U.S. Army Corps of Engineers.

2019 Town-wide Physical Monitoring Report, February 2020

Reach 8

Over the past year, Reach 8 exhibited a net shoreline recession of 1.6 feet. Shoreline losses occurred in the northern extreme of the reach. This reach exhibited a net volumetric gain above the DOC of 127,208 CY over this monitoring period. The beach experienced a net volumetric loss above MHW. Net gains were observed in the offshore portion, between the -13.1 and the -26.2-foot-contour.

Since 1990, Reach 8 has exhibited a net average shoreline gain of 2.5 feet. Since 1990, the reach has exhibited a net loss of 96,720 CY (to the DOC).

FDEP Strategic Beach Management Plan, Southeast Atlantic Coast Region, May 2018

Strategy: Maintain the Town's restored projects through monitoring and nourishment using sand from offshore sources and upland sources; construct a feeder beach to re-establish littoral transport for Reach 2, and construct restoration projects in environmentally suited areas of Reach 5 and Reach 8. Comply with

BMA (2013).

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

Beach Restoration - A small scale beach nourishment project in Reach 8.

STATUS: The Final EIS has been published. The Town is awaiting issuance of the Record of Decision from the USACE.

TOWN-WIDE

9. 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 has served as a regional approach to managing the shoreline along Palm Beach Island. Additional monitoring activities in FY 2020 budget include:

- Biological monitoring related to the beach and dune projects in Reaches 1, 3, 4, 7, and 8.
- Town-wide sea turtle monitoring.
- Annual tilling of the beaches within the nourishment areas.
- Perform escarpment reductions on engineered beaches during sea turtle nesting season, as necessary.

FUND 309: COASTAL MANAGEMENT PROGRAM

Mission: The Town’s Coastal Management Program implements beach and dune projects for erosion-control and storm protection, as adopted by Town Council, consistent with both the State Strategic Beach Management Plan and the Beach Management Agreement, through coordination with state and federal regulatory and advisory agencies. In addition, the Coastal Management Program includes the planning, development, and implementation of long-term coastal resiliency projects to maintain sustainable shorelines.

Main Activities:

- Develop budget estimates for beach nourishment, dune restoration, erosion-control structures, and other coastal protection and coastal resiliency projects
- Plan, design, permit and oversee coastal construction projects
- Ensure state and federal permit required physical, biological, and sea turtle nesting monitoring obligations are met
- Prepare Town Council-appointed Shore Protection Board members to make informed decisions during regular public meetings and report their recommendations back to Town Council
- Perform contract administration with U.S. Army Corps of Engineers, consultants, and contractors
- Administer state grant agreements for project-related cost-sharing

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Revenues						
Transfer from General Fund (001)	7,410,300	7,349,124	6,520,211	6,520,211	4,777,000	-26.74%
Interest on Investments	181,246	1,104,641	899,301	994,226	547,688	-39.10%
Grants/Local Revenue	7,112,416	6,100,465	24,903,657	3,579,390	16,262,500	-34.70%
TOTALS	14,703,962	14,554,230	32,323,169	11,093,827	21,587,188	-33.21%
Expenses						
Projects	2,770,314	956,477	33,038,000	21,011,035	6,052,000	-81.68%
Carry Over Projects	-	-	-	-	20,560,822	100.00%
Transfer to Debt Service	736,038	542,606	544,107	544,107	542,232	-0.34%
Transfer to ACIP (314)	2,750,000	1,018,826	-	-	-	0.00%
Salaries and Wages	119,453	123,164	124,159	124,159	126,751	2.09%
Employee Benefits	61,443	47,057	50,000	50,000	50,907	1.81%
Contractual	5,563	8,895	7,500	7,933	6,933	-7.56%
Commodities	4,546	2,792	4,700	4,700	6,200	31.91%
Capital Outlay	1,963	1,963	1,963	1,963	1,963	0.00%
TOTALS	6,449,320	2,701,780	33,770,429	21,743,897	27,347,808	-19.02%
Total Revenues Over/(Under)						
Expenses	8,254,642	11,852,450	(1,447,260)	(10,650,070)	(5,760,620)	
Beginning Fund Equity	19,661,967	27,916,609	39,769,059	39,769,059	29,118,989	
ENDING NET ASSETS	27,916,609	39,769,059	38,321,799	29,118,989	23,358,369	

REVENUES

TRANSFER FROM GENERAL FUND (001)

Represents money transferred from the General Fund for the Coastal Program.

INTEREST ON INVESTMENTS

Interest revenue is based on the financial market conditions and funds available for investments.

GRANTS/LOCAL REVENUE

FDEP/Federal Government reimbursement for beach projects and Environmental Impact Statement (EIS) activities. This fund's increase reflects anticipated reimbursements from FEMA for hurricanes Matthew, Irma and Dorian.

EXPENSES

PROJECTS

Includes annual monitoring efforts, Hurricane Dorian recovery, and an allocation toward the future costs of Mid-Town Seawall replacement.

CARRY OVER PROJECTS

Unexpended project balances to be carried over in FY2021.

TRANSFER TO DEBT SERVICES

Principal and interest repayment on 2013 debt issue continues into FY2021 and remains consistent with FY2020.

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The budget includes merit increases.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Includes legal/consulting fees, travel, telephone and equipment.

COMMODITIES

Membership dues and training includes requirements for continuing education units, and keeping current with State and Federal permitting requirements.

CAPITAL OUTLAY

Annual depreciation costs remain consistent with previous years.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Coastal Projects Manager	1.000	1.000	1.000	1.000	1.000
Engineering Tech Support Spec	0.500	0.500	-	-	-
Communications Specialist	-	0.250	-	-	-
	1.500	1.750	1.000	1.000	1.000

Fiscal Year 2021 Goals and Performance Measures					
Department Goal	Continue implementation of a long-term coastal protection plan				
Objectives	Continue pursuit of required Federal permits in accordance with BMA				
	Continue BMA and permit required monitoring				
	Construct shore protection projects in accordance with the 10-year long-term plan				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Continue to pursue required permits in accordance with the BMA	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Coastal Management Productivity Measures					
Effectiveness/Output Measures:	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Lake Worth Inlet Management Plan (volume in cubic yards)	132,800	339,788	128,200	80,000**	300,000+
Regulatory required monitoring/compliance (No. of events)	5	5	5	6*	6*

*includes post-construction physical monitoring for beach nourishment projects

** to date, as of June 2020

COASTAL MANAGEMENT PROGRAM PROPOSED FY21 BUDGET AND 10 YEAR PLAN												
EXP ENDITURES	Remaining Years of 2013 Adopted Coastal Mgmt Program, Updated Aug. 2015										Outlook	
	FY 2020 Approved	FY 2020 Anticipated	FY 2021 Proposed	FY 2022 Estimated	FY 2023 Estimated	FY 2024 Estimated	FY 2025 Estimated	FY 2026 Estimated	FY 2027 Estimated	FY 2028 Estimated		FY 2029 Estimated
1. APPLY AND UPDATE ISLAND WIDE SEDIMENT TRANSPORT ANALYSIS	\$ 23,000	\$ 23,000	\$ 24,000	\$ 24,000	\$ 25,000	\$ 26,000	\$ 27,000	\$ 28,000	\$ 29,000	\$ 30,000	\$ 30,000	\$ 31,000
2. ANNUAL SEDIMENT REPORT (BMA REQUIRED)	\$ 51,000	\$ 51,000	\$ 53,000	\$ 54,000	\$ 56,000	\$ 58,000	\$ 59,000	\$ 60,000	\$ 63,000	\$ 65,000	\$ 67,000	\$ 68,000
3. SEAWALL/FLOOD FUNCTION/NOISE STRUCTURAL INVENTORY ASSESSMENT & ANALYSIS	\$ 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	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
4a. SEAWALL/FLOOD REHABILITATION/REPLACEMENT	\$ -	\$ 3,407,741	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5. GROIN ASSESSMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6. GROIN REHABILITATION	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7. FLOODING AND CLIMATE CHANGE	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8. LOBBYING	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
9. DUINE VEGETATION MAINTENANCE	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
10. REGIONAL SAND NEEDS/SAND SEARCH	\$ -	\$ -	\$ -	\$ 725,000	\$ 725,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11. GENERAL COASTAL ENGINEERING	\$ 57,000	\$ 57,000	\$ 59,000	\$ 60,000	\$ 62,000	\$ 64,000	\$ 66,000	\$ 69,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 75,000
12. BMA PHYSICAL MONITORING	\$ 173,000	\$ 173,000	\$ 177,000	\$ 180,000	\$ 184,000	\$ 187,000	\$ 191,000	\$ 195,000	\$ 199,000	\$ 203,000	\$ 208,000	\$ 213,000
13. BMA SEA TURTLE NESTING MONITORING	\$ 200,000	\$ 200,000	\$ 220,000	\$ 220,000	\$ 242,000	\$ 242,000	\$ 242,000	\$ 242,000	\$ 242,000	\$ 280,000	\$ 280,000	\$ 280,000
14. BMA BIOLOGICAL MONITORING	\$ 226,000	\$ 226,000	\$ 232,000	\$ 239,000	\$ 246,000	\$ 254,000	\$ 261,000	\$ 269,000	\$ 277,000	\$ 285,000	\$ 291,000	\$ 297,000
15. COASTAL MANAGEMENT PROGRAM OPERATING EXPENSES	\$ 388,322	\$ 388,755	\$ 192,754	\$ 198,337	\$ 204,493	\$ 210,628	\$ 216,946	\$ 223,455	\$ 230,158	\$ 237,063	\$ 244,175	\$ 251,500
16. ANNUAL DEBT SERVICE PAYMENT	\$ 544,107	\$ 544,107	\$ 542,232	\$ 540,982	\$ 546,107	\$ 540,732	\$ 539,982	\$ 543,607	\$ 546,481	\$ 543,731	\$ 544,831	\$ 544,831
17. SAND TRANSFER PLANT MAINTENANCE	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
18. MAINTENANCE DREDGING, SAND PLACEMENT EXTENSION (EIS)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19. BMA BEACH TILLING (REACHES 1, 2, 3, 4, AND 7)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
20. BMA ESCARPMENT REMOVAL (REACHES 1, 2, 3, 4, AND 7)	\$ -	\$ 600,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -
21. MID-TOWN SEAWALL REPLACEMENT	\$ -	\$ -	\$ -	\$ 660,000	\$ -	\$ 700,000	\$ -	\$ 742,000	\$ -	\$ 787,000	\$ -	\$ 803,000
22. SAND FORPASSING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23. MID-TOWN BEACH RENOURISHMENT ENGINEERING/PERMITTING	\$ 8,950,000	\$ 11,382,294	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126,000	\$ -	\$ -	\$ -
24. MID-TOWN BEACH RENOURISHMENT CONSTRUCTION	\$ 1,800,000	\$ -	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000,000	\$ -	\$ -
HURRICANE MATTHEW (*CARROVER FROM FY 19)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HURRICANE IRMA (*CARROVER FROM FY 20)	\$ 8,750,000	\$ -	\$ 4,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25. MID-TOWN DETAILED DESIGN AND PERMITTING (BREAKERS/CLARKE AVENUE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
26. OBTAIN FEDERAL COST-SHARE FOR MID-TOWN	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27. MID-TOWN MITIGATION - CORAL NURSERY/TRANSPLANTATION	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
28. MID-TOWN MITIGATION - ARTIFICIAL REEF CONSTRUCTION (*CARROVER FROM FY 16)	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
29. PHIPPS NOURISHMENT ENGINEERING/PERMITTING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30. PHIPPS OCEAN PARK/BEACH 7 BEACH NOURISHMENT CONSTRUCTION	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 21,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HURRICANE MATTHEW (*CARROVER FROM FY 19)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HURRICANE IRMA (*CARROVER FROM FY 20)	\$ 9,000,000	\$ -	\$ 9,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
31. REACH 8 - EIS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32. REACH 8 - SOUTH END PALM BEACH RESTORATION PERMITTING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
33. REACH 8 - SOUTH END PALM BEACH RESTORATION (INITIAL CONSTRUCTION)	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HURRICANE IRMA (*CARROVER FROM FY 20)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HURRICANE DORIAN	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
34. REACH 8 - CONSTRUCTION ACCESS EASEMENT AND SITE RESTORATION	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -
35. REACH 8 - DUINE/BEACH CONSTRUCT CONCURRENTLY WITH MID-TOWN OR PHIPPS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,750,000	\$ -	\$ -	\$ -	\$ 3,100,000	\$ -	\$ -
36. REACH 8 - BIOLOGICAL MONITORING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64,000	\$ 66,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 75,000
37. REACH 8 - PROJECT ENGINEERING REPORT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,000	\$ 14,000	\$ 14,000	\$ 15,000	\$ 16,000	\$ 16,000	\$ 17,000
38. BEACH TILLING (REACH 8)	\$ 5,000	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
39. ESCARPMENT REMOVAL (REACH 8)	\$ 5,000	\$ 5,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
40. BEACH CLEANING (PUBLIC BEACHES)	\$ 50,000	\$ 30,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
TOTALS	\$ 33,770,429	\$ 21,743,897	\$ 23,686,986	\$ 6,509,519	\$ 5,998,600	\$ 30,489,360	\$ 4,795,928	\$ 5,799,062	\$ 2,983,639	\$ 28,886,794	\$ 2,943,096	\$ 3,768,331
REVENUES												
Source	FY 2020 Proposed	FY 2020 Anticipated	FY 2021 Estimated	FY 2022 Estimated	FY 2023 Estimated	FY 2024 Estimated	FY 2025 Estimated	FY 2026 Estimated	FY 2027 Estimated	FY 2028 Estimated	FY 2029 Estimated	FY 2030 Estimated
General Fund Transfer	\$ 6,520,211	\$ 6,520,211	\$ 4,777,000	\$ 4,907,310	\$ 5,067,919	\$ 5,219,957	\$ 5,376,556	\$ 5,537,852	\$ 5,703,988	\$ 5,875,107	\$ 6,051,361	\$ 6,232,901
County	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ 3,400,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State portion of FEMA projects	\$ 2,843,750	\$ -	\$ 2,847,500	\$ -	\$ -	\$ 8,500,000	\$ -	\$ -	\$ -	\$ 5,765,760	\$ -	\$ -
State	\$ 2,875,407	\$ -	\$ 2,877,500	\$ -	\$ -	\$ 8,500,000	\$ -	\$ -	\$ -	\$ 11,000,000	\$ -	\$ -
Federal	\$ 3,222,000	\$ 3,579,330	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FEMA (including Mid-Town, Phipps, and Reach 8)	\$ 16,012,500	\$ -	\$ 13,725,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds	\$ 994,226	\$ 994,226	\$ 947,688	\$ 544,440	\$ 563,455	\$ 755,523	\$ 494,197	\$ 525,581	\$ 639,590	\$ 781,422	\$ 704,378	\$ 864,053
Interest	\$ 32,418,094	\$ 11,093,827	\$ 21,387,188	\$ 5,464,750	\$ 5,631,374	\$ 17,879,280	\$ 5,670,753	\$ 6,113,433	\$ 6,343,578	\$ 23,422,289	\$ 6,757,739	\$ 7,093,954
TOTALS	\$ 32,418,094	\$ 11,093,827	\$ 21,387,188	\$ 5,464,750	\$ 5,631,374	\$ 17,879,280	\$ 5,670,753	\$ 6,113,433	\$ 6,343,578	\$ 23,422,289	\$ 6,757,739	\$ 7,093,954
NET ANNUAL COST												
Surplus/Deficit	\$ (1,352,335)	\$ (110,650,070)	\$ (2,099,798)	\$ (1,044,769)	\$ 32,775	\$ (12,610,080)	\$ 1,074,824	\$ 314,372	\$ 3,359,938	\$ (5,464,505)	\$ 3,812,733	\$ 3,325,623
FUND BALANCE												
Fund Balance 10/1	\$ 39,769,059	\$ 39,769,060	\$ 29,118,990	\$ 23,358,370	\$ 22,313,601	\$ 22,346,376	\$ 9,736,296	\$ 10,811,121	\$ 11,125,492	\$ 14,485,431	\$ 9,020,926	\$ 12,833,659
Carryover Balances (other than those highlighted above)	\$ -	\$ -	\$ (3,650,822)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance 9/30	\$ 38,416,724	\$ 29,118,990	\$ 23,358,370	\$ 22,313,601	\$ 22,346,376	\$ 9,736,296	\$ 10,811,121	\$ 11,125,492	\$ 14,485,431	\$ 9,020,926	\$ 12,833,659	\$ 16,159,282



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FUND 311: WORTH AVENUE MAINTENANCE FUND

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Revenues						
Special Assessment Revenue	230,625	223,595	264,317	267,136	264,918	0.23%
Interest on Investments	8,192	7,143	2,000	3,300	2,000	0.00%
Donations/Miscellaneous	5,000	5,000	5,000	5,000	5,000	0.00%
TOTALS	243,817	235,738	271,317	275,436	271,918	0.22%
Expenses						
Maintenance Costs	251,723	265,269	321,317	264,788	336,918	4.86%
TOTALS	251,723	265,269	321,317	264,788	336,918	4.86%
Total Revenues Over/(Under)						
Expenses	(7,906)	(29,531)	(50,000)	10,648	(65,000)	
Beginning Fund Equity	375,879	367,973	338,442	338,442	349,090	
ENDING NET ASSETS	367,973	338,442	288,442	349,090	284,090	

REVENUES

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 maintenance.

EXPENSES

MAINTENANCE COSTS

Annual maintenance costs for Worth Avenue. Also included are expenses required for the preparation of the annual assessment.



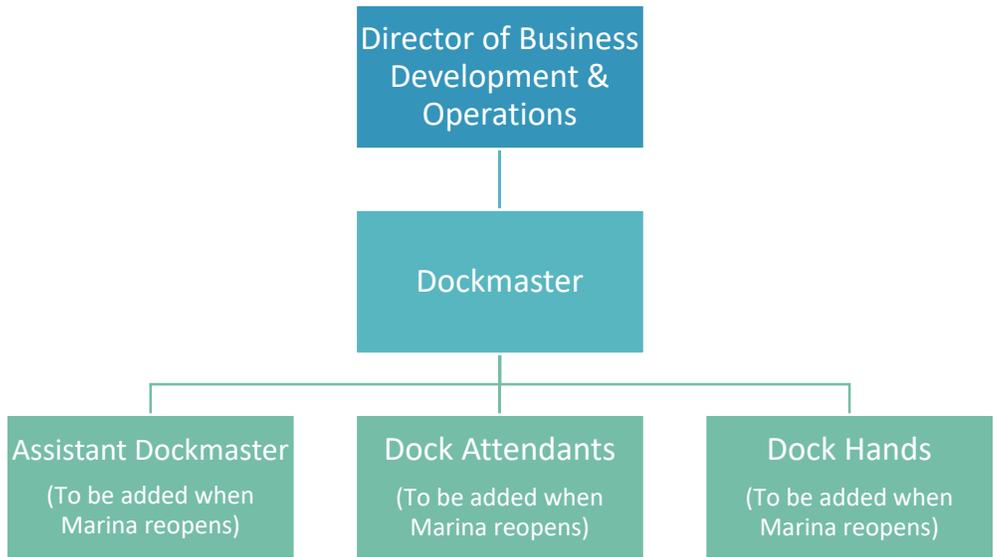
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Marina Enterprise Fund



MARINA ENTERPRISE FUND ORGANIZATION CHART



MARINA ENTERPRISE FUND FY2021 GOALS

Goal #1: Begin construction on time (May 2020) and remain on schedule for a Fall 2021 completion. Keep the project within the final budget designated by Town Council. Create a business plan for the Town Marina. Provide regular updates to the Mayor and Town Council on critical path, key decisions and budget performance.

Objectives

- Work with Baird & Associates to complete the Marina renovation
- Develop a Town Marina business plan
- Develop and implement marketing strategies with a professional marketing firm in preparation for the opening of the new Town Marina
- Update staffing and operation plan to provide higher level of customer service
- Implement new marina software

Goal #2: Assess and recommend appropriate staffing model to deliver exceptional customer service

Objectives

- Evaluate staffing needs for relaunched marina and prepare new organizational chart and position descriptions
- Develop and deliver meaningful employee orientation, in-service and online trainings
- Provide additional direct supervision by the program and facility supervisors

Goal #3: Maximize revenue at the Town Marina

Objectives

- Create a marina marketing plan focusing on new clients, which will increase awareness of transient boating opportunities
- Closely monitor competition and prepare fee schedules with evaluation of competitors fees and service
- Develop appropriate lease terms for customers
- Secure deposits for annual and seasonal leaseholders during the construction phase
- Propose rate structure to Town Council in January 2021
- Develop methods to improve transient customer experience to encourage extension of stay

Goal #4: Engage with patrons, parents and community groups to incorporate feedback and ideas in programming services and facilities

Objectives

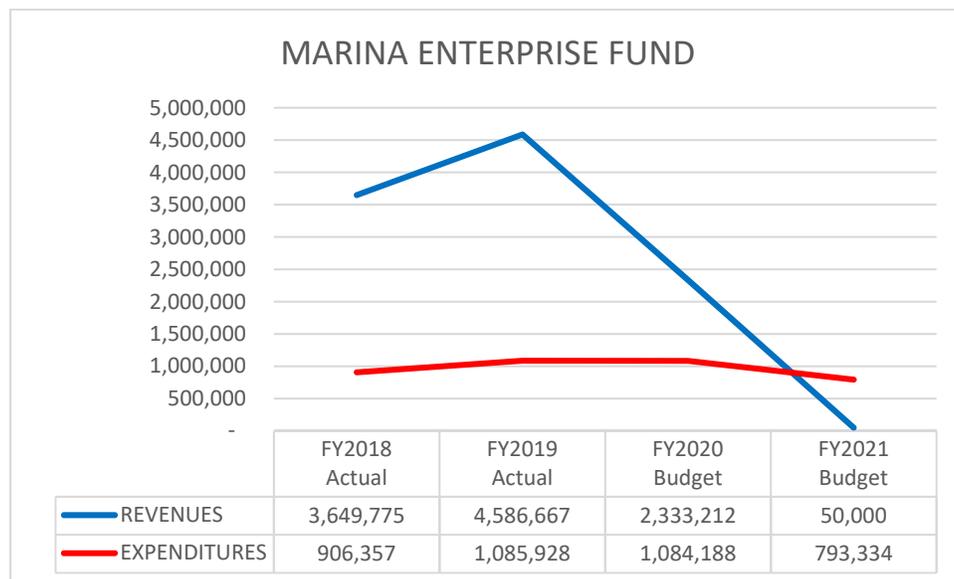
- Continue to solicit feedback from residents concerning facility renovation
- Implement the Master Plan for the Town Marina and accessory structures
- Increase awareness utilizing diverse marketing methods

FUND 401: MARINA ENTERPRISE FUND

Located at Lake Drive Park, the Town Marina renovation began on May 1, 2020, with anticipated completion in the fall of 2021. The former marina had three main docks with a total of 83 slips, providing berthing for vessels up to 260' in length. The renovated Marina will have 84 slips (7 of which are marginal side ties) and will be able to accommodate vessels up to 294'. The current dock structures will be rebuilt within very similar footprints. The Australian Dock building will go from a two-story structure to a one-story building, improving the view of the vessels at this dock from the street and adjacent condominiums. The Peruvian Dock building will be rebuilt as a one-story building and the Brazilian Dock building will go from a one-story structure to two-stories to accommodate the Dockmaster's 2nd-floor office space. The location of the two-story Dockmaster's building was strategic, as its new location will have improved sight lines of the entire marina, as well as boat traffic traveling through the Royal Park Bridge.

Upon completion, slips are expected to be leased annually, seasonally, monthly or daily. The marina property will offer a variety of amenities - three dock buildings, electrical service panels for all vessels, freshwater, Wi-Fi, Captain's lounge and showers, sewage pump-out systems, and 7 day a week security with surveillance cameras.

The Dockmaster is responsible for daily operations, supervision of employees (Town and contractual), slip assignments, safety, and revenue collection in accordance with established policies.



Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Revenues							
Annual Leases	2,897,540	3,198,708	1,587,362	1,587,362	1,700,000	-	-100.00%
Seasonal Leases	166,146	-	-	-	-	-	0.00%
Transient Rental	413,019	703,473	595,000	595,000	602,546	-	-100.00%
Electricity	169,021	194,309	135,000	135,000	136,576	-	-100.00%
Waiting List Applic Fee	3,000	6,000	15,000	15,000	-	50,000	233.33%
Ice Sales	744	924	650	650	417	-	-100.00%
Flag Sales	-	150	200	200	-	-	-100.00%
Interest Earnings	-	469,816	-	-	210,653	-	0.00%
Maint. and Improvement	-	12,992	-	-	-	-	0.00%
Sales Tax Commissions	306	293	-	-	200	-	0.00%
Miscellaneous Revenue	-	2	-	-	-	-	0.00%
TOTALS	3,649,775	4,586,667	2,333,212	2,333,212	2,650,391	50,000	-97.86%
Expenses							
Salaries and Wages	146,455	217,873	242,373	242,373	205,250	162,234	-33.06%
Employee Benefits	72,997	112,278	116,915	116,915	116,915	73,500	-37.13%
Contractual	676,769	704,290	715,025	715,025	581,682	548,400	-23.30%
Commodities	10,136	13,752	9,875	9,875	3,550	9,200	-6.84%
Capital Outlay	-	37,735	-	-	-	-	0.00%
TOTALS	906,357	1,085,928	1,084,188	1,084,188	907,397	793,334	-26.83%
Operating Revenues							
Over/(Under) Expenses	2,743,418	3,500,739	1,249,024	1,249,024	1,742,994	(743,334)	
Depreciation	(364,329)	(155,865)	(1,060,000)	(1,060,000)	(1,060,000)	(900,000)	
Capital Expenses	-	-	(1,084,188)	(35,052,188)	(9,293,259)	(27,214,526)	
Contingency	-	-	(54,209)	(54,209)	-	(39,686)	
Transfer from REF	-	6,225,321	644,189	644,189	644,189	-	
Transfer to General Fund	(685,000)	(1,282,160)	-	-	-	-	
Bond Proceeds	-	-	-	31,000,000	31,000,000	-	
Grant Revenues - FIND	-	-	-	-	325,000	3,100,000	
Debt Service Costs	-	-	-	-	(226,386)	(740,900)	
Other	-	-	-	-	-	-	
TOTAL REVENUES							
OVER/(UNDER) EXPENSES	1,694,089	8,288,035	(305,184)	(3,273,184)	23,132,538	(26,538,446)	
Beginning Net Assets	-	-	8,288,035	8,288,035	8,288,035	31,420,573	
ENDING NET ASSETS	-	8,288,035	7,982,851	5,014,851	31,420,573	4,882,127	

In FY19 the Marina was moved from the Recreation Enterprise Fund (403) into the Marina Enterprise Fund (401). The shaded areas are presented for trend analysis only.

REVENUES

ANNUAL LEASES

Revenue from vessels under an annual lease at the Town Marina

SEASONAL LEASES

Revenue from vessels under a seasonal lease at the Town Marina

TRANSIENT RENTAL

Revenue from transient vessels (those staying on a daily or monthly rate without a long-term lease)

ELECTRICITY/UTILITIES

Use of electricity/utilities by dock customers invoiced based upon usage

WAITING LIST APPLICATION FEE

\$1,000 application fee to be on the waiting list for annual and seasonal leases

SALES TAX COMMISSIONS

Discount received from the State of Florida for timely filing and payment of sales tax

MISCELLANEOUS REVENUE

Funds to be requested through grant applications for dock improvements

EXPENSES

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The budget includes the results of the compensation study completed in FY 2019 and merit increases.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Expected to decrease due to the renovation and closing of the Town Marina beginning in May 2020; costs include electrical costs, maintaining upgraded Wi-Fi service, 7 day-a-week security and the payment to the state for the Sovereign Submerged Lands Lease (based on the previous year's revenue) and an international marketing and re-branding campaign.

COMMODITIES

Expenses are anticipated to decrease as preparation begins for the replacement docks. Some commodities will be purchased just prior to the grand opening of the marina.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Dockmaster	1.000	1.000	1.000	1.000	1.000
Dock Attendant	1.851	1.851	2.111	1.500	-
Dock Hand	0.200	0.200	0.200	-	-
Administrative Clerk	-	-	-	0.100	-
Assistant Director of Recreation	-	-	-	0.100	0.100
Dir. of Business Development & Operations	-	-	-	0.250	0.250
Administrative Assistant	-	-	-	0.100	0.100
Rec Facilities Maintenance Supervisor	-	-	-	0.250	0.100
Public Works Employees	0.115	0.079	0.078	0.068	0.018
	3.166	3.130	4.189	3.318	1.568

Marina FY2020 Accomplishments

- Estimated operating cost recovery of 303.7%*
- Achieved a 82% seasonal occupancy rate
- The total transient vessels staying at the Marina (October 1, 2019, through April 30, 2020) was 219, with 1,782 transient nights and an average length of stay at 8.14 nights
- Successfully began construction on renovated Town Marina on May 1, 2020, implementing the Master Plan for the Marina and Accessory Structures

*FY2020 operating cost recovery results are estimated as of August 25, 2020 postings

Fiscal Year 2021 Goals and Performance Measures

Town Council Budget Priority	Secure favorable financing for the Town Marina Project. Begin construction on time (May 2020) and remain on schedule for a Fall 2021 completion. Keep the project within the final budget designated by Town Council. Create a business plan for the Town Marina. Provide regular updates to the Mayor and Town Council on critical path, key decisions and budget performance.
Department Goal	Remain on schedule for a Fall 2021 renovation completion
Objectives	Work with Baird & Associates to complete the Marina renovation
	Develop a Town Marina business plan
	Develop and implement marketing strategies with a professional marketing firm in preparation for the opening of the new Town Marina
	Update staffing and operation plan to provide higher level of customer service
	Implement new marina software

Fiscal Year 2020 Goals and Performance Measures	
Department Goal	Assess and recommend appropriate staffing model to deliver exceptional customer service
Objectives	Evaluate staffing needs for relaunched marina and prepare new organizational chart and position descriptions
	Develop and deliver meaningful employee orientation, in-service and online trainings
	Provide additional direct supervision by the program and facility supervisors
Performance Measures	Projected FY21
Conduct customer service trainings	Ongoing
Conduct orientation for employees	Ongoing, as new staff is on boarded
Provide more direct supervision by supervisors	Ongoing

Department Goal	Maximize revenue at the Marina				
Objectives	Create a Marina marketing plan focusing on new clients, which will increase awareness of transient boating opportunities				
	Closely monitor competition and prepare fee schedules with evaluation of competitors fees and service				
	Develop appropriate lease terms for customers				
	Secure deposits for annual and seasonal leaseholders during the construction phase				
	Propose rate structure to Town Council in January 2021				
	Develop methods to improve transient customer experience to encourage extension of stay				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20*	Projected FY21
Annual occupancy (vessels)	93% (77)	94% (78)	90% (73)	82% (68)	N/A
Lease retention	83%	72%	71%	60%	N/A
Total transient vessels	288	285	347	219	N/A
Total transient nights	1,822	2,089	2,020	1,782	N/A
Transient average nights of stay	6.33	7.33	5.79	8.14	N/A

*Renovation of Town Marina began in May 2020, seasonal leases only for FY20

Department Goal	Engage with patrons, parents and community groups to incorporate feedback and ideas in programming services and facilities
Objectives	Continue to solicit feedback from residents concerning programming and facility renovation
	Implement the Master Plan for the Town Marina and accessory structures
	Increase awareness of program offerings utilizing diverse marketing methods
Performance Measures	Projected FY21
Enhance social media presence	Ongoing (Dockwa contracted to assist)
Develop new and enhanced marketing materials	Ongoing
Increase the frequency of promotions and number of marketing outlets utilized to promote programs and facilities	Ongoing
Complete design of the Master Plan and accessory structures	Ongoing

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Operating Cost Recovery	402.6%	444.4%	411.8%	303.7%	N/A

*FY2020 operating cost recovery results are estimated as of August 25, 2020 postings



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Par 3 Enterprise Fund



PAR 3 ENTERPRISE FUND ORGANIZATIONAL CHART



PAR 3 ENTERPRISE FUND FY2021 GOALS

Goal #1: Maintain high standards and quality of the Par 3 golf course clubhouse, greens and fairways

Objectives

- Implement enhanced best practices maintenance procedures including the Integrated Pest Management Program and create a plan for sustaining the improvements
- Improve staff preventative maintenance training
- Ensure maintenance practices have a positive effect on the surrounding environment while providing a superior golfing experience (green speed, as a measure)
- Explore becoming an Audubon Cooperative Sanctuary (Audubon certified program)

Goal #2: Continue to grow the auxiliary services revenue and improve customer relations

Objectives

- Enhance experience for customers at the driving range
- Increase sales of Hole in One Honey
- Conduct meaningful staff customer service trainings with a focus on making the Par 3 experience a customer 'favorite'
- Continue to execute standard orientation for instructors and employees
- Provide additional direct supervision by the program and facility supervisor
- Implement new POS system and marketing campaign/efforts.

Goal #3: Continue to engage with participants to incorporate feedback and ideas in programming services and facilities

Objectives

- Continue to solicit feedback from residents concerning programming and facility development via online reviews, in person comments and survey tools
- Increase awareness of program offerings utilizing diverse marketing methods through social media and online marketing

FUND 402: PAR 3 ENTERPRISE FUND

The Par 3 Golf Course is a scenic and challenging facility, featuring holes which range up to 211 yards. The clubhouse, which opened in January 2014, offers 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 Boulevard.

The Golf Course Manager is responsible for daily supervision of the golf course, in conjunction with the Golf Course Superintendent. Both positions oversee a variety of full, part-time and contractual labor service employees. The Golf Manager also administers the golf instruction services contract.



Revenue and Expense Summary							
	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Revenues							
Golf Teaching Services	32,075	44,083	37,000	37,000	42,600	50,000	35.14%
Resident Pass Fees	10,150	9,000	8,500	8,500	16,900	10,000	17.65%
Non-resident Pass Fees	2,650	-	-	-	3,000	3,000	100.00%
12 Play Pass - Regular Rate	1,564	1,820	3,150	3,150	2,400	1,500	-52.38%
12 Play Pass - Resident Rate	5,950	4,466	4,750	4,750	6,100	6,000	26.32%
Greens Fees - Regular Rate	722,898	398,370	480,000	480,000	350,000	480,000	0.00%
Greens Fees - Guest/Hotel Rate	280	-	-	-	-	-	0.00%
Greens Fees - Resident Rate	156,292	57,677	160,000	160,000	54,600	65,000	-59.38%
Greens Fees - Reg Weekends & Holidays	-	411,334	420,000	420,000	440,000	480,000	14.29%
Greens Fees - Resident Weekend & Holidays	-	98,894	33,000	33,000	90,000	130,000	293.94%
Merchandise Sales	166,648	202,154	200,000	200,000	178,000	225,000	12.50%
Food and Beverage Sales	443,152	453,183	455,000	455,000	375,000	400,000	-12.09%
Riding Cart Rental – Res. Rate	70,850	69,684	65,000	65,000	45,000	72,000	10.77%
Riding Cart Rental – Reg. Rate	232,018	264,979	250,000	250,000	243,000	285,000	14.00%
Pull Cart Rental	37,356	34,065	43,000	43,000	22,500	30,000	-30.23%
Club Rentals	64,725	78,654	70,000	70,000	56,000	80,000	14.29%
Driving Range	87,258	99,476	110,000	110,000	60,000	105,000	-4.55%
Driving Range - 10 bucket prog	17,400	20,243	15,000	15,000	19,200	25,000	66.67%
Programs and Special Events	3,716	3,074	3,000	3,000	2,000	4,000	33.33%
Golf Pro Administrative Fee	15,990	3,695	-	-	-	-	0.00%
Golf Outings	53,841	71,240	85,000	85,000	35,000	85,000	0.00%
Gift Certificates Sold	21,107	18,952	25,000	25,000	18,600	30,000	20.00%
Gift Certificates Redeemed	(11,993)	(14,452)	(25,000)	(25,000)	(20,000)	(30,000)	20.00%
Maint. And Improvement Fee	110,226	114,515	-	-	10,300	-	0.00%
Sales Tax Commission	360	360	150	150	500	500	233.33%
Golf Now Transaction Fee	-	5,193	3,500	3,500	5,000	1,500	-57.14%
Electricity - Par 3	-	3,962	5,000	5,000	4,000	4,000	-20.00%
Interest Income	-	4,079	-	-	-	-	0.00%
Miscellaneous Revenue	12	646	-	-	-	-	0.00%
TOTALS	2,244,526	2,459,347	2,451,050	2,451,050	2,059,700	2,542,500	3.73%

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Expenses							
Salaries and Wages	480,080	475,054	569,252	569,252	519,017	552,436	-2.95%
Employee Benefits	239,807	386,336	288,231	288,231	288,680	293,395	1.79%
Contractual	502,763	583,278	574,935	582,127	606,674	680,285	18.32%
Commodities	269,347	298,925	337,425	337,425	333,595	338,350	0.27%
TOTALS	1,491,997	1,743,593	1,769,843	1,777,035	1,747,966	1,864,466	5.35%
Operating Revenues Over/(Under) Expenses	752,529	715,755	681,207	674,015	311,734	678,034	
Transfer to Equipment Replace and Golf course Reserve Fund	-	(263,924)	(263,924)	(263,924)	(263,924)	(263,924)	
Assets	-	(41,284)	-	-	-	-	
Contingency	-	-	(85,298)	(85,298)	-	(93,223)	
Transfer to Debt Service	(198,263)	(199,338)	(199,813)	(199,813)	(199,813)	(194,813)	
Transfer to General Fund	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	
Total Revenues Over/(Under) Expenses	554,266	186,209	107,173	99,981	(177,003)	101,074	

Golf Course & Bldgs Reserves						
Beginning Balance	730,336	872,468	992,341	992,341	992,341	1,062,148
Capital Expenses	(57,553)	(150,763)	(173,500)	(268,685)	(83,500)	(237,712)
Transfer to Reserve Fund	554,266	153,307	153,307	153,307	153,307	153,307
Ending Balance	1,227,049	875,012	972,148	876,963	1,062,148	977,742

Equip Replacement Reserves						
Beginning Balance		578,501	524,641	524,641	524,641	580,258
Equip Replacement Purchases	-	(174,485)	(55,000)	(55,000)	(55,000)	(102,450)
Transfer to Reserve Fund	-	120,624	110,617	110,617	110,617	110,617
Ending Balance	-	524,641	580,258	580,258	580,258	588,425

Financial Depreciation (Assets other than equipment)	(306,613)	(306,613)	(306,613)	(306,613)	(306,613)	(306,613)
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Beginning Net Assets		-	10,269,074	10,269,074	10,269,074	10,092,072
Ending Net Assets		10,269,074	10,376,247	10,369,055	10,092,072	10,193,146

In FY19 Par 3 Golf Course was moved from the Recreation Enterprise Fund (403) into the Par 3 Golf Course Enterprise Fund (402). The shaded areas are presented for trend analysis only.

REVENUES

GOLF TEACHING SERVICES

Percentage of lesson fees taught by contracted Golf Pros

RESIDENT PASS FEES

Fee paid by resident for annual pass

12-PLAY PASS – REGULAR RATE

Fee paid for 12-play multi use pass by non-resident

12-PLAY PASS – RESIDENT RATE

Fee paid for 12-play multi use pass by Palm Beach resident

GREENS FEES – REGULAR RATE

Fee paid for daily play by non-residents

GREENS FEES – RESIDENT RATE

Fee paid for daily play by Palm Beach resident

GREENS FEES – REGULAR WEEKEND & HOLIDAYS

Fees paid by non-residents for greens fees on Friday, Saturday, Sunday and holidays

GREENS FEES – RESIDENT WEEKEND & HOLIDAY

Fees paid by Palm Beach residents for greens fees on Friday, Saturday, Sunday and holidays

MERCHANDISE SALES

This figure represents revenue for merchandise sales in the pro-shop

FOOD AND BEVERAGE SALES

This figure represents the agreement for a food and beverage contractor

RIDING CART RENTAL – RESIDENT RATE

Fee paid for rental of riding cart by Palm Beach resident

RIDING CART RENTAL – REGULAR RATE

Fee paid for rental of riding cart by a non-resident

PULL CART RENTAL

Fee paid for rental of pull cart

CLUB RENTALS

Fee paid for use of Town owned rental clubs

DRIVING RANGE

Fee paid for use of golf balls on driving range

DRIVING RANGE – 10 BUCKET PROGRAM

Fee paid for multi-use purchase of tokens for golf range usage

PROGRAMS AND SPECIAL EVENTS

Rate category for special programs and activities

GOLF OUTINGS

Revenue from pre-arranged golf outings

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 that was paid per round of golf, beginning in FY2020 the fee was incorporated into the various fees

SALES TAX COMMISSION

Discount received from the State of Florida for timely filing and payment of sales tax

GOLF NOW TRANSACTION FEES

Convenience fee charged for booking tee times on GolfNow website

ELECTRIC REIMBURSEMENT FROM RESTAURANT

Reimbursement from restaurant for cost of electric service to old clubhouse

EXPENSES

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

These expenses reflect an increased use of contracted labor and other maintenance and operational services performed and are expected to increase as a result of inflation and increased participation.

COMMODITIES

Expenses within these accounts are expected to rise slightly as a result of inflation and increased participation.

CAPITAL OUTLAY

Expenses incurred include equipment replacement purchased through the Equipment Replacement Fund.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
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
Crew Forman/Irrigation Specialist	1.000	1.000	1.000	1.000	1.000
Golf Course Mechanic	1.000	1.000	1.000	1.000	1.000
Pro-Shop Assistant	1.610	1.515	1.515	1.000	-
Golf Operations Supervisor	-	-	-	-	1.000
Maintenance Worker	-	1.000	0.750	0.750	0.750
Senior Golf Associate	1.000	-	1.000	1.000	1.000
Equipment Operator	0.250	0.250	0.250	0.250	-
Golf Course Associate	1.002	0.850	1.250	0.850	0.312
Golf Course Attendant	0.461	-	-	-	-
Administrative Clerk	-	-	0.100	0.100	-
Assistant Director of Recreation	-	-	0.100	0.100	0.100
Dir. of Business Development & Operations	-	-	0.300	0.250	0.250
Administrative Assistant	-	-	0.100	0.100	0.100
Recreation Supervisor	-	-	0.250	0.200	0.100
Public Works Employees	.090	.090	0.090	0.098	0.098
	8.318	7.705	9.190	8.698	7.710

Par 3 Enterprise Fund FY2020 Accomplishments

- Estimated operating cost recovery of 144.4% exceeds goal of 110%* (despite being closed due to COVID-19 from March 18-April 29)
- Maintenance projects completed included: clubhouse – new outdoor clubhouse furniture, re-roofed the old pro shop, new HVAC system in old clubhouse, re-carpeted the golf pro-shop, closed and re-opened under strict COVID-19 guidelines; golf course –trimmed all trees and mangroves on property in house, re-routed cart on #13 tee to enhance golfer view of Atlantic Ocean, replaced 100+ irrigation heads, installed new water sensors (which measure water content of soil, salt content and temperature) to be more scientific/conservative on water usage, re-roofed the maintenance building
- Record number of rounds in May, June, July and August

*FY2020 operating cost recovery results are estimated as of September 11, 2020 postings

Fiscal Year 2021 Goals and Performance Measures	
Department Goal	Maintain high standards and quality of the Par 3 golf course clubhouse, greens and fairways
Objectives	Implement enhanced best practices maintenance procedures, including the Integrated Pest Management Program and create a plan for sustaining the improvements
	Improve staff preventative maintenance training
	Ensure maintenance practices have a positive effect on the surrounding environment while providing a superior golfing experience (green speed, as a measure)
	Explore becoming an Audubon Cooperative Sanctuary (Audubon certified program)
Performance Measures	Projected FY21
Reevaluate current best practices for maintenance - IPM	Ongoing
Upgrade staff training on maintenance procedures	Ongoing

Department Goal	Continue to grow the auxiliary services revenue and improve customer relations
Objectives	Enhance experience for customers at the driving range.
	Increase sales of Hole in One Honey
	Conduct meaningful staff customer service trainings with a focus on making the Par 3 experience a customer 'favorite'
	Continue to execute standard orientation for instructors and employees
	Provide additional direct supervision by the program and facility supervisor
	Implement new POS system and marketing campaign/efforts
Performance Measures	Projected FY21
Conduct customer service trainings	Ongoing
Conduct orientation for employees	Ongoing
Provide more direct supervision by supervisors	Ongoing

Department Goal	Continue to engage with participants to incorporate feedback and ideas in programming services and facilities
Objective	Continue to solicit feedback from residents concerning programming and facility development via online reviews, in person comments and survey tools
	Increase awareness of program offerings utilizing diverse marketing methods through social media and online marketing
Performance Measures	Projected FY21
Enhance social media presence	Ongoing
Develop new and enhanced marketing materials	Ongoing
Increase the frequency of promotions and number of outlets utilized to promote programs and facilities	Ongoing

Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20*	Projected FY21
Total lessons/clinics participation	1,528	1,363	1,492	1,500	1,600
Range buckets sold	11,678	18,552	18,950	16,500	18,900
Total rounds of golf	36,757	38,089	39,114	37,500	39,500
Tournaments/outings hosted	85	93	95	60	95
Resident/nonresident ratio	18/82	19/81	20/80	20/80	20/80
Operating cost recovery	132.3%	156.5%	161.1%	144.4%	136.3%

*FY2020 operating cost recovery results and Actual FY20 are estimated as of September 11, 2020 postings

**Par 3 Golf Course Five Year Capital Improvement Plan
FY2020 Budget**

EXPENDITURES			FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2021-2025
Item #	Description	Location	Carryover	Estimated	Estimated	Estimated	Estimated	Estimated	Total
Recreation									
Par 3 Golf Course									
	Paint new clubhouse exterior, Keim paint	Clubhouse		\$ 50,000					\$ 50,000
	Paint old clubhouse exterior, Keim paint	Clubhouse		\$ 15,000					\$ 15,000
	Clubhouse and Maintenance Roof Replacem	Clubhouse	\$ 19,212						\$ -
	Sealcoat/Stripe Parking Lot	Clubhouse			\$ 10,000				\$ 10,000
	Women's/Men's Restroom Refresh	Clubhouse			\$ 50,000				\$ 50,000
	Paint interior	Clubhouse			\$ 25,000				\$ 25,000
	Outdoor Furniture	Clubhouse							\$ -
	New Carpet in ProShop	Clubhouse							\$ -
	Replace Exterior High Hats	Clubhouse							\$ -
	Mill/Resurface Parking Lot	Clubhouse				\$ 15,000			\$ 15,000
	A/C replacement	Clubhouse					\$ 45,000		\$ 45,000
	Pump Upgrades	Golf Course		\$ 45,000					\$ 45,000
	Concrete Repairs to Cart-Path	Golf Course		\$ 25,000					\$ 25,000
	Synthetic Turf Replacement	Golf Course			\$ 12,000				\$ 12,000
	Relevel 9 Tees	Golf Course	\$ 50,000		\$ 50,000		\$ 50,000		\$ 100,000
	Maintenance Building Roof	Golf Course							\$ -
	Rebuild/Enlarge Putting Green	Golf Course				\$ 150,000			\$ 150,000
	Replace/Improve Signage	Golf Course							\$ -
	10 New Golf Carts	Golf Course							\$ -
	Range Ball Picker	Golf Course							\$ -
	Cover for driving Driving Range/Power Tee/	Golf Course				\$ 200,000			\$ 200,000
	Rebuild Bunkers	Golf Course			\$ 25,000				\$ 25,000
	Renovate Irrigation System	Golf Course		\$ 33,500	\$ 33,500	\$ 33,500	\$ 33,500		\$ 134,000
									\$ -
Capital Improvement Program Expenditures			\$ 69,212	\$ 168,500	\$ 205,500	\$ 398,500	\$ 128,500	\$ -	\$ 836,000
Year			FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total

REVENUES		FY2021	FY2022	FY2023	FY2024	FY2025	FY2021-2025
Source		Estimated	Estimated	Estimated	Estimated	Estimated	Total
Transfer from Reserves							
M&I Reserve - Par 3 Golf Course		\$ 33,500	\$ 120,500	\$ 383,500	\$ 83,500		\$ 621,000
M&I Reserve - Par 3 Clubhouse		\$ -	\$ 85,000	\$ 15,000	\$ -		\$ 100,000
Financing							\$ -
Reserves							\$ -
Interest							\$ -
Capital Improvement Program Revenues		\$ 33,500	\$ 205,500	\$ 398,500	\$ 83,500	\$ -	\$ 721,000

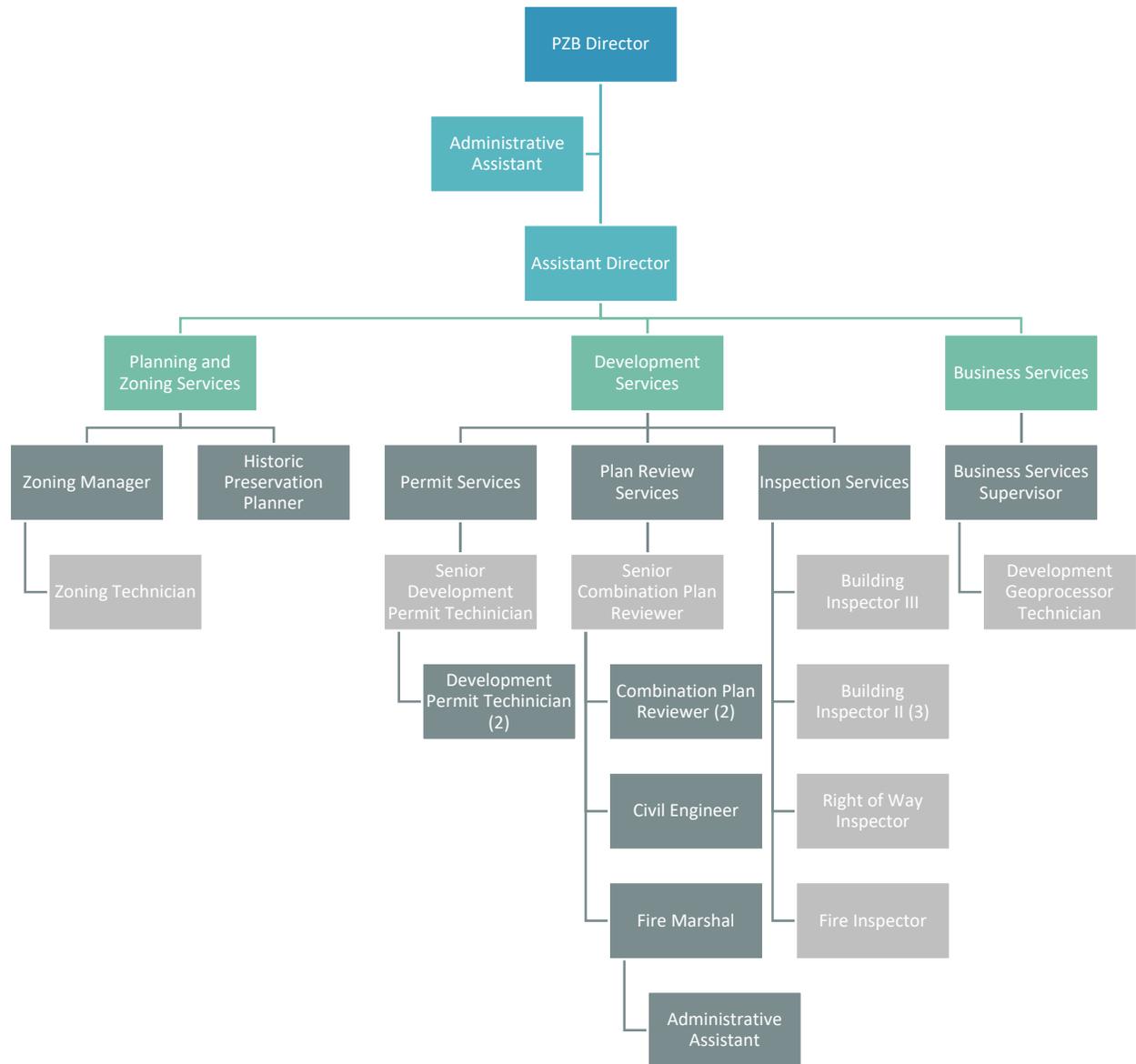
NET COST (Surplus / (Deficit))		FY2021	FY2022	FY2023	FY2024	FY2025	FY2021-2025
		Estimated	Estimated	Estimated	Estimated	Estimated	Total
Sub-Total - Net Cost		\$ 135,000	\$ -	\$ -	\$ 45,000	\$ -	\$ (115,000)



Building Enterprise Fund



PLANNING, ZONING AND BUILDING ORGANIZATIONAL CHART



BUILDING ENTERPRISE FUND FY2021 GOALS

Goal #1: Continue with Process Improvement and Code Reform Initiative

Objectives

- Assess technology to determine how automation technology may be used to further streamline work flows and bring Palm Beach's process in line with current industry standards and best practices that are tailored for Palm Beach's unique environment
- Conduct listening sessions with stakeholders (residents, business owners, Town Council members, civic organizations, PZB board and commission members, developers, design professionals, contractors/subcontractors, and others as needed) to hear frustrations with the process, identify what is working well, gather their ideas for improvements and share some of the Town's emerging solutions for process improvements
- Work with the Town Council and with the Planning & Zoning Commission to address the use of fill material on construction sites, and other zoning matters that are requested by the Town Council

Goal #2: Continue to review and modify departmental policies and processes to simplify the delivery of service to the community.

Objectives

- Update the ARCOM and Landmark applications
- Continue to reduce the number of permits and forms used throughout the department

Goal #3: Adopt and implement the new historic preservation program using the conservation districts and historically significant buildings.

Objectives

- Adopt and enforce the required ordinances and resolutions
- Implement the program, along with a new procedure for preserving the historic buildings

BUILDING ENTERPRISE FUND

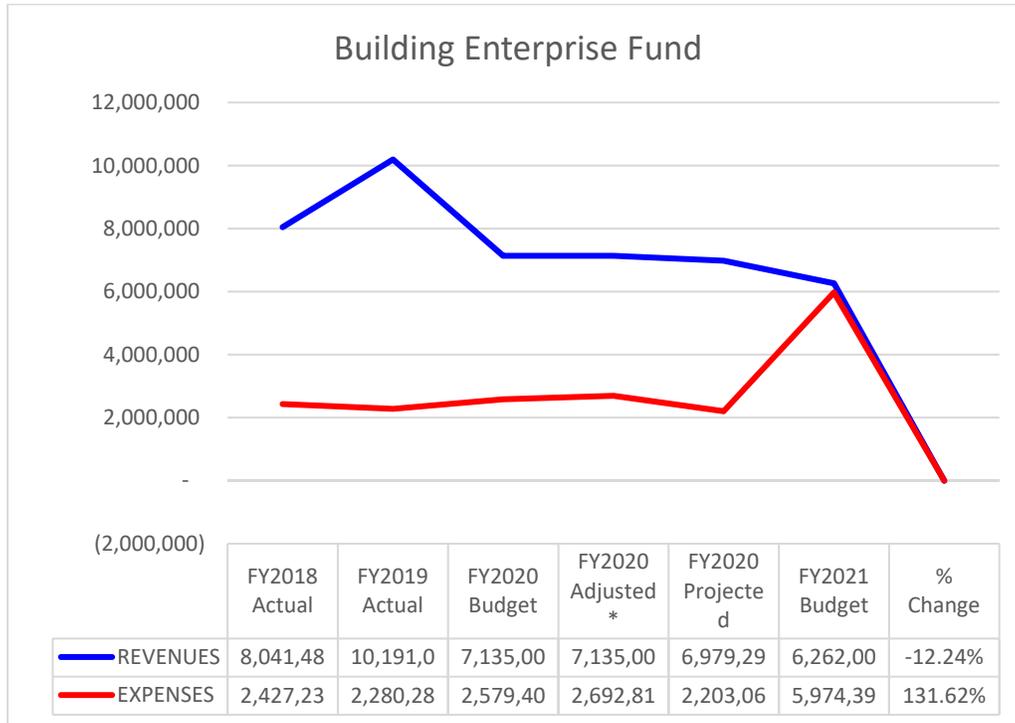
Mission: The Building Enterprise Fund identifies, recommends and implements the vision of the community, as expressed through the policies of the Town Council, relative to the development, redevelopment and use of real property, to ensure the beauty, quality of life and character of the Town, and the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

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Revenues							
Town Plan Review & Town Inspection	6,984,617	8,681,067	6,019,000	6,019,000	5,595,681	5,500,000	-8.62%
Private Plan Review & Town Inspection	-	-	-	-	-	-	0.00%
Town Plan Review & Private Inspectors	-	-	-	-	-	-	0.00%
Private Plan Review & Priv. Inspectors	-	-	-	-	-	-	0.00%
Permit Processing	44,100	24,270	38,000	38,000	26,278	38,000	0.00%
Permit Penalty	267,292	41,276	125,000	125,000	15,521	15,000	-88.00%
Consultant Fees	993	-	5,000	5,000	-	-	-100.00%
Reinspection Fees	7,125	3,240	6,500	6,500	1,600	1,600	-75.38%
Contractor Registration Fees	9,575	9,570	8,500	8,500	5,700	8,500	0.00%
Dune Vegetation Fee	-	-	1,000	1,000	-	-	-100.00%
Permit Revision Fee	154,325	197,575	180,000	180,000	169,300	180,000	0.00%
Flood Plain Management Fee	18,604	10,958	14,000	14,000	8,100	10,000	-28.57%
Right of Way Permits **	439,141	1,079,411	600,000	600,000	1,014,013	393,400	-34.43%
Building Inspection Fund Fees	11,405	13,681	11,000	11,000	11,000	11,000	0.00%
Radon Gas	7,820	9,245	10,000	10,000	7,000	10,000	0.00%
ROW Violations **	47,308	66,720	75,000	75,000	70,506	29,505	-60.66%
Building Permit Search Fee	49,175	53,650	42,000	42,000	54,600	50,000	19.05%
Miscellaneous Revenue	-	360	-	-	-	15,000	100.00%
TOTALS	8,041,480	10,191,023	7,135,000	7,135,000	6,979,299	6,262,005	-12.24%
Expenses							
Salaries and Wages	1,168,863	1,060,137	1,288,272	1,288,272	926,100	1,418,123	10.08%
Employee Benefits	696,874	642,530	664,085	664,085	626,917	749,667	12.89%
Contractual	515,140	551,255	601,500	714,909	619,550	573,600	-4.64%
Commodities	46,356	26,358	25,550	25,550	30,500	33,000	29.16%
Transfer for Svcs to the General Fund	-	-	-	-	-	3,200,000	100.00%
TOTALS	2,427,233	2,280,280	2,579,407	2,692,816	2,203,067	5,974,390	131.62%
Operating Revenues Over/(Under)							
Expenses	5,614,247	7,910,743	4,555,593	4,442,184	4,776,232	3,501,304	
Depreciation	(97,722)	(95,035)	(98,323)	(98,323)	(98,323)	(96,038)	
Capital Expenses	-	-	-	-	-	-	
Contingency	-	-	-	-	-	(138,720)	
Other	-	-	-	-	-	-	
TOTAL REVENUES OVER/(UNDER)							
EXPENSES	5,516,525	7,815,708	4,457,270	4,343,861	4,677,909	52,858	
Beginning Net Assets			-	-	-	-	
ENDING NET ASSETS	-	7,815,708	4,457,270	4,343,861	4,677,909	52,858	

*In FY2021 two PZB programs were moved from the General Fund (001) to the Building Enterprise Fund (405). The shaded areas are presented for trend analysis only.

**Revenue from ROW permits and violations are now split between the General Fund and the Building Enterprise Fund



	FY2018	FY2019	FY2020	FY2021*
Total Full Time Equivalent Employees	19.180	17.050	16.150	17.650

*In FY2021 two programs were moved from the General Fund into the new Building Enterprise Fund

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. Moreover, this division promotes and maintains 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; and
- Organize, digitize and retrieve departmental records for public use.

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Expenses							
Salaries and Wages	583,541	525,122	624,079	624,079	426,000	654,702	4.91%
Employee Benefits	374,793	340,602	329,120	329,120	306,181	365,946	11.19%
Contractual	206,477	243,216	280,700	370,815	300,600	241,100	-14.11%
Commodities	26,962	12,934	14,550	14,550	17,500	19,000	30.58%
TOTALS	1,191,773	1,121,874	1,248,449	1,338,564	1,050,281	1,280,748	2.59%

*In FY21 Program 212 was moved from the General Fund (001) into the Building Enterprise Fund (405)

The shaded areas are presented for trend analysis only

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Includes costs associated with legal services, general planning activities, and concurrency studies per state law.

COMMODITIES

Includes office and computer supplies and replacement costs, and continued software enhancements.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Director	0.150	0.150	0.150	0.150	0.150
Assistant Director	0.300	0.300	-	0.300	0.300
Building Official	0.500	0.500	0.500	-	-
Planning Administrator	0.300	0.300	0.300	0.300	-
Administrative Specialist	0.300	0.300	0.300	0.300	0.300
Chief Construction Inspectors	0.300	0.300	0.900	0.900	-
Building Inspector II	-	-	-	-	0.500
Building Inspector III	-	-	-	-	0.100
Combination Plan Reviewer	1.400	1.400	1.400	1.400	1.700
Combination Plan Reviewer, SR	-	-	-	-	0.700
Development Geoprocessor	1.000	1.000	1.000	1.000	1.000
Civil Engineer	0.500	0.500	0.500	0.500	0.500
Senior Development Permit Technician	-	-	-	-	0.500
Development Permit Technician	2.500	2.500	1.500	1.500	1.000
Office Manager	0.530	0.530	0.500	-	-
Business Services Supervisor	-	-	-	0.500	0.500
Business Systems Analyst	-	-	-	0.500	-
Administrative Assistant	0.500	0.500	0.500	0.500	0.500
Historic Preservation Planner	-	-	-	-	0.300
Document Management Coordinator	1.000	1.000	1.000	-	0.500
Office Assistant III	1.000	1.000	-	-	-
	10.280	10.280	8.550	7.850	8.550

Permit Issuance FY2020 Accomplishments

- Completed Annual Building Code Effectiveness Grading Schedule review; received rating of Residential – 3, Commercial – 3
- Completed Five-Year Community Rating System (CRS) audit; received a class improvement to a Class 6 community
- Started Annual Facilities Permit for commercial buildings
- Created regulations to provide for project construction screening and truck logistics plans

Fiscal Year 2021 Goals and Performance Measures

Department Goal	Continue to review and modify departmental policies and processes to simplify the delivery of service to the community.
Objectives	Update the ARCOM and Landmark applications
	Continue to reduce the number of permits and forms used throughout the department

Permit Issuance Productivity Measures					
Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
# of construction permits issued	6,874	6,588	6,039	3,753	3,753
# of revisions processed/issued	1,085	916	1,167	991	991
# of PW permits processed/issued	854/238	1,728	2,057	1,881	1,881
Average # of days to scan current records	0.75	1	1	1	1
# of expedited plan pages reviewed	7,220	4,978	0	0	0
# of Private Providers	-	-	9	10	10
# of Private Provider Inspections	-	-	0	1,360	1,360
# of departmental forms and applications	-	-	111	75	70

PZB Building Division Productivity Measures				
Effectiveness/Output Measures	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Permit Types Issued:				
Z – Development Review	107	74	61	61
U – ROW	1,728	1,896	1,881	1,881
B – Construction	7,504	6,236	4,108	4,000
Revenue	-	\$11,435,720	\$6,979,299	\$6,262,005
Construction Value	-	\$341,383,296	\$272,669,356	\$225,000,000

Performance Measures	Actual FY18	Actual FY19	Actual FY20	Projected FY21
# of Permits	-	9,263	6,050	6,050

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:

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

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Adjusted*	FY2020 Projected	FY2021 Budget	% Change
Expenses							
Salaries and Wages	585,322	535,015	664,193	664,193	500,100	763,421	14.94%
Employee Benefits	322,081	301,928	334,965	334,965	320,736	383,721	14.56%
Contractual	308,663	308,039	320,800	344,094	318,950	332,500	3.65%
Commodities	19,394	13,424	11,000	11,000	13,000	14,000	27.27%
Capital Outlay	97,722	95,035	98,323	98,323	98,323	96,038	-2.32%
TOTALS	1,333,182	1,253,441	1,429,281	1,452,575	1,251,109	1,589,680	11.22%

*In FY21 Program 213 was moved from the General Fund (001) into the Building Enterprise Fund (405)
The shaded areas are presented for trend analysis only

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Contract costs related to construction permits, including permit inspections, travel and education and storage and scanning. Increases reflect the additional costs for contract inspections, caused by the increase in construction activities and the outsourcing of some permit-related public works inspections, to assist the department in maintaining its goal of completion on the same day, of all inspections scheduled by 6:00 a.m.

COMMODITIES

Office supplies and any necessary software enhancements

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Director	0.100	0.100	0.100	0.100	0.100
Assistant Director	0.300	0.300	-	0.300	0.300
Building Official	0.500	0.500	0.500	-	-
Building Inspector I	0.500	0.500	0.900	-	1.000
Building Inspector II	2.700	2.700	1.200	2.100	2.500
Building Inspector II	-	-	-	-	0.900
Administrative Specialist	0.200	0.200	0.200	0.200	0.200
Combination Inspector	2.000	2.000	2.000	2.000	-
Combination Plan Reviewer	0.600	0.600	0.600	0.600	0.300
Combination Plan Reviewer SR	-	-	-	-	0.300
Civil Engineer	0.500	0.500	0.500	0.500	0.500
Senior Development Permit Technician	-	-	-	-	0.500
Development Permit Coordinator	0.500	0.500	1.500	1.500	1.000
Zoning Technician	0.500	0.500	0.500	-	0.500
Business Systems Analyst	-	-	-	0.500	-
Office Manager	0.500	0.500	0.500	-	-
Document Management Coordinator	-	-	-	-	0.500
Business Services Supervisor	-	-	-	0.500	0.500
	8.900	8.900	8.500	8.300	9.100

Inspection and Compliance FY2020 Accomplishments

- Reorganized the PZB Department to promote better customer service
- Implemented one building permit per project, reducing staff and customer time in the application and permit issuance processes
- Introduced Annual Facility permits for commercial buildings

Inspection and Compliance Productivity Measures

Effectiveness/Output Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
# of inspections completed	23,759	23,810	23,760	15,660	15.660

FUND 501: SELF INSURANCE FUND (RISK MANAGEMENT)

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

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Revenues						
Risk Funding	1,828,475	1,898,059	1,900,819	1,900,819	2,010,439	5.77%
Miscellaneous Revenue	185,754	321,312	-	146,533	-	0.00%
Interest on Investments	31,965	305,805	200,000	250,000	200,000	0.00%
Grant Revenue	-	29,835	-	-	-	0.00%
TOTALS	2,046,195	2,555,011	2,100,819	2,297,352	2,210,439	5.22%
Expenses						
Salaries and Wages	95,519	93,076	163,970	163,970	175,778	7.20%
Employee Benefits	583,040	463,453	661,775	661,775	680,311	2.80%
Contractual	1,832,653	1,588,767	1,668,363	1,677,458	1,786,127	7.06%
Commodities	2,578	2,360	2,680	2,680	2,680	0.00%
Depreciation	2,758	2,758	1,600	1,600	-	-100.00%
Transfer to Recreation	2,300,000	-	-	-	-	0.00%
Other (Contingency)	-	-	3,000,000	-	3,000,000	0.00%
TOTALS	4,816,549	2,150,414	5,498,388	2,507,483	5,643,388	2.64%
Total Revenues						
Over/(Under) Expenses	(2,770,354)	404,597	(3,397,569)	(210,131)	(3,432,949)	
Beginning Net Assets	7,578,199	4,807,845	5,212,442	5,212,442	5,002,310	
ENDING NET ASSETS	4,807,845	5,212,442	1,814,873	5,002,310	1,569,361	

REVENUES

RISK FUNDING

Amount transferred from the general fund

MISCELLANEOUS

Claim reimbursements received from insurance carriers

INTEREST ON INVESTMENT

The interest revenue is based on the financial market conditions and funds available for investment

EXPENSES

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program. The increase is due to a reallocation of salaries due to a reorganization of the operational functions within Risk Management that now reports to Human Resources.

CONTRACTUAL

The slight increase is based upon the actual costs for outsourcing the review of certificates of insurance that was implemented as a result of reorganization and reduction in staff allocated to Risk Management.

COMMODITIES

Professional development expenses increased slightly.

CONTINGENCY

Contingency policies for Risk were adopted October 1, 2001 via Resolution #55-01 to ensure financial stabilization.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Risk Manager	1.000	1.000	1.000	1.000	1.000
Human Resources Specialist	-	-	0.160	0.250	0.000
Assistant Director of HR	-	-	-	0.100	0.100
Director of HR	-	-	-	0.280	0.280
Administrative Assistant	-	0.500	-	-	0.400
Occupational Health Nurse	0.160	0.160	-	-	-
	1.160	1.660	1.160	1.630	1.780

Fiscal Year 2021 Goals and Performance Measures					
Town Council Budget Priority	Continue to closely examine the budget and identify opportunities that will increase revenue and reduce expenditures. Continue to maintain extraordinary levels of service and continue to find new efficiencies. Balance the FY2021 budget that is forecasted with a \$1,324,529 deficit.				
Department Goal	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	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Annual insurance premiums	\$803,262	\$853,394	\$820,513	\$919,517	\$1,023,868
Total claims processed	214*	127	134	143	154

*Includes Hurricanes Matthew and Irma

Department Goal	Provide a safe work environment				
Objective	Conduct annual facility safety inspections				
Performance Measures	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Projected FY21
Total number of safety violations found town wide during the annual facility safety inspections	127	116	118	118	120
Safety bulletins distributed	12	12	12	12	12



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FUND 502: SELF INSURANCE (HEALTH BENEFIT)

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.

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Revenues						
Employer Contributions	3,951,283	3,681,886	3,689,453	3,689,453	3,689,570	0.00%
Employee Contributions	861,754	854,612	850,000	827,586	825,000	-2.94%
Miscellaneous Revenue	87,542	221,291	-	180,486	-	0.00%
Interest Income	54,581	271,569	200,000	250,000	200,000	0.00%
TOTALS	4,955,160	5,029,359	4,739,453	4,947,525	4,714,570	-0.53%
Expenses						
Salaries and Wages	60,504	58,693	74,506	49,971	87,326	17.21%
Employee Benefits	3,992,317	3,537,090	4,674,635	4,096,243	4,665,812	-0.19%
Contractual	62,728	84,483	113,627	79,555	114,280	0.57%
Commodities	2,855	1,177	1,076	300	1,035	-3.81%
Transfer to Recreation	2,300,000	-	-	-	-	0.00%
Other (Contingency)	-	-	500,000	-	500,000	0.00%
TOTALS	6,418,403	3,681,444	5,363,844	4,226,069	5,368,453	0.09%
Total Revenues						
Over/(Under) Expenses	(1,463,244)	1,347,915	(624,391)	721,456	(653,883)	
Beginning Net Assets	6,904,823	5,441,579	6,789,494	6,789,494	7,510,950	
ENDING NET ASSETS	5,441,579	6,789,494	6,165,103	7,510,950	6,857,067	

REVENUES

GROUP MEDICAL

Group Medical includes Town and Employee contributions for health care expenses. Plan funding requirements are determined by experience and actuary analysis conducted by The Gehring Group.

INTEREST INCOME

This amount consists of interest earnings

EXPENSES

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

Includes professional and other contracted services and travel related to professional development/training. The increase is due to higher costs associated with clinic services that are expected to increase in FY21.

COMMODITIES

Commodities include office supplies and training expenses associated with professional development. The reduction is due to a reduction in training expenses for FY21.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Director of Human Resources	0.100	0.100	0.100	0.100	0.100
Assistant Director of Human Resources	0.200	0.200	0.200	0.200	0.200
Administrative Assistant	-	-	-	-	0.400
Office Asst II/OHC	0.125	0.125	-	-	-
Occupational Health & Wellness Nurse	0.170	0.170	-	-	-
Human Resources Coordinator	0.320	0.320	0.320	0.320	0.320
Human Resource Specialist	-	-	0.200	0.200	-
Human Resource Analyst	0.100	0.100	0.100	0.100	0.100
	1.015	1.015	0.920	0.920	1.120

FUND 320: EQUIPMENT REPLACEMENT FUND

This fund was established to provide a means to replace capital and computer equipment, excluding enterprise fund equipment, when the end of its 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 maintain. Depreciation is funded annually 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.

Depreciation for fixed assets is calculated using the straight line method which takes replacement cost 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: \$5,000 for fixed assets, and \$3,000 for computer assets.

DEPRECIATION CHARGES BY DEPARTMENT FY 2021	
Department	Depreciation
Town Manager's Office	\$878
Information Technology	145,000
Town Clerk	855
Finance	3,854
Planning and Zoning	6,404
Recreation	10,074
Fire Rescue	642,977
Police	715,342
Public Works	721,077
Coastal Fund	1,963
TOTAL DEPRECIATION	\$2,248,424

REPLACEMENT EQUIPMENT FY 2021	
Department	Cost
Fire Rescue	
Honda Four Trax ATV	7,000
Firefighter Bunker Gear	207,000
Ambulance	291,747
Police	
Undercover/Surveillance Equipment as needed	16,348
2 Boat Motors	40,000
2 Harley Davidson Motorcycles	41,150
Watchguard System	130,000
2 Hybrid Police Vehicles	102,000
Wheel Balancer	5,200
2 Speed Laser Guns	6,375
SWAT Equipment and Vests as needed	54,889
Security Camera System Replacements as needed	200,000
CVSA Computer/Software	5,995
Wearable Camera System	9,500
Vehicle for Detective Bureau Captain	28,000
Parking Kiosk Lease	48,312
Parking Kiosk Extended Warranty	11,100
Public Works	
2 International Durastar Trash Dump Trucks	192,000
Recycling Truck	249,000
Ford F150 Pickup	24,180
150KW Mobile Generator	92,000
Tire Changer	14,000
Recreation	
ServAce Alloy Tennis Maintenance Cart	16,900
Information Technology	
Computer Equipment	540,400
TOTAL EQUIPMENT REPLACEMENT EXPENDITURES	\$2,333,096

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
<u>Revenues</u>						
Interest on Investments	83,738	619,972	120,000	600,000	200,000	66.67%
Surplus Equipment Proceeds	133,858	(2,413)	40,000	40,000	55,000	37.50%
Transfer from General and Other Funds	2,775,226	3,138,567	2,327,005	2,327,005	2,248,424	-3.38%
TOTALS	2,992,822	3,756,126	2,487,005	2,967,005	2,503,424	0.66%
<u>Expenses</u>						
Transfer to General Fund	-	780,421	-	-	-	0.00%
Contractual	827	-	11,100	11,100	11,100	0.00%
Capital Lease - Kiosks	-	-	48,312	48,312	48,312	0.00%
Capital Outlay - Equipment	596,165	825,733	670,775	670,775	1,733,284	158.40%
Capital Outlay - IT Equipment	10,868	311,050	506,760	506,760	540,400	6.64%
TOTALS	607,861	1,917,204	1,236,947	1,236,947	2,333,096	88.62%
Total Revenues Over/(Under) Expenses	2,384,961	1,838,922	1,250,058	1,730,058	170,328	
Contingency	-	-	(500,000)	-	(500,000)	
Non-Operating Rev/Exp	-	-	-	-	-	
Beg. Investment in Cap Assets	9,918,870	10,729,911	10,139,227	10,139,227	11,316,762	
Beg. Unrestricted Net Assets	15,889,600	16,390,299	17,678,027	17,678,027	18,230,550	
ENDING NET ASSETS	28,193,431	28,959,132	28,567,312	29,547,312	29,217,640	

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

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

EXPENSES

TRANSFER TO GENERAL FUND

Transfer of previously accumulated depreciation funds on assets that will not be replaced

CONTRACTUAL

Extended warranty on parking kiosks and moving services

CAPITAL LEASE – KIOSKS

Annual lease payments on town-wide parking kiosks

CAPITAL OUTLAY – EQUIPMENT

This represents the budget for the replacement of vehicles, machinery and office equipment

CAPITAL OUTLAY – IT EQUIPMENT

This represents the budget for the replacement of computer equipment

CONTINGENCY

Contingency reserve

RETIREMENT FUND

The Town provides pension benefits for General Employees, Police Officers and Firefighters. Approximately 272 active employees and 433 retirees are covered by the three Plans.

The Town of Palm Beach Retirement System Board of Trustees is responsible for the administration of all of the Town's pension assets and retirement programs. An outside pension consultant serves the board as retirement system administrator. Details of the pension benefits are outlined later in this section.

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 pensionable earnings.

Benefit Group	Defined Benefit Plan Employee Contribution	401(a) Defined Contribution Plan			
		Mandatory Contribution		Voluntary Contribution (post tax)	
		Employee	Employer	Employee	Employer
General Employees	3.5%	3%	3%	Voluntary up to the	Up to 2.0%
Lifeguard Employees	3.5%	3%	3%	maximum allowable under IRS regulations	Up to 2.0%
Firefighter Union	10% Variable				
Firefighter Non-Union	10% Variable				
Police Officer	10% Variable				

The FY20 actuarially determined contribution to the defined benefit plan totals \$11,792,492. Due to concerns about the rising unfunded liability in the pension fund, a new policy was adopted that would require annual appropriations of the annual required contribution plus \$5,420,000 to be capped at \$16 million. The Retirement Board approved a reduction in the UAAL amortization period from 25 years to a hybrid amortization of 15 years for experience gains/losses and plan changes and 20 years for assumption/method changes.

The Town began contributing the entire contribution in October of each fiscal year beginning in FY17. This early contribution allows for a reduction for interest savings due to the earlier than expected payment timing.

The funded ratio history for the each of the pension plans is shown in the chart below.

As of Fiscal Year End	FY2015	FY2016	FY2017	FY2018	FY2019
General Employees	75.10%	74.10%	72.20%	72.90%	73.60%
Lifeguards	63.90%	64.00%	63.10%	63.80%	66.00%
Police	70.20%	68.60%	68.60%	71.10%	72.40%
Fire Rescue	66.20%	62.60%	61.80%	63.90%	65.20%

The actuarial determined employer contribution history for the defined benefit pension and the excess and extraordinary contributions for the last five years is shown in the table below:

Actuarially Determined Employer contribution	2017	2018	2019	2020	2021
General	\$2,414,960	\$2,997,898	\$3,093,941	\$3,276,537	\$3,560,240
Lifeguards	163,443	188,431	204,527	210,518	215,911
Police	2,832,558	2,870,523	3,206,438	3,303,037	3,653,689
Fire Rescue	2,676,124	3,263,383	3,676,531	4,001,559	4,362,652
Total	\$8,087,085	\$9,320,235	\$10,181,437	\$10,791,651	\$11,792,492
Extraordinary Contributions	2,800,000	4,759,016	9,501,699	5,420,000	5,420,000
Total Town Contributions	\$10,887,085	\$14,079,251	\$19,683,136	\$16,211,651	\$17,212,492

The Town's total contribution for the defined benefit and defined contribution plans for FY20 and FY21 is shown below. The FY21 total below was increased to include funding for the police officer and firefighter benefit changes and the impacts of the compensation study. The Town accumulated \$560,945 in prepaid contributions that are partially (\$126,945) being used, as approved last year, to offset the contribution for FY21.

Town Retirement Contributions	FY2020	FY2021	Change	% Change
General Employees DB	\$3,276,537	\$3,560,240	\$283,703	8.66%
Lifeguards DB	210,518	215,911	5,393	2.56%
Police DB	3,303,037	3,653,689	350,652	10.62%
Fire-Rescue DB	4,001,559	4,362,652	361,093	9.02%
Total DB Contribution	\$10,791,651	\$11,792,492	\$1,000,841	9.27%
DC Contributions	\$617,317	\$626,921	\$9,604	1.75%
Total Town DB And DC Contribution	\$11,408,968	\$12,419,413	\$1,010,445	9.42%

Based on recent pension changes, the Town no longer provides a DC plan for public safety employees. For General Employees and Lifeguards, the new plan was modified in FY18 and now the Town contributes a mandatory match of 3% and an optional match of 2% to the Defined Contribution (DC) plan. Total employer contributions to the DC plan per year are shown below:

DC Contributions	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
General	\$684,688	\$467,062	\$445,592	\$608,756	\$620,535
Lifeguards	10,357	5,844	5,155	8,561	6,386
Police	-	-	-	-	-
Fire Rescue	69,824	-	-	-	-
Total	\$764,869	\$472,906	\$450,747	\$617,317	\$626,921

The table on the following page shows the breakdown in costs between Normal Cost and the amortization of the UAAL by benefit tier (Plan B and Legacy), for the plan as a whole and each employee group. A small number of grandfathered employees were accruing benefits under the legacy plan and their normal cost is included in the legacy plan percentages.

Actuarially Determined Contribution Breakdown by Benefit Tier

Valuation Date: September 30, 2019					
	Total Plan	General	Ocean Rescue	Police	Firefighters
Participants	272	152	4	58	58
Total Plan					
Employer Normal Cost	12.34%	8.74%	8.96%	16.36%	16.67%
Amortization of UAAL	50.00%	26.81%	122.43%	69.38%	80.77%
Total	62.34%	35.55%	131.39%	85.74%	97.44%
Town Contribution	\$ 11,792,492	\$3,560,240	\$ 215,911	\$ 3,653,689	\$ 4,362,652
Plan B - Ongoing Plan					
Employer Normal Cost	12.34%	8.74%	8.96%	16.36%	16.67%
Amortization of UAAL	1.74%	1.42%	0.75%	2.00%	2.26%
Total	14.08%	10.16%	9.71%	18.36%	18.93%
Town Contribution	\$ 2,663,388	\$1,017,498	\$ 15,956	\$ 782,386	\$ 847,548
Plan A - Legacy Plan					
Employer Normal Cost	0.00%	0.00%	0.00%	0.00%	0.00%
Amortization of UAAL	48.26%	25.39%	121.68%	67.38%	78.51%
Total	48.26%	25.39%	121.68%	67.38%	78.51%
Town Contribution	\$ 9,129,104	\$2,542,742	\$ 199,955	\$ 2,871,303	\$ 3,515,104
Legacy cost	77.4%	71.4%	92.6%	78.6%	80.6%

The Town Council previously committed to lowering the investment return assumption from the current 7.2% to 7% by .1% per year. In 2019, the Town Council approved further reductions of .2% per year to 6%. As of the September 30, 2019 valuation date, the cost to lower the assumption to 6% immediately would increase the Town Contribution for FY21 by \$3,349,902 and increase the UAAL by \$46,315,004. The details are shown in the chart below.

	Total Plan
Current Rate of 7.1%	
Employer Normal Cost	12.34%
Amortization of UAAL	50.00%
Total	62.34%
Town Contribution	\$ 11,792,492
UAAL	\$ 100,219,557
Funded Ratio	70.30%
Assumption Change to 6%	
Employer Normal Cost	16.53%
Amortization of UAAL	63.14%
Total	79.67%
Town Contribution	\$ 15,142,394
UAAL	\$ 146,534,561
Funded Ratio	61.90%
Difference	
Town Contribution	\$ 3,349,902
UAAL	\$ 46,315,004
Funded Ratio	-8.40%

UNFUNDED ACTUARIAL ACCRUED LIABILITY (UAAL)

The UAAL as of September 30, 2019, for all pension groups is \$100,219,557. The table below summarizes the causes for the increase since 2009.

Experience (Gain)/Loss include demographic experience due to salary increases, retirements, terminations, mortality experience and other census changes that differ from the actuarial assumptions. In addition, it also includes the gains/losses from investments.

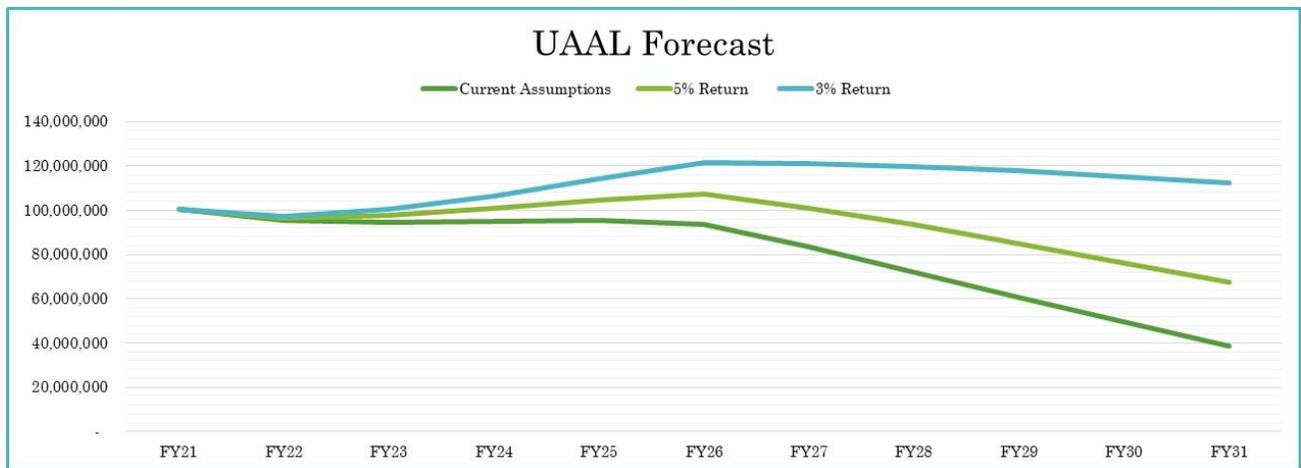
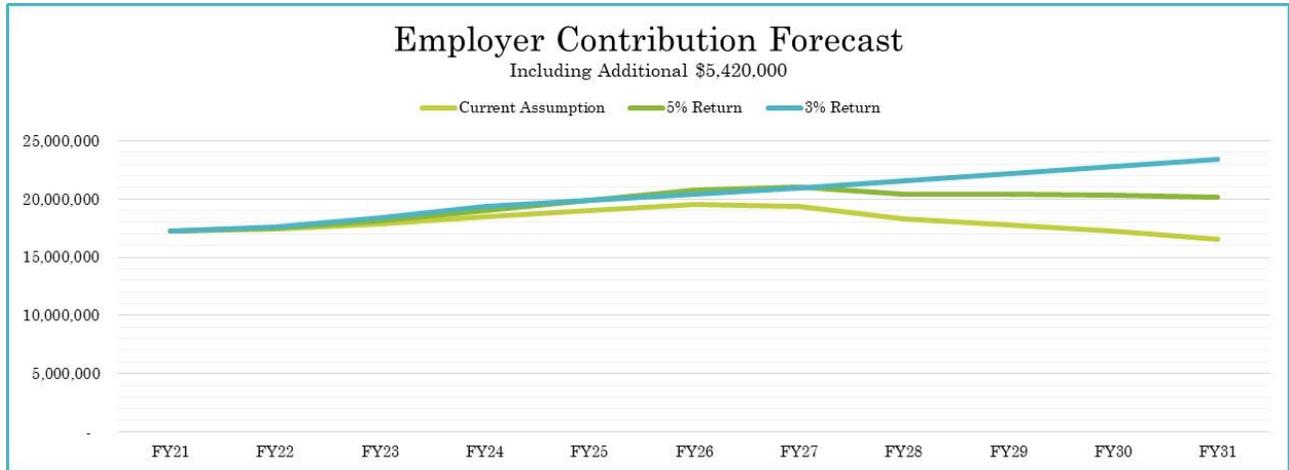
Assumption changes include reductions in the investment assumption, changes in several demographic assumptions after an experience study and changes in the mortality tables. Benefit changes include the reduction in benefits in 2012 offset by benefit improvements made since 2012.

Date		General	Lifeguard	Police	Firefighter	Total
2009	Initial Unfunded	12,571,516	809,972	5,499,605	15,334,949	34,216,042
	Experience (Gain)/Loss					
2010	Experience (Gain)/Loss	1,266,165	73,786	889,547	1,413,259	3,642,757
2011	Experience (Gain)/Loss	(3,865,349)	126,013	420,579	(1,141,313)	(4,460,070)
2012	Experience (Gain)/Loss	4,254,506	288,262	6,023,174	5,186,161	15,752,103
2013	Experience (Gain)/Loss	(879,123)	24,856	2,303,829	1,986,990	3,436,552
2014	Experience (Gain)/Loss	(75,688)	(18,934)	970,411	183,511	1,059,300
2015	Experience (Gain)/Loss	2,581,803	100,491	2,477,565	2,281,379	7,441,238
2016	Experience (Gain)/Loss	34,406	(13,768)	(608,299)	3,087,831	2,500,170
2017	Experience (Gain)/Loss	199,305	87,303	315,466	575,834	1,177,908
2018	Experience (Gain)/Loss	1,903,311	81,653	713,773	1,277,113	3,975,850
2019	Experience (Gain)/Loss	1,050,804	25,118	1,480,298	1,583,331	4,139,551
	Total Experience (Gain)/Loss	6,470,140	774,780	14,986,343	16,434,096	38,665,359
	Benefit Changes					
2012	Benefit Changes	(4,630,333)	(228,743)	(4,123,265)	(7,164,268)	(16,146,609)
2013	Benefit Changes	74,196	-	-	-	74,196
2014	Benefit Changes	38,539	1,595	83,772	34,670	158,576
2016	Benefit Changes	1,455,733	21,464	852,453	400,491	2,730,141
2017	Benefit Changes	-	-	-	814,449	814,449
2019	Benefit Changes	-	-	-	-	-
	Total Benefit Changes	(3,061,865)	(205,684)	(3,187,040)	(5,914,658)	(12,369,247)
	Assumption Method Changes					
2010	Assumption Method Changes	(1,750,877)	(49,326)	(633,198)	(769,899)	(3,203,300)
2011	Assumption Method Changes	(110,531)	64,403	388,753	194,498	537,123
2012	Assumption Method Changes	4,401,721	250,393	4,385,368	4,479,746	13,517,228
2015	Assumption Method Changes	6,130,948	176,006	1,760,014	2,277,636	10,344,604
2016	Assumption Method Changes	2,405,747	162,434	2,984,974	3,050,059	8,603,214
2017	Assumption Method Changes	1,127,800	60,834	1,052,076	1,117,091	3,357,801
2018	Assumption Method Changes	1,150,646	61,570	1,069,754	1,148,397	3,430,367
2019	Assumption Method Changes	1,154,537	52,086	690,190	1,223,553	3,120,366
	Total Assumption Method Changes	14,509,991	778,400	11,697,931	12,721,081	39,707,403
	UAAL as of September 30, 2019	30,489,782	2,157,468	28,996,839	38,575,468	100,219,557
	Membership - Retirees	213	11	102	107	433
	Membership - Active	152	4	58	58	272
	Membership - Terminated/Vested	36	2	25	30	93
	Ratio of Total Membership to UAAL	76,034	126,910	156,740	197,823	125,588

UAAL AND EMPLOYER CONTRIBUTION FORECAST

A ten-year forecast of the Unfunded Actuarial Accrued Liability (UAAL) and Employer Contribution has been prepared by the actuary. The current assumptions include the reduction in investment return by .1% per year from 7.1% used in the September 30, 2019 Actuarial Valuation Report to 7.0% as of September 30, 2020.

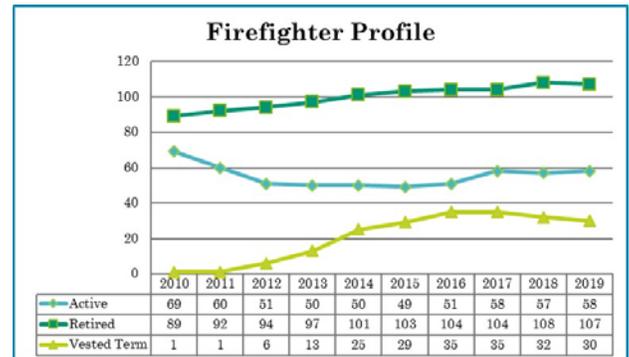
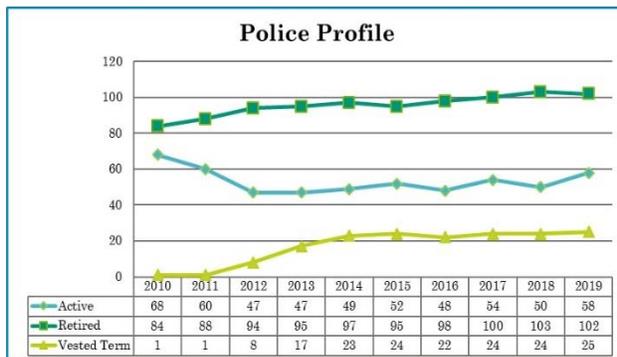
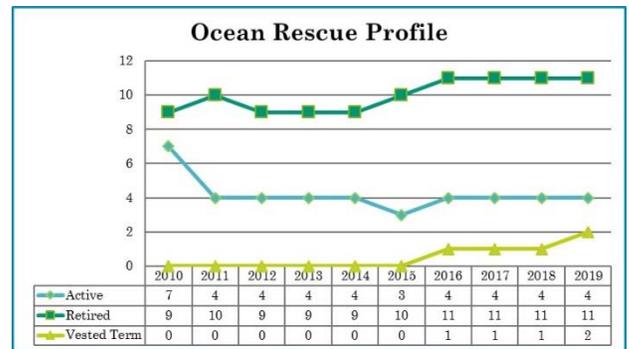
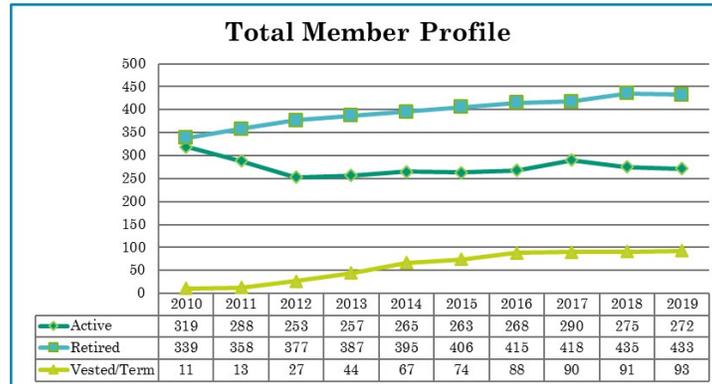
This forecast was stress tested using an estimated actual return on the market value of assets of 5% per year and 3% per year. The results are shown on the following charts for UAAL and Employer Contribution.



Since last year, there has been improvement in the UAAL forecast. This is due to the Town’s commitment to contribute an additional \$5,420,000 per year to the system, which has been included in the forecast and the reduction in the amortization period from 25 years to a hybrid of 20 years for assumption changes and 15 years for experience gains/losses and plan changes.

DEMOGRAPHIC INFORMATION

The following charts depict the System membership (Active, Retired and Vested Terminated Members) for the past 10 years. The first chart shows the total membership for all three funds. It is followed by charts depicting the membership for each separate benefit group. Information extracted from the September 30, 2019 Actuarial Report.



SUMMARY OF DEFINED BENEFIT PLAN PROVISIONS

Grandfathered Benefits: The benefits consist of the old defined benefit plan (Plan A - see below) including future accruals in Plan A for employees that were eligible to retire on or before May 1, 2012 (grandfather).

Plan A Benefits: The accrued benefits prior to May 1, 2012 in the old defined benefit plan (frozen benefits).

Plan B Benefits: The accrued benefits on and after May 1, 2012.

Normal Retirement:

ELIGIBILITY

Plan A

- I. *General:* 30 or more years of service, regardless of age; or age 55 with 10 or more years of service
- II. *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.
- III. *Police 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.
- IV. Immediate vesting was granted to all employees who on May 1, 2012, were active contributing plan participants.

Plan B

General and Ocean Rescue: Age 62 with 10 or more years of service if employed or participating in DROP on May 1, 2017. If not employed or participating in DROP on May 1, 2017, retirement eligibility age is 65 with 10 or more years of service. Employees hired on or after May 1, 2017 are eligible to retire at age 62 with 10 or more years of service.

Police: Effective October 1, 2019, Age 55 with 10 or more years of service or age 52 with at least 25 years of service. This applies to police officers who are participating in the DROP on October 1, 2019 and who retire or enter the DROP on or after that date, but does not apply to members who retired or separated from employment before October 1, 2019. Employees hired on or after October 1, 2016 are eligible to retire at age 56 with 10 or more years of service. If not employed or participating in DROP on October 1, 2016, retirement eligibility age is 65 with 10 or more years of service.

Non-union Firefighters: Effective October 1, 2019, Age 55 with 10 or more years of service or age 52 with at least 25 years of service. This applies to non-union firefighters who are participating in the DROP on October 1, 2019 and who retire or enter the DROP on or after that date, but does not apply to members who retired or separated from employment before October 1, 2019. Employees hired on or after October 1, 2016 are eligible to retire at age 56 with 10 or more years of service. If not employed or participating in DROP on October 1, 2016, retirement eligibility age is 65 with 10 or more years of service.

Union Firefighters: Effective November 2, 2019 Age 55 with 10 or more years of service or age 52 with at least 25 years of service. This applies to union firefighters who are participating in the DROP on November 2, 2019 and who retire or enter the DROP on or after that date, but does not apply to members who retired or separated from employment before November 2, 2019. Employees hired on or after August 12, 2017 are eligible to retire at age 56 with 10 or more years

of service. If not employed or participating in DROP on August 12, 2017, retirement eligibility age of 65 with 10 or more years of service.

Pension Amount

Plan A

- a) *General*: Average final compensation (AFC) 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*: AFC 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*: AFC 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

General and Ocean Rescue: The normal form of pension is a pension payable for life. Also see Automatic Death Benefit. AFC multiplied by 1.25% per year of credited service from May 1, 2012, through April 30, 2017 and multiplied by 1.70% per year after May 1, 2017.

Union Firefighters: The normal form of pension is a pension payable for life. Also see Automatic Death Benefit. AFC multiplied by 1.25% per year of credited service from May 1, 2012 through September 30, 2017. AFC multiplied by 2.75% per year of credited service on or after October 1, 2017.

Police and non-union Firefighters: The normal form of pension is a pension payable for life. Also see Automatic Death Benefit. AFC multiplied by 1.25% per year of credited service from May 1, 2012 through September 30, 2016. AFC multiplied by 2.75% per year of credited service on or after October 1, 2016.

Members can elect an optional **survivorship benefit with an actuarial reduction in benefit**.

Average Final Compensation (AFC):

Plan A

Average of the highest 2 consecutive years within the member's last 5 years of credited service.

Plan B

AFC after April 30, 2012, is the average of the final 5 years of credited service.

DROP Retirement: Both Plan A and Plan B

Eligibility - Same as Normal Retirement. Participation must be terminated within 5 years of DROP commencement.

Pension Amount

General and Ocean Rescue: 100% of member's accrued benefit at the date of election to participate in DROP. Grandfathered General and Ocean Rescue employees: 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.

The rate of return credit for the DROP and Share accounts is calculated based on a five-year trailing average annual return of the plan, and applied to the DROP and Share balances at the end of each quarter on the average daily balance for the quarter.

Early Retirement (General Employees Only):

ELIGIBILITY

Plan A

Age 50 with 10 or more years of credited service based on a monthly reduction from normal retirement date as explained below.

Plan B

Early retirement at age 60 with 10 or more years of credited service, based on a monthly reduction from normal retirement date based on actuarial equivalency.

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.

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 Plan A frozen benefit, or Plan B service and AFC at time of termination.

Duty Disability Retirement: Both Plan A and Plan B

Eligibility - No age or service requirements.

General Employees and Ocean Rescue: Payment of sixty percent of the monthly AFC (greater of Plan A or B); or if the member retires prior to attaining the age for normal retirement, the amount of the monthly pension shall be computed as if the member has continued to accrue credited service until the date the member would have attained the age for normal retirement provided that the member has been in receipt of the disability benefit for at least five years.

Police Officers and Firefighters: Payment of sixty percent of the monthly AFC (greater of Plan A or B); or if the member retires prior to attaining the age for normal retirement, the amount of the monthly pension shall be computed as if the member has continued to accrue credited service until the date the member would have attained the age for normal retirement provided that the member has been in receipt of the disability benefit for at least five years.

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 a payment of 30 percent of the member's AFC at the time of disability.

Elective Survivor Benefits

Eligibility – The member dies while in the employ of the Town with at least 10 years of credited service and not participating in the DROP. Survivor beneficiary shall be in writing and filed with Human Resources Department.

Duty Death Special Provision: Both Plan A and Plan B

Eligibility – Death while actuarially performing duty for the Town or was the natural and proximate result, independent of all other causes, of a personal injury or disease arising out of and in the course of the actual performance of duty for the town.

- 1) 10-year vesting requirement waived
- 2) Surviving children is 25% of deceased member's AFC, not to exceed 75% of AFC when four or more surviving children.
- 3) Surviving spouse is paid difference between 75% of deceased AFC and aggregate amount paid surviving children.

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 retirement if no surviving spouse.

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 for 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.

FUND 600: EMPLOYEES RETIREMENT FUND

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Revenues						
Employer Contributions	9,320,235	9,302,382	10,717,818	10,723,328	11,231,547	4.79%
Employee Contributions	1,261,954	1,230,568	1,000,000	1,179,242	1,200,000	20.00%
Use of Prepaid Contributions	-	-	-	-	560,945	100.00%
Gain/(Loss) on Investments	15,288,027	8,159,231	15,382,071	5,000,000	13,000,000	-15.49%
Miscellaneous	68,491	43,302	5,000	2,500	2,500	-50.00%
Investment Income	1,036,233	2,432,434	2,000,000	5,781,994	5,000,000	150.00%
Transfer from General Fund	4,759,016	9,501,699	5,420,000	5,420,000	5,420,000	0.00%
TOTALS	31,733,957	30,669,616	34,524,889	28,107,064	36,414,992	5.47%
Expenses						
Salaries and Wages	36,284	46,532	76,988	46,365	50,162	-34.84%
Employee Benefits	26,866	20,489	42,077	39,172	25,565	-39.24%
Contractual	21,749,649	20,110,146	21,667,000	21,727,930	22,144,500	2.20%
TOTALS	21,812,798	20,177,167	21,786,065	21,813,467	22,220,227	1.99%
Total Revenues Over/(Under)						
Expenses	9,921,158	10,492,449	12,738,824	6,293,597	14,194,765	
Beginning Net Assets	209,822,728	219,743,886	230,236,335	230,236,335	236,529,932	
ENDING NET ASSETS	219,743,886	230,236,335	242,975,159	236,529,932	250,724,697	

REVENUES

EMPLOYER CONTRIBUTIONS

The employer contributions are actuarially determined for the pension plan.

EMPLOYEE CONTRIBUTIONS

Employee contributions are calculated based on the eligible employee's salary multiplied by a contribution rate.

GAIN/(LOSS) ON INVESTMENTS

Estimated gains on the sale of equities. Projections reflect the 7.0% return assumption for the fund.

INTEREST INCOME

The budgeted amount represents the anticipated interest to be earned on fixed income investments and dividends.

TRANSFER FROM THE GENERAL FUND

Extraordinary transfer from General Fund to improve the unfunded status.

EXPENSES

SALARIES AND WAGES

The salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The budget includes the results of the compensation study completed in FY 2019 and merit increases.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program.

CONTRACTUAL

This line item reflects anticipated pension payments and operating costs.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Finance Director	0.100	0.100	0.100	0.100	0.100
Assistant Finance Director	0.025	0.025	0.025	0.025	0.025
Accounting Supervisor	0.050	-	-	-	-
Budget Analyst	-	0.050	0.050	0.100	0.100
Accounting Specialist II	-	0.200	-	-	-
Accounting Technician	0.012	0.012	0.036	0.036	0.036
Director of Human Resources	0.024	0.024	0.024	0.024	0.024
Human Resources Specialist	0.375	0.375	0.375	0.875	0.375
Payroll Specialist	0.200	-	-	-	-
	0.786	0.786	0.610	1.160	0.660

Fiscal Year 2021 Goals and Performance Measures	
Town Council Budget Priority	Work with the Retirement Board to identify ways to further address the Town's unfunded pension liability. Develop a voluntary pension buyout plan for the Mayor and Town Council to consider. In addition to the existing pension plans, develop a new defined contribution plan option for new and existing employees.
Department Goal	Develop a new defined contribution plan option for new and existing employees and a voluntary pension buyout plan and for consideration by the Mayor and Town Council
Objectives	Work with the Finance Director to create a 401(a) Defined Contribution Plan Option for consideration by the Town Manager
	Work with the Finance Director to draft a pension buyout option program for consideration by the Town Manager

HEALTH INSURANCE TRUST (OPEB)

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, 2019. The Town's biannual Actuarial Accrued Liability as of October 1, 2019 was determined to be \$30,440,027 using a 6.0% discount rate and return on assets and resulting in a funded ratio of 107.4%. The annual budgeted contribution for FY2021 is \$429,858.

The Town provides to the retirees self-insured medical and prescription plan(s) administered by Cigna.

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 Cigna plans: Open Access Plus – Seaspray, Open Access Plus – Seabreeze or Open Access Plus In-Network – Seaview Plan. A summary of the significant plan provisions for the plan year that begins on January 1, 2019 are provided below:

Cigna Open Access Plus – Seaspray Plan		
	In-Network	Out-of-Network
Deductible	\$1,000 Ind/\$2,000 Family	\$2,000 Ind/\$4,000 Family
Coinsurance	20%	50%
Out of Pocket Maximum	\$2,000 Ind/\$4,000 Family	\$4,000 Ind/\$6,000 Family
Office Visit Copay	\$35 Copay+Ded+20% Coins	Ded+50% Coins
Prescription Drugs	\$100 Ded for non-generic when generic available	
Retail Copayment	Generic - \$10, Preferred - \$35, Non-Preferred - 50% of Cost	
Mail Order Copayment	Generic - \$20, Preferred - \$70, Non-Preferred - 50% of Cost	
Lifetime Maximum	Unlimited	

Cigna Open Access Plus – Seabreeze Plan		
	In-Network	Out-of-Network
Deductible	\$500 Ind/\$1,500 Family	\$1,000 Ind/\$3,000 Family
Coinsurance	10%	30%
Out of Pocket Maximum	\$1,500 Ind/\$4,500 Family	\$3,000 Ind/\$9,000 Family
Office Visit Copay	\$25	Ded+30%
Prescription Drugs	\$100 Ded for Non-generic when generic available	
Retail Copayment	Generic-\$10, Preferred-\$30, Non-Preferred-50% of Cost	
Mail Order Copayment	Generic-\$20, Preferred-\$60, Non-Preferred-50% of Cost	
Lifetime Maximum	Unlimited	

Cigna Open Access Plus In-Network* – Seaview Plan		
	In-Network	*Out-of-Network
Deductible		N/A
Coinsurance		N/A
Out of Pocket Maximum	\$1,500 Individual, \$3,000 Family	
Office Visit Copay	\$20	
Inpatient Copay	\$500 per admission	
Emergency Room Copay	\$115	
Prescription Drugs	\$100 Ded for Non-generic when generic available	
Retail Copayment	Generic-\$10, Preferred-\$30, Non-Preferred-50% of Cost	
Mail Order Copayment	Generic-\$20, Preferred-\$60, Non-Preferred-50% of Cost	
Lifetime Maximum	Unlimited	

*Out of network services are not covered under the Seaview plan

Discount Rate

The actuarial analysis assumes a 6.0% 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.

FUND 610: HEALTH INSURANCE TRUST

Revenue and Expense Summary

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Projected	FY2021 Budget	% Change
Revenues						
Town Funding	960,000	435,383	423,014	423,014	429,858	1.62%
Retiree Funding	1,391,170	1,422,042	1,400,000	1,350,000	1,400,000	0.00%
Medicare Reimbursement	-	-	-	-	-	0.00%
Miscellaneous Revenue	496,610	(86,781)	-	272,763	-	0.00%
Investment Income	1,889,789	1,010,953	1,968,772	750,000	1,800,000	-8.57%
TOTALS	4,737,569	2,781,596	3,791,786	2,795,777	3,629,858	-4.27%
Expenses						
Salaries and Wages	68,174	67,235	75,341	59,169	86,777	15.18%
Employee Benefits	3,160,805	2,505,477	2,868,857	2,677,584	2,921,176	1.82%
Contractual	101,188	78,725	96,234	70,588	91,461	-4.96%
Commodities	307	99	876	285	835	-4.68%
TOTALS	3,330,475	2,651,536	3,041,308	2,807,626	3,100,249	1.94%
Total Revenues						
Over/(Under) Expenses	1,407,094	130,060	750,478	(11,850)	529,609	
Beginning Net Assets	31,275,719	32,682,813	32,812,874	32,812,874	32,801,024	
ENDING NET ASSETS	32,682,813	32,812,874	33,563,352	32,801,024	33,330,633	

REVENUES

TOWN FUNDING

Town's portion of retiree health care expenses; plan funding requirements are determined by experience and actuarial analysis conducted by the Gehring Group

RETIREE FUNDING

The FY2021 projected budget for Retiree Funding is based on trending and actual contributions for FY2020

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 salary budget is derived from the payroll data for the Full Time Equivalent Employees (FTE) listed in the table below. The FY2021 budget includes pay for performance increases and the proposed increase in the ranges. Increases in FTE costs associated with managing the program have increased; however, this increase is experience Town-wide.

EMPLOYEE BENEFITS

The employee benefit costs include FICA, health insurance, retirement costs, any paid incentives and allowances, and the performance bonus. The health insurance and retirement costs are based on an allocation of the total Town costs by FTE per program. The increase in FTE costs

associated with managing the program have increased; however, this increase is experience Town-wide

CONTRACTUAL

Includes professional and other contracted services. The reduction is due to a reduction in cost for actuarial services.

COMMODITIES

Commodities include office supplies and training expenses associated with professional development. The increase is due to a reallocation of training expenses from the Health Fund to the OPEB Fund.

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Director of Human Resources	0.100	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
Administrative Assistant	-	-	-	-	0.200
Occupational Health Nurse	0.170	0.170	-	-	-
Human Resource Coordinator	0.330	0.330	0.330	0.330	0.330
Human Resource Specialist	-	-	0.200	0.050	-
Human Resource Analyst	0.050	0.100	0.100	0.100	0.100
	0.950	.950	0.980	0.830	0.980



OAP Seabreeze Plan
(Previously the PPO Plan)
Retiree Sliding Scale Insurance Premium Rates 2021

Years of Service	Q1		Q2		Q3		Q4		
	Non-Medicare	Medicare	Non-Medicare	Medicare	Non-Medicare	Medicare	Non-Medicare	Medicare	
25 + years	50%								
	Retiree	\$ 618.63	\$ 305.24	\$ 631.00	\$ 311.34	\$ 643.37	\$ 317.45	\$ 665.24	\$ 328.24
	Retiree +1 Dependent	\$ 1,305.30	\$ 646.15	\$ 1,331.41	\$ 659.07	\$ 1,357.51	\$ 671.99	\$ 1,409.93	\$ 697.94
	Retiree +2 Dependents	\$ 1,662.06		\$ 1,695.30		\$ 1,728.54		\$ 1,977.22	
Retiree +3 Dependents	\$ 2,018.83		\$ 2,059.21		\$ 2,099.58		\$ 2,544.52		
20 - 24 years	50%								
	Retiree	\$ 618.63	\$ 305.24	\$ 631.00	\$ 311.34	\$ 643.37	\$ 317.45	\$ 665.24	\$ 328.24
	Retiree +1 Dependent	\$ 1,305.30	\$ 646.15	\$ 1,331.41	\$ 659.07	\$ 1,357.51	\$ 671.99	\$ 1,409.93	\$ 697.94
	Retiree +2 Dependents	\$ 1,662.06		\$ 1,695.30		\$ 1,728.54		\$ 1,977.22	
Retiree +3 Dependents	\$ 2,018.83		\$ 2,059.21		\$ 2,099.58		\$ 2,544.52		
15 - 19 years	50%								
	Retiree	\$ 618.63	\$ 305.24	\$ 631.00	\$ 311.34	\$ 643.37	\$ 317.45	\$ 665.24	\$ 328.24
	Retiree +1 Dependent	\$ 1,305.30	\$ 646.15	\$ 1,331.41	\$ 659.07	\$ 1,357.51	\$ 671.99	\$ 1,409.93	\$ 697.94
	Retiree +2 Dependents	\$ 1,662.06		\$ 1,695.30		\$ 1,728.54		\$ 1,977.22	
Retiree +3 Dependents	\$ 2,018.83		\$ 2,059.21		\$ 2,099.58		\$ 2,544.52		
10 - 14 years	Maximum								
	Retiree	\$ 665.24	\$ 328.24	\$ 665.24	\$ 328.24	\$ 665.24	\$ 328.24	\$ 665.24	\$ 328.24
	Retiree +1 Dependent	\$ 1,409.93	\$ 697.94	\$ 1,409.93	\$ 697.94	\$ 1,409.93	\$ 697.94	\$ 1,409.93	\$ 697.94
	Retiree +2 Dependents	\$ 1,977.22		\$ 1,977.22		\$ 1,977.22		\$ 1,977.22	
Retiree +3 Dependents	\$ 2,544.52		\$ 2,544.52		\$ 2,544.52		\$ 2,544.52		

Quartile	Monthly Pension Earnings	
	Minimum	Maximum
Q1	\$ -	\$ 1,795.25
Q2	\$ 1,795.26	\$ 3,276.38
Q3	\$ 3,276.39	\$ 5,336.54
Q4	\$ 5,336.55	or greater

* Rates are base on the commingled experience of the retiree group with the claims experience of the active employees in accordance with F.S. 112.0801.

** Employees hired after October 1, 2009 will be charged the maximum allowable per state statute.



OAP Seaspray Plan (Previously the POS Plan)

Retiree Sliding Scale Insurance Premium Rates 2021

Years of Service	Q1		Q2		Q3		Q4		
	Non-Medicare	Medicare	Non-Medicare	Medicare	Non-Medicare	Medicare	Non-Medicare	Medicare	
25 + years	50%								
	Retiree	\$ 536.50	\$ 262.19	\$ 547.23	\$ 267.43	\$ 557.96	\$ 272.67	\$ 568.80	\$ 277.97
	Retiree +1 Dependent	\$ 1,130.83	\$ 554.68	\$ 1,153.45	\$ 565.77	\$ 1,176.06	\$ 576.87	\$ 1,202.89	\$ 590.03
	Retiree +2 Dependents	\$ 1,429.67		\$ 1,458.26		\$ 1,486.86		\$ 1,678.21	
	Retiree +3 Dependents	\$ 1,728.52		\$ 1,763.09		\$ 1,797.66		\$ 2,153.29	
20 - 24 years	50%								
	Retiree	\$ 536.50	\$ 262.19	\$ 547.23	\$ 267.43	\$ 557.96	\$ 272.67	\$ 568.80	\$ 277.97
	Retiree +1 Dependent	\$ 1,130.83	\$ 554.68	\$ 1,153.45	\$ 565.77	\$ 1,176.06	\$ 576.87	\$ 1,202.89	\$ 590.03
	Retiree +2 Dependents	\$ 1,429.67		\$ 1,458.26		\$ 1,486.86		\$ 1,678.21	
	Retiree +3 Dependents	\$ 1,728.52		\$ 1,763.09		\$ 1,797.66		\$ 2,153.29	
15 - 19 years	50%								
	Retiree	\$ 536.50	\$ 262.19	\$ 547.23	\$ 267.43	\$ 557.96	\$ 272.67	\$ 568.80	\$ 277.97
	Retiree +1 Dependent	\$ 1,130.83	\$ 554.68	\$ 1,153.45	\$ 565.77	\$ 1,176.06	\$ 576.87	\$ 1,202.89	\$ 590.03
	Retiree +2 Dependents	\$ 1,429.67		\$ 1,458.26		\$ 1,486.86		\$ 1,678.21	
	Retiree +3 Dependents	\$ 1,728.52		\$ 1,763.09		\$ 1,797.66		\$ 2,153.29	
10 - 14 years	Maximum								
	Retiree	\$ 568.80	\$ 277.97	\$ 568.80	\$ 277.97	\$ 568.80	\$ 277.97	\$ 568.80	\$ 277.97
	Retiree +1 Dependent	\$ 1,202.89	\$ 590.03	\$ 1,202.89	\$ 590.03	\$ 1,202.89	\$ 590.03	\$ 1,202.89	\$ 590.03
	Retiree +2 Dependents	\$ 1,678.21		\$ 1,678.21		\$ 1,678.21		\$ 1,678.21	
	Retiree +3 Dependents	\$ 2,153.29		\$ 2,153.29		\$ 2,153.29		\$ 2,153.29	

Quartile	Monthly Pension Earnings	
	Minimum	Maximum
Q1	\$ -	\$ 1,795.25
Q2	\$ 1,795.26	\$ 3,276.38
Q3	\$ 3,276.39	\$ 5,336.54
Q4	\$ 5,336.55	or greater

* Rates are based on the commingled experience of the retiree group with the claims experience of the active employees in accordance with F.S. 112.0801.
 ** Employees hired after October 1, 2009 will be charged the maximum allowable per state statute.



OAPIN - Seaview Plan
(Previously the HMO Plan)
Retiree Sliding Scale Insurance Premium Rates 2021

Years of Service	Q1		Q2		Q3		Q4		
	Non-Medicare	Medicare	Non-Medicare	Medicare	Non-Medicare	Medicare	Non-Medicare	Medicare	
25 + years	50%								
	Retiree	\$ 532.61	\$ 260.29	\$ 543.26	\$ 265.49	\$ 543.26	\$ 265.49	\$ 552.84	\$ 270.17
	Retiree +1 Dependent	\$ 1,124.82	\$ 551.73	\$ 1,147.32	\$ 562.76	\$ 1,147.32	\$ 562.76	\$ 1,172.76	\$ 575.24
	Retiree +2 Dependents	\$ 1,411.25	\$	\$ 1,439.48	\$	\$ 1,439.48	\$	\$ 1,628.29	\$
Retiree +3 Dependents	\$ 1,697.78	\$	\$ 1,731.73	\$	\$ 1,731.73	\$	\$ 2,083.83	\$	
20 - 24 years	50%								
	Retiree	\$ 532.61	\$ 260.29	\$ 543.26	\$ 265.49	\$ 543.26	\$ 265.49	\$ 552.84	\$ 270.17
	Retiree +1 Dependent	\$ 1,124.82	\$ 551.73	\$ 1,147.32	\$ 562.76	\$ 1,147.32	\$ 562.76	\$ 1,172.76	\$ 575.24
	Retiree +2 Dependents	\$ 1,411.25	\$	\$ 1,439.48	\$	\$ 1,439.48	\$	\$ 1,628.29	\$
Retiree +3 Dependents	\$ 1,697.78	\$	\$ 1,731.73	\$	\$ 1,731.73	\$	\$ 2,083.83	\$	
15 - 19 years	50%								
	Retiree	\$ 532.61	\$ 260.29	\$ 543.26	\$ 265.49	\$ 543.26	\$ 265.49	\$ 552.84	\$ 270.17
	Retiree +1 Dependent	\$ 1,124.82	\$ 551.73	\$ 1,147.32	\$ 562.76	\$ 1,147.32	\$ 562.76	\$ 1,172.76	\$ 575.24
	Retiree +2 Dependents	\$ 1,411.25	\$	\$ 1,439.48	\$	\$ 1,439.48	\$	\$ 1,628.29	\$
Retiree +3 Dependents	\$ 1,697.78	\$	\$ 1,731.73	\$	\$ 1,731.73	\$	\$ 2,083.83	\$	
10 - 14 years	Maximum								
	Retiree	\$ 552.84	\$ 270.17	\$ 552.84	\$ 270.17	\$ 552.84	\$ 270.17	\$ 552.84	\$ 270.17
	Retiree +1 Dependent	\$ 1,172.76	\$ 575.24	\$ 1,172.76	\$ 575.24	\$ 1,172.76	\$ 575.24	\$ 1,172.76	\$ 575.24
	Retiree +2 Dependents	\$ 1,628.29	\$	\$ 1,628.29	\$	\$ 1,628.29	\$	\$ 1,628.29	\$
Retiree +3 Dependents	\$ 2,083.83	\$	\$ 2,083.83	\$	\$ 2,083.83	\$	\$ 2,083.83	\$	

Quartile	Monthly Pension Earnings	
	Minimum	Maximum
Q1	\$ -	\$ 1,795.25
Q2	\$ 1,795.26	\$ 3,276.38
Q3	\$ 3,276.39	\$ 5,336.54
Q4	\$ 5,336.55	or greater

* Rates are based on the commingled experience of the retiree group with the claims experience of the active employees in accordance with F.S. 112.0801.
 ** Employees hired after October 1, 2009 will be charged the maximum allowable per state statute.



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AUTHORIZED POSITIONS

Full Time Equivalent Employees	FY2017	FY2018	FY2019	FY2020	FY2021
Town Manager's Office					
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
Communications Specialist	-	0.500	-	-	-
Administrative Manager	-	1.000	1.000	1.000	1.000
Executive Assistant	1.000	-	-	-	-
Administrative Assistant	2.000	1.500	2.000	2.000	2.000
Town Clerk	1.000	1.000	1.000	1.000	1.000
Deputy Town Clerk	1.000	1.000	1.000	1.000	1.000
Office Assistant III	1.000	1.000	-	-	-
	8.000	8.000	7.000	7.000	7.000
Information Systems					
Information Technology Manager	1.000	1.000	1.000	1.000	1.000
Assistant Information Technology Manager	-	1.000	1.000	1.000	1.000
Systems Administrator	-	1.000	2.000	2.000	2.000
Information Technology Analyst	3.000	1.000	-	-	-
GIS Coordinator	1.000	1.000	1.000	1.000	1.000
Information Technology Specialist	3.000	3.000	3.000	3.000	3.000
	8.000	8.000	8.000	8.000	8.000
Human Resources					
Director of Human Resources	0.776	0.776	0.776	0.496	0.496
Assistant Director of Human Resources	0.600	0.600	0.600	0.500	0.500
Occupational Health & Wellness Nurse	0.500	0.500	-	-	-
Human Resources Analyst	1.800	1.800	1.800	1.800	1.800
Human Resources Coordinator	0.350	0.350	0.350	0.350	0.350
Human Resources Specialist	0.625	0.625	1.065	0.625	0.625
Office Assistant II	0.375	0.375	-	-	-
	5.026	5.026	4.591	3.771	3.771
Finance					
Finance Director	0.850	0.850	0.850	0.850	0.850
Assistant Finance Director	0.975	0.975	0.975	0.975	0.975
Accounting Supervisor	0.950	-	-	-	-
Budget Analyst	-	0.950	0.950	0.900	0.900
Accountant	2.000	2.800	2.000	2.000	2.000
Accounting Technician	2.988	2.988	2.964	2.964	2.964
Payroll Specialist	0.800	-	-	-	-
Purchasing Manager	1.000	1.000	1.000	1.000	1.000
Assistant Purchasing Manager	1.000	1.000	1.000	1.000	1.000
Buyer	1.500	1.500	2.000	2.000	1.000
Purchasing Technician	1.000	1.000	1.000	-	-
Purchasing Coordinator	1.000	1.000	1.000	1.000	-

Authorized Positions
Town of Palm Beach

FY2021

Warehouse Coordinator	1.000	1.000	1.000	1.000	1.000
Driver/Warehouse Assistant	0.500	0.500	-	-	-
Senior Buyer	-	-	-	-	1.000
Junior Buyer	-	-	-	1.000	1.000
	15.563	15.563	14.739	14.689	13.689
Planning and Zoning					
Director Planning, Zoning and Building	1.000	1.000	1.000	1.000	0.750
Assistant Director PZB	1.000	1.000	-	1.000	0.400
Zoning Administrator	1.000	1.000	1.000	1.000	1.000
Zoning Technician	1.000	1.000	1.000	-	0.500
Administrative Specialist	-	-	-	-	0.500
Administrative Assistant	1.000	1.000	1.000	1.000	0.500
Planning Administrator	1.000	1.000	1.000	1.000	-
Commission Clerk	0.500	-	-	-	-
Document Management Coordinator	1.000	1.000	1.000	-	-
Development Review Specialist	0.500	-	-	-	-
Development Permit Coordinator	3.000	3.000	3.000	3.000	-
Building Official	1.000	1.000	1.000	-	-
Chief Construction Inspectors	3.000	3.000	3.000	3.000	-
Development Geoprocessor Technician	1.000	1.000	1.000	1.000	-
Project Engineer	1.000	1.000	-	-	-
Civil Engineer	-	-	1.000	1.000	-
Combination Building Inspector	2.000	2.000	2.000	2.000	-
Parking/Code Enforcement Manager	0.500	0.500	-	-	-
Civilian Division Manager	-	-	0.500	-	-
Parking/Code Enforcement Specialist	0.750	0.750	0.750	0.750	0.750
Code Compliance Officer I	2.000	2.000	2.000	2.000	2.000
Office Manager	1.000	1.000	1.000	-	-
Fire Marshal	1.000	1.000	1.000	1.000	1.000
Fire Inspector	1.000	1.000	1.000	1.000	1.000
Combination Plan Reviewer	2.000	2.000	2.000	2.000	-
Office Assistant III	-	1.000	1.000	1.000	-
Office Assistant II	1.000	1.000	1.000	1.000	-
Business Services Supervisor	-	-	-	1.000	-
Historic Preservation Planner	-	-	-	-	0.700
Business Systems Analyst	-	-	-	1.000	-
	28.250	28.250	27.250	25.750	9.100
Recreation					
Office Manager	1.000	1.000	0.800	-	-
Office Assistant II	1.000	1.000	-	-	-
Administrative Clerk	-	-	0.800	0.800	-
Administrative Assistant	-	-	-	0.800	0.800
Tennis Facilities Supervisor	1.000	1.000	1.000	1.000	1.000
Tennis Facilities Assistant	1.000	1.000	1.000	-	-
Tennis Attendant	1.257	1.257	1.650	1.344	1.359
Laborer	0.464	0.024	0.024	-	-
Recreation Supervisor	2.000	2.000	1.500	1.600	1.800

Authorized Positions
Town of Palm Beach

FY2021

Program Development & Operations Manager	-	-	-	1.000	1.000
Recreation Specialist	-	-	-	-	1.000
Maintenance Worker	1.000	1.000	1.083	1.083	1.083
Laborer - Recreation	-	0.440	-	-	-
Bus Driver	0.365	0.365	0.410	0.410	0.411
Activity Leader	2.500	2.500	2.500	2.500	1.520
Recreation Center Attendants	-	-	-	8.195	0.255
Director of Recreation	1.000	1.000	0.450	-	-
Director of Business Development & Operations	-	-	-	0.500	0.500
Assistant Director of Recreation	1.000	1.000	0.800	0.800	0.800
Public Works Employees	0.227	0.196	0.195	-	-
	13.813	13.782	12.212	20.032	11.060
Fire-Rescue					
Fire-Rescue Chief	-	-	1.000	1.000	1.000
Director of Public Safety	0.500	0.500	-	-	-
Deputy Fire-Rescue Chief	1.000	1.000	-	-	-
Assistant Fire-Rescue Chief	1.000	1.000	1.000	1.000	1.000
Office Manager	1.000	1.000	1.000	1.000	-
Administrative Assistant	1.000	1.000	1.000	1.000	1.000
Administrative Specialist	-	-	-	-	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	21.000	21.000	21.000	21.000
Firefighter Driver/Engineer	12.000	12.000	12.000	12.000	10.000
Firefighter	27.000	30.000	27.000	30.000	32.000
Fleet Manager	0.200	0.200	0.200	0.200	0.200
Master Mechanic	0.200	0.200	-	-	0.200
Mechanic	-	-	0.200	0.200	-
Supervisor Lifeguard	1.000	1.000	1.000	1.000	1.000
Lifeguard	5.000	5.000	5.000	5.000	5.000
Lifeguard On-Call	3.000	3.000	3.000	3.000	3.000
Division Chief - Training and Safety	1.000	1.000	1.000	1.000	1.000
	75.900	81.900	78.400	81.400	81.400
Police					
Director of Public Safety	0.500	0.500	-	-	-
Police Chief	-	-	1.000	1.000	1.000
Deputy Police Chief	1.000	1.000	-	-	-
Major	-	1.000	1.000	1.000	1.000
Captain	5.000	5.000	5.000	3.000	3.000
Lieutenant	2.000	1.000	1.000	3.000	3.000
Sergeant	10.000	10.000	10.000	10.000	10.000
Police Planner	1.000	1.000	1.000	1.000	1.000
Administrative Specialist	1.000	1.000	1.000	1.000	1.000
Civilian Services Division Manager	-	-	-	1.000	1.000
Administrative Assistant	2.000	2.000	2.000	2.000	2.000
Police Officer	50.000	50.000	49.000	49.000	49.000

Authorized Positions
Town of Palm Beach

FY2021

Records Specialist	-	-	2.000	2.000	2.000
Records Information Systems Manager	1.000	-	-	-	-
Records Assistant I	1.000	1.000	-	-	-
Training & Community Relations Coordinator	1.000	1.000	1.000	1.000	1.000
Communications Manager	-	1.000	-	-	-
Lead Telecommunications Supervisor	1.000	-	1.000	1.000	1.000
Telecommunications Supervisor	3.000	3.000	3.000	3.000	4.000
Telecommunicator	10.500	11.000	11.000	11.000	10.000
Call-Taker	1.000	-	-	-	-
Crime Scene Evidence Tech II	1.000	1.000	1.000	1.000	1.000
Master Mechanic	0.800	0.800	-	-	0.800
Mechanic	-	-	0.800	0.800	-
Vehicle Technician	-	-	-	0.350	0.350
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	6.000	6.000	6.000	6.000	2.000
Parking/Code Enforcement Manager	0.500	0.500	-	-	-
Support Services Manager	-	-	0.500	-	-
Parking/Code Enforcement Specialist	0.250	0.250	0.250	0.250	0.250
Fleet Manager	0.800	0.800	0.800	0.800	0.800
Crime Intelligence Analyst	1.000	1.000	1.000	1.000	1.000
	103.350	101.850	101.350	102.200	98.20
Public Works					
Director of Public Works	1.000	1.000	1.000	1.000	1.000
Assistant Director of Public Works	1.000	1.000	1.000	1.000	1.000
Administrative Assistant	5.000	5.000	4.000	4.000	4.000
Buyer	0.500	0.500	-	-	-
Senior Project Engineer	1.000	1.000	1.000	1.000	1.000
Public Works System Specialist	1.000	1.000	1.000	1.000	-
Computerized Maint Mgmt System Coordinator	-	-	-	-	1.000
GIS Support Specialist	-	-	-	-	1.000
Right of Way Inspector I	0.500	1.000	-	-	-
Right of Way Inspector	1.000	1.000	1.000	1.000	1.000
Town Engineer	1.000	1.000	1.000	1.000	1.000
Project Engineer	2.000	2.000	2.000	1.000	1.000
Engineering Technical Support Specialist	0.500	0.500	-	-	-
Managers					
Office Manager	1.000	1.000	1.000	1.000	1.000
Facilities Maintenance Division Manager	0.960	0.960	0.960	0.980	0.990
Services Division Manager	1.000	1.000	1.000	1.000	1.000
Water Resources Division Manager	1.000	1.000	1.000	1.000	1.000
Supervisors					
Electrician Supervisor	0.977	0.977	0.977	-	-
General Maintenance Supervisor	0.936	0.937	0.939	0.962	0.975
Utilities Maintenance Supervisor	1.000	1.000	1.000	1.000	1.000
Grounds Supervisor	0.984	0.984	0.984	1.000	1.000
Supervisor/Sanitation	1.000	1.000	1.000	1.000	1.000

Authorized Positions
Town of Palm Beach

FY2021

Supervisor/Trash	1.000	1.000	1.000	1.000	1.000
Senior Industrial Electrician	-	0.977	0.977	0.990	0.995
Industrial Electrician	2.931	1.954	1.954	1.980	1.990
PW Project Coordinator	-	-	-	-	1.964
Mechanics					
Fleet Mechanic	-	3.000	3.000	3.000	3.000
Fleet Mechanic Supervisor	-	1.000	1.000	1.000	1.000
Mechanic I	1.000	-	-	-	-
Mechanic III	2.000	-	-	-	-
Mechanic IV	1.000	-	-	-	-
Equipment Operators					
Crane Operator	3.000	3.000	3.000	3.000	3.000
Equipment Operator I	19.000	18.000	18.000	18.000	17.000
Equipment Operator II	4.000	5.000	3.000	3.000	4.000
Equipment Operator III	1.000	1.000	1.000	1.000	1.000
Irrigation and Spray Technician	0.984	0.984	0.984	1.000	1.000
Landfill Operator	1.000	1.000	1.000	1.000	1.000
Transfer Station Operator	1.000	1.000	1.000	1.000	1.000
Water Resource Technician I	11.000	11.000	11.000	11.000	10.000
Water Resource Technician II	3.000	3.000	3.000	3.000	3.000
Grounds Technician	1.000	1.000	2.000	2.000	-
Laborers					
Laborer I	8.000	8.000	8.000	8.000	-
Sanitation and Trash Worker	-	-	-	-	7.000
Parks Laborer	1.000	1.000	-	-	-
Building Maintenance Worker	1.822	1.888	1.888	1.940	1.970
Street & Sign Painter	0.974	0.974	0.974	-	-
	88.068	88.635	83.637	80.852	79.884
Town-wide Underground Utilities					
Underground Utilities Program Coordinator	-	1.000	1.000	1.000	1.000
Communications Specialist	-	0.250	-	-	-
	-	1.250	1.000	1.000	1.000
Coastal Management Fund					
Coastal Program Manager	1.000	1.000	1.000	1.000	1.000
Communications Specialist	-	0.250	-	-	-
Engineering Tech Support Specialist	0.500	0.500	-	-	-
	1.500	1.750	1.000	1.000	1.000
Marina Enterprise Fund					
Dockmaster	1.000	1.000	1.000	1.000	1.000
Dock Attendant	1.851	1.851	2.111	1.500	-
Dock Hand	0.200	0.200	0.200	-	-
Administrative Assistant	-	-	0.100	0.100	0.100
Administrative Clerk	-	-	0.100	0.100	-
Recreation Supervisor	-	-	0.250	0.200	0.100
Director of Business Development & Operations	-	-	0.250	0.250	0.250

Authorized Positions
Town of Palm Beach

FY2021

Assistant Director of Recreation	-	-	0.100	0.100	0.100
Public Works Employees	0.115	0.079	0.078	0.068	0.018
	3.166	3.130	4.189	3.318	1.568
Par 3 Enterprise Fund					
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
Crew Foreman/Irrigation Specialist	1.000	1.000	1.000	1.000	1.000
Golf Course Mechanic	1.000	1.000	1.000	1.000	1.000
Pro-Shop Assistant	1.515	1.515	1.000	1.000	-
Golf Operations Supervisor	-	-	-	-	1.000
Maintenance Worker	-	-	0.750	0.750	0.750
Senior Golf Associate	1.000	1.000	1.000	1.000	1.000
Equipment Operator	0.250	0.250	0.250	0.250	-
Golf Course Associate	1.002	1.002	1.250	0.850	0.312
Golf Course Attendant	0.461	0.461	-	-	-
Administrative Clerk	-	-	0.100	0.100	-
Assistant Director of Recreation	-	-	0.100	0.100	0.100
Director of Business Development & Operations	-	-	0.300	0.250	0.250
Administrative Assistant	-	-	0.100	0.100	0.100
Recreation Supervisor	-	-	0.250	0.200	0.100
Public Works Employees	0.090	0.090	0.090	0.080	0.098
	8.318	8.318	9.190	8.680	7.710
Building Enterprise Fund					
Director of Planning, Zoning and Building	-	-	-	-	0.250
Assistant Director of PZB	-	-	-	-	0.600
Administrative Specialist	-	-	-	-	0.500
Building Inspector I	-	-	-	-	1.000
Building Inspector II	-	-	-	-	3.000
Building Inspector III	-	-	-	-	1.000
Combination Plan Reviewer	-	-	-	-	2.000
Combination Plan Reviewer SR	-	-	-	-	1.000
Development Geoprocessor	-	-	-	-	1.000
Civil Engineer	-	-	-	-	1.000
Development Permit Technician	-	-	-	-	2.000
Development Permit Technician SR	-	-	-	-	1.000
Business Services Supervisor	-	-	-	-	1.000
Administrative Assistant	-	-	-	-	0.500
Zoning Technician	-	-	-	-	0.500
Historic Preservation Planner	-	-	-	-	0.300
Electronic Document Management Coordinator	-	-	-	-	1.000
*Building Fund Est. FY2021 - FTE's moved from General Fund	-	-	-	-	17.650
Self Insurance Fund - Risk					
Risk Manager	1.000	1.000	1.000	1.000	1.000
Human Resource Specialist	-	-	0.160	0.250	-
Director of Human Resources	-	-	-	0.280	0.280

Authorized Positions
Town of Palm Beach

FY2021

Assistant Director of Human Resources	-	-	-	0.100	0.100
Administrative Assistant	-	0.500	-	-	0.400
Occupational Health Nurse	0.160	0.160	-	-	-
	1.160	1.660	1.160	1.630	1.780
Self Insurance Fund - Health					
Director of Human Resources	0.100	0.100	0.100	0.100	0.100
Assistant Director of Human Resources	0.200	0.200	0.200	0.200	0.200
Human Resources Specialist	-	-	0.200	0.200	-
Human Resources Coordinator	0.320	0.320	0.320	0.320	0.320
Human Resource Analyst	0.100	0.100	0.100	0.100	0.100
Administrative Assistant	-	-	-	-	0.400
Occupational Health & Wellness Nurse	0.170	0.170	-	-	-
Office Assistant II	0.125	0.125	-	-	-
	1.015	1.015	0.920	0.920	1.120
Retirement Fund					
Director of Human Resources	0.024	0.024	0.024	0.024	0.024
HR Specialist	0.375	0.375	0.375	0.875	0.375
Finance Director	0.100	0.100	0.100	0.100	0.100
Assistant Finance Director	0.025	0.025	0.025	0.025	0.025
Accounting Supervisor	0.050	-	-	-	-
Budget Analyst	-	0.050	0.050	0.100	0.100
Accountant	-	0.200	-	-	-
Payroll Specialist	0.200	-	-	-	-
Accounting Technician	0.012	0.012	0.036	0.036	0.036
	0.786	0.786	0.610	1.160	0.660
OPEB Trust					
Director of Human Resources	0.100	0.100	0.100	0.100	0.100
Human Resources Specialist	-	-	0.200	0.050	-
Human Resource Analyst	0.100	0.100	0.100	0.100	0.100
Assistant Director of Human Resources	0.200	0.200	0.200	0.200	0.200
Human Resources Coordinator	0.330	0.330	0.330	0.330	0.330
Administrative Assistant	-	-	-	-	0.200
Occupational Health & Wellness Nurse	0.170	0.170	-	-	-
Finance Director	0.050	0.050	0.050	0.050	0.050
	0.950	0.950	0.980	0.830	0.980
Grand Total	362.865	369.865	356.228	362.232	345.572



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DONATION RESERVE ACCOUNT SUMMARY

Donation Account	Balance at 9/30/2019	Adjustment to Beg. Balance	Revenues FY20	Expenditures FY20	Encumbrances	Balance at 9/30/2020
Finance	44.97	-	-	-	-	44.97
Fire-Rescue	33,672.85	-	39,512.39	30,073.47	1,297.88	41,813.89
Fire Public Education	20,687.77	-	-	2,540.79	-	18,146.98
Co-Worker Recognition Program	31,712.25	-	50,000.00	39,819.15	10,180.85	31,712.25
Employee of the Year	-	-	3,500.00	3,500.00	-	-
Town Scholarship Fund	3,000.00	-	-	-	-	3,000.00
Employee Wellness	126,000.00	-	-	233.17	-	125,766.83
Thomas Mettler Memorial Scholarship	86,825.42	-	-	7,000.00	-	79,825.42
ToPB Employee Relief	15,999.00	-	-	-	-	15,999.00
Police Department	95,670.68	-	24,100.00	98,062.23	12,271.96	9,436.49
DuPont Training	2,464.42	-	-	-	-	2,464.42
Police Scholarship Fund	1,000.00	-	-	-	-	1,000.00
Police Softball League	8,979.39	-	-	-	-	8,979.39
Crime Watch	6,257.49	-	1,661.15	1,662.30	-	6,256.34
Community Camera & Security Partnership	25,000.00	-	-	-	-	25,000.00
PB Public Holiday Boxes	157.18	-	5,400.00	3,190.02	-	2,367.16
Public Works Department	14,738.36	-	-	6,707.22	-	8,031.14
Town Beautification	123,823.05	38,430.00	55,210.00	142,422.96	7,307.50	67,732.59
Tangier/N. County Road Improvement	2,415.36	-	-	-	-	2,415.36
S County Rd Beautification	1,958.08	-	-	-	-	1,958.08
MidTown Bathrooms	31,716.96	-	-	-	-	31,716.96
Drinking Fountain	2,500.00	-	-	-	-	2,500.00
LW Lagoon Dredging	404,539.85	-	-	212,035.34	-	192,504.51
Virtra Training System Buildout	112,387.00	-	-	100,593.00	-	11,794.00
PZB	50.00	-	-	-	-	50.00
Recreation Department	11,193.49	-	-	-	-	11,193.49
PW - Safety Program	3,286.00	-	-	-	-	3,286.00
Employee Fitness Center	328.18	-	5,000.00	3,445.05	450.00	1,433.13
Undesignated Donations	4,787.99	-	-	-	-	4,787.99
Holiday Decorations	91,018.76	(38,430.00)	-	-	-	52,588.76
Employee Events	14,315.95	-	-	-	-	14,315.95
PB Towers ROW Maint.	2,000.00	-	-	-	-	2,000.00
Retiree Relief Fund	21,500.00	-	-	7,500.00	-	14,000.00
Administrative Donations	81,231.26	-	-	3,208.44	-	78,022.82
Road Safety Grant	-	-	10,000.00	-	-	10,000.00
					TOTAL	\$882,143.92



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Town of Palm Beach, Florida

Subject Policy: Fund Balance

Approved: August 9, 2011

Update: July 12, 2012

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 30th 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.

Town of Palm Beach, Florida

Subject Policy: Budgetary Control

Effective Date: October 1, 2001

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 Policy: Designation of General Fund - Fund Balance for Payment of Liability Related to Compensated Absences Leave Balances

Effective Date: September 30, 2004

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

Town of Palm Beach, Florida

Subject Policy: Contingency Reserve - General Fund

Effective Date: October 1, 2001

Revised: October 1, 2005

Revised: October 1, 2007

Revised: October 1, 2018

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% 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

Third Revision Approved: September 12, 2017

Town of Palm Beach, Florida

Subject Policy: Reserve for Encumbrances, Continuing Appropriations, and Prepaid Expenses

Effective Date: October 1, 2001

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

Town of Palm Beach, Florida

Subject Policy: Revenue Shortfall Plan

Effective Date: October 1, 2002

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

Town of Palm Beach, Florida

Subject Policy: Debt Management Policy

Effective Date: October 1, 2001

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:

- E. 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;
- F. 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;
- G. 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;
- H. That such Debt Obligations shall not be issued or debt proceeds used to finance current operations of the Town except as provided herein;
- I. To minimize the impact of construction or acquisition of infrastructure and other assets on the budget of the Town;
- J. 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;
- K. 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;
- L. 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;
- M. 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

Town of Palm Beach, Florida

Subject Policy: Contingency Reserve - Capital Fund

Effective Date: October 1, 2001

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

Town of Palm Beach, Florida

Subject Policy: Contingency Reserve - Equipment Replacement Fund

Effective Date: October 1, 2007

Revised: October 1, 2009

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, 2009

Town of Palm Beach, Florida

Subject Policy: Equipment Replacement Reserve

Effective Date: October 1, 2001

Revised: September 30, 2006

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 fund's 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

Town of Palm Beach, Florida

Subject Policy: Enterprise Funds – Contingency Reserve

Effective Date: October 1, 2018

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 Town Docks, Golf Course and Building Enterprise Funds.

Policy: It is the policy of the Town of Palm Beach to annually appropriate a Contingency Reserve of 5% of the proposed Town Docks, Golf Course and Building Enterprise Funds operating expense budgets 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: September 13, 2018

Modified to Add Building Enterprise Fund: October 1, 2020

Town of Palm Beach, Florida

Subject Policy: Town Marina Enterprise Fund – Repair and Replacement Reserve

Effective Date: October 1, 2018

Purpose: The purpose of this policy is to create a reserve to fund the replacement cost for Town’s marina when it reaches the end of its useful life. This reserve can also be used for major repairs (\$50,000 or more) to the infrastructure at the each of the docks. The reserve will reduce the need for borrowing funds to finance the expected re-building of the marina.

Policy: It is the policy of the Town of Palm Beach to maintain a reserve for funding the repair and replacement costs of the Town Marina. The reserve fund is to be maintained at a rate of 100% accumulated depreciation based upon the estimated replacement cost. Funds will be drawn from this reserve for the repair or 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 estimated replacement cost 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 30 years as recommended by the engineers.

Maintenance and Improvement fee revenues received throughout the year will be added to the reserve at fiscal year-end.

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: September 13, 2018

Town of Palm Beach, Florida

Subject Policy: Town Marina Enterprise Fund Unrestricted Net Position

Effective Date: October 1, 2018

Purpose: The purpose of this policy is to establish an appropriate level of unrestricted net position in the Town Marina Enterprise Fund. Adequate levels of net position 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 unrestricted net position levels equal to 25% of the proposed budgeted revenues in the Town Marina Enterprise Fund. 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 position in the annual budget and/or in the Comprehensive Annual Financial Report.

Approval Date: September 13, 2018

Town of Palm Beach, Florida

Subject Policy: Golf Course Enterprise Fund – Repair and Replacement Reserve

Effective Date: September 30, 2018

Purpose: The purpose of this policy is to create separate reserves within the Golf Course Enterprise Fund to fund the costs of non-routine maintenance and improvement (M&I) projects at the Par 3 Golf Course and Clubhouse. These reserves will significantly reduce the budgetary fluctuations due to the varying costs of these projects.

Policy: It is the policy of the Town of Palm Beach to maintain reserves for funding maintenance and improvement projects at the Par 3 Golf Course and clubhouse. Funds will be drawn from these reserves to fund the cost of non-routine maintenance and improvement projects.

The reserve will be originally funded as follows:

The balances of the Golf Course and Golf Course Clubhouse maintenance and improvement reserves as of September 30, 2018, will be transferred into the Golf Course Enterprise Fund Repair and Replacement Reserve.

Annual Funding of Reserve:

A transfer equal to ½ of the annual depreciation on the clubhouse and golf course will be added to the reserve each year.

Requests for the use of these reserves should be made annually through the budget process, and approved by the Town Manager prior to Town Council consideration. In such a situation when the use of these reserves may be unexpectedly needed during the fiscal year, approval from the Town Council shall be required.

Responsibility: It is the responsibility of the Town Manager and the Director of Finance to advise the Town Council annually through the budget process of the projects and dollar amount of expenses charged to the reserves and to advise to the adequacy of the funding level of these reserves.

Approval Date: September 13, 2018

Town of Palm Beach, Florida

Subject Policy: Golf Course Enterprise Fund – Equipment Replacement Reserve

Effective Date: October 1, 2018

Purpose: The purpose of this policy is to create a reserve within the Golf Course 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.

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 Golf Course 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 fund's budget and added to the fixed asset listing when purchased. These assets 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 the fund as an appropriated expense based on the assets held.

The proceeds, net of costs, from the sale of surplus equipment from the Golf Course 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: September 13, 2018

Town of Palm Beach, Florida

Subject Policy: Contingency Reserve -Risk Fund

Effective Date: October 1, 2001

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

Town of Palm Beach, Florida

Subject Policy: Reserve for Catastrophic Exposures/Emergencies - Risk Fund

Effective Date: October 1, 2001

Revised: October 1, 2002

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:

- N. 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;
- O. 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;
- P. Large judgments in excess of insurance coverage, or uninsured claims not covered by policies;
- Q. 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

Town of Palm Beach, Florida

Subject Policy: Contingency Reserve - Health Insurance Fund

Effective Date: October 1, 2003

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: Funding Policy for the Town of Palm Beach Retirement System

Effective Date: October 1, 2017

Revised: September 30, 2019

Purpose: The Mayor and Town Council along with the Retirement Board recognizes its fiduciary duty to set prudent funding policies that promote benefit security and intergenerational equity in compliance with all federal, state and local statutes, ordinances and regulations. This Funding Policy constitutes the Town's intentions that the Retirement Systems benefit obligations be funded on a systematic and actuarially sound basis in accordance with State Statutes.

This Funding Policy is intended to guide the Town, the Board members, and the plan's actuary in the discharge of their respective services to the Plan.

Policy: Each year the Town of Palm Beach will budget and contribute an amount equal to the Actuarially Determined Employer Contribution (ADEC). The contribution will be made to the Retirement Fund in either one annual payment during the first month of the fiscal year or quarterly installments throughout the fiscal year, depending on what is in the best interest of the Town. The ADEC amount will be derived from the annual valuation report and determined based on the current actuarial assumptions in place each year that is adjusted by the Board and/or the Town Council.

In addition, the Town of Palm Beach will contribute additional funds over and above the ADEC during the first month of the fiscal year. These additional funds serve to reduce the Town's Unfunded Actuarially Accrued Liability (UAAL) and will be reflected as receivable contributions in the actuarial valuation for the year ending September 30th immediately preceding the deposit date of the additional funds. An additional amount of \$5,420,000 will be paid annually until the Plan is fully funded, subject to the funds being budgeted annually. In the event the amount exceeds the cap on contributions as described in this policy, this additional amount shall be reduced to meet the cap. The total Town contribution (including the ADEC) shall be capped at \$16 million (indexed after 2017 at 2.75% per annum).

When deemed appropriate, the Town Council may authorize an additional one-time contribution to the Plan in excess of the cap to further reduce the UAAL. Such contributions shall be made on a case-by case basis.

It is the intent of this policy that the additional contribution will be budgeted and paid each year unless one of the following circumstances are met:

1. A force majeure, including a catastrophic storm or other unforeseen event that would prohibit the Town from meeting this obligation.
2. A financial circumstance such as a severe recession or other unforeseen financial event that would cause the Town to not be able to meet this obligation.
3. The Retirement Fund achieves the 100% actuarial funding objective.

Responsibility: It is the responsibility of the Town Manager and the Finance Director to, appropriate funds for this contribution in the Town's annual budget process.

Initial Approval Date: October 10, 2017

Revision Date: September 10, 2019

Reference Document: Refer to GRS Retirement Consulting Report dated August 31, 2017 for the basis of the minimum amount.



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GLOSSARY

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.

ACIP	Accelerated Capital Improvement Program	GASB	Governmental Accounting Standards Board
ALS	Advanced Life Support	GIS	Geographic Information System
ARC	Annual Required Contribution	ICMA	International City/County Management Association
CAFR	Comprehensive Annual Financial Report	MDT	Mobile Data Terminals
CDBG	Community Development Block Grant	OPEB	Other Post Employment Benefits
CIP	Capital Improvement Program	POTUS	President of the United States
EMS	Emergency Medical Services	REF	Recreation Enterprise Fund
FY	Fiscal Year	ROW	Right of Way
FTE	Full-Time Equivalent	TRIM	Truth in Millage
GAAP	Generally Accepted Accounting Principals	UAAL	Unfunded Actuarial Accrued Liability
		UUTF	Underground Utilities Task Force

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 that 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 that 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 yearend, 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 maintains 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 that 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 that 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 that 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 that are available or can be made readily available to finance current operations or to pay current liabilities. Those assets that 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 that 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, Marina and Par 3 Golf 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 35 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 increases 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 that 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 Kreusler Park which is utilized by Town residents and visitors, but is owned by Palm Beach County.

PART-TIME: Part-time employees work less than 35 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 that 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.