# THE POWER OF BEING UNDERSTOOD

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# PALM BEACH COUNTY

## High Level Spend Analysis & Budget Comparisons

February 2016

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# Table of Contents


| Topic | Page # |
|---|---|
| Executive Summary | **4** |
| ▪ Objective | 5 |
| ▪ Budget Comparison | 6 |
| ▪ Approach | |
| ▪ Demographics | |
| ▪ Summary | |
| ▪ Spend Analysis | 13 |
| ▪ Approach | |
| ▪ Definitions | |
| ▪ Opportunity Summary | |
| ▪ Next Steps | |
| ▪ Spend Summaries | |
| Budget Comparisons | **26** |
| ▪ Demographics | 27 |
| ▪ Summary | 32 |
| ▪ Peer Comparison | 44 |
| High Level Spend Analysis | **130** |
| Appendix | **135** |




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# PALM BEACH COUNTY

## EXECUTIVE SUMMARY

High Level Spend Analysis & Budget Comparisons

February 2016

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# Objectives

- Palm Beach County has a strategic goal to further fund infrastructure projects. Before evaluating potential options to raise funds the County desired to understand the relative efficiency of the current budget dollars relative to other selected peer counties
- The County also chose to have performed, a high-level analysis of three years of spend, to see if opportunities exist for savings within selected County funds
- This roadmap report includes data driven observations along with recommendations to assist in making informed decisions that could improve future efficiency and effectiveness
- The following County funds are in scope: General Fund, Palm Tran Fund, County Transportation Fund, Fleet Fund, and Risk Management Fund
- Budget category comparisons were made against data received for three selected peer counties
- Spend analysis was not compared to peers



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# EXECUTIVE SUMMARY

## Budget Comparisons



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# Budget Comparisons Approach

- Budget comparisons were completed by obtaining budget worksheets for 2014, 2015, and 2016 from Palm Beach County (PBC), Hillsborough County, Broward County, and Orange County (Florida)
- The Palm Beach County budget was reviewed to determine a common list of departments for analysis. Departments for each county were evaluated from respective Budget Books to match the determined department category to PBC's 'like' department
- Budget worksheet account items were tagged with an identified department
- Each department has an identified total budget for each county as well as an identified amount for portion funded by General Fund
- Comparison charts are shown to present the comparable data by department. Additionally, FTE's are presented for each department
- Graphs illustrate YOY trends for each department



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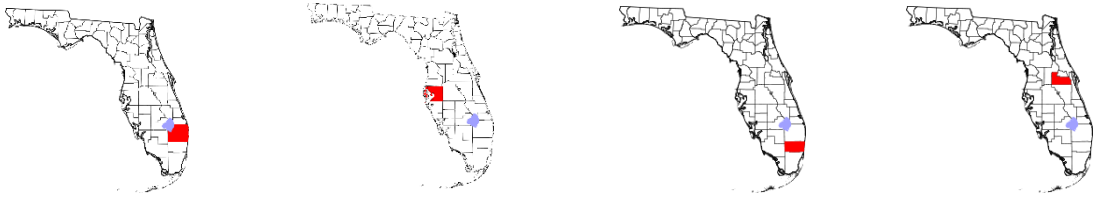
# Demographic Comparison*

| | Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|---|
| **Population** | 1.378 MM | 1.301 MM* | 1.803 MM | 1.228 MM |
| **Median Age** | 44 | 36.1 | 39.4 | 34 |
| **Median Household Income** | $52,203 | $46,534 | $51,694 | $50,138 |
| **Avg. Household Size** | 2.39 | 2.525 | 2.62 | 2.7 |
| **Area (sq. miles)** | 2,385 | 1,048 | 1,231 | 1,003 |
| **# of Employees working for county** | 11,028 (BCC – 6,213) | 9,575 (BCC – 5,142) | 11,400 (BCC -5,994) | 10,037 (BCC – 7,109) |
| **Board of County Commissioners** | 7 | 7 | 9 | 7 |
| **$ Total Budget per Citizen** | $2,943 | $3,626 | $2,512 | $2,936 |
| **Budget Per Employee** | $367,747 | $492,731 | $397,281 | $359,151 |



*Data from 2016 Budget Books and Budget in Brief workbooks



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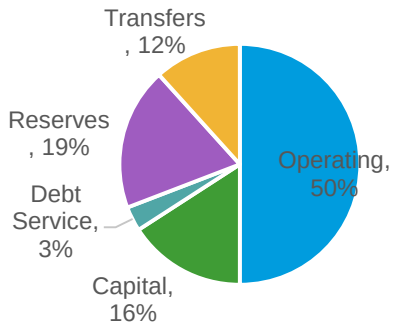
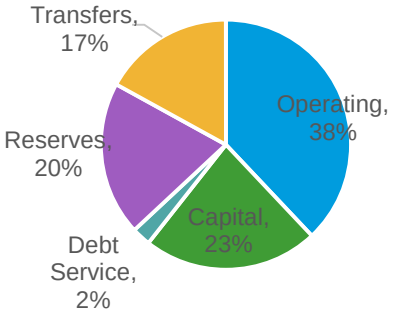
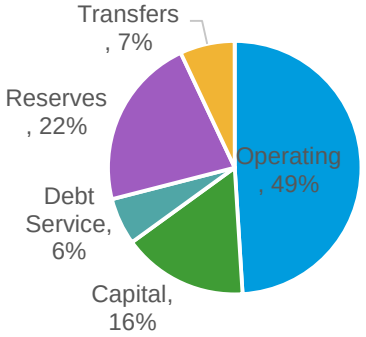
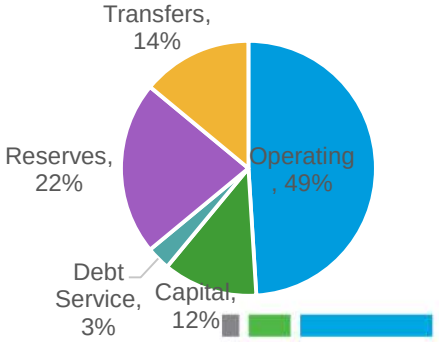
# County Fund Totals (in millions)*

| | Palm Beach County | | | | Hillsborough County | | | | Broward County | | | | Orange County | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2014 | 2015 | 2016 | % | 2014 | 2015 | 2016 | % | 2014 | 2015 | 2016 | % | 2014 | 2015 | 2016 | % |
| Operating ($M) | 1,850 | 1,907 | 2,028 | **50%** | 1,552 | 1,697 | 1,791 | **38%** | 2,175 | 2,168 | 2,232 | **49%** | 1,721 | 1,765 | 1,772 | **49%** |
| Capital | 558 | 580 | 643 | **16%** | 160 | 429 | 1,070 | **23%** | 789 | 734 | 716 | **16%** | 504 | 554 | 429 | **12%** |
| Debt Service | 179 | 165 | 134 | **3%** | 103 | 126 | 115 | **2%** | 257 | 262 | 264 | **6%** | 111 | 114 | 116 | **3%** |
| Reserves | 867 | 811 | 776 | **19%** | 852 | 979 | 941 | **20%** | 1,046 | 1,076 | 999 | **22%** | 824 | 804 | 799 | **22%** |
| Transfers | 491 | 507 | 474 | **12%** | 783 | 873 | 802 | **17%** | 250 | 276 | 318 | **7%** | 381 | 413 | 489 | **14%** |
| **Total All Funds** | **3,945** | **3,970** | **4,056** | | **3,450** | **4,104** | **4,718** | | **4,517** | **4,515** | **4,529** | | **3,542** | **3,650** | **3,605** | |
| *General Fund* | *1,071* | *1,122* | *1,175* | | *808* | *1,055* | *1,104* | | *1,121* | *1,068* | *1,131* | | *606* | *795* | *818* | |
| General Fund as a % of Total Budget | 27% | 28% | 29% | | 23% | 26% | 23% | | 25% | 24% | 25% | | 17% | 22% | 23% | |



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*Data from 2016 Budget Books and Budget in Brief workbooks

# Department Summary Information

Each of the 37 analyzed departments of Palm Beach County were compared to the other counties on both a $ amount comparison and a % of total budget/general fund

- Below shows how each of the departments of PBC ranked when compared to the average of the peer groups. This detail is shown in the full report but is summarized below. Please note that each department should be reviewed in greater detail for the factors that contribute to these differences
  - PBC ranked above peers in 13 of the 37 analyzed department categories based on $ amount
  - PBC ranked in line with the average in 11 of the 37 analyzed department categories based on $ amount
  - PBC ranked below the average in 13 of the 37 analyzed department categories based on $ amount
- The following slides show each department as a % of the total budget and each General Fund as a % of the total General Fund



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# Department Summary Information (Con't)

| Above | In Line | Below |
|---|---|---|
| Board of County Commissioners | BCC Administration | Engineering & Public Works |
| County Cooperative Extension Services | Community Services | Medical Examiner |
| Environmental Resources Management | Office of Equal Opportunity | Metropolitan Planning Organization |
| Fire Rescue | Facilities Department & Operations | Public Safety |
| Parks & Recreation | Information Systems Services | Office of Financial Management & Budget |
| Planning, Zoning & Building | Purchasing | Risk Management |
| Library | Value Adjustment Board | Airports |
| Fleet Management | Water Utilities | Tourist Development |
| Accountability Offices | Clerk of Courts | Judicial |
| Community Redevelopment Agency | Public Affairs | Supervisor of Elections |
| Tax Collector | Transit* | Human Resources |
| Property Appraiser | | County Attorney |
| Sheriff | | Legislative Affairs |

*Note: Orange County and Hillsborough County Transit departments are funded through Special Districts. PBC and Broward are funded through County budgets. This skews the results for Transit. PBC would be in line if reviewed against all budgets.



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# Notes:

- Best efforts were made to make “like” department comparisons. Based on limit of scope we can not guarantee exact matches
- Miami-Dade was reviewed as an initial peer county but was excluded from analysis as detailed budget data was not provided and county/budget size was not comparable to peer counties
- Hillsborough County 2014 data is “actual” versus other county “adopted”
- For all counties: Data reporting excludes Criminal Justice Commission & Health Department, Other County Funded Programs, General Government
- For all counties excluding PBC: General Government includes transfers to departments and other operating expenses that are not included in this report. PBC transfers were added to the results and analysis
- For all departments: The “Includes”/”Excludes” box represents when data was pulled from a specific department identified within a county



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# EXECUTIVE SUMMARY

## High Level Spend Analysis



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# Spend Analysis Approach

- Discovery phase analysis was done at a high level and based solely on expenditure data
- Recommendations from analysis are directional and highlight *possible* areas for further efficiency
- Recommendations do not imply that significant work has not been done by the county prior to this review
- Additional research, contract reviews, and interviews with county purchasing personnel are needed to vet all efficiency recommendations
- Spend charts are shown for the total county spend and a breakout of the General Fund
  - The top suppliers by category breakout and any efficiency recommendations are at the total county level



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# Spend Analysis Approach (Con't)

- Prior 3 fiscal years ended 9/30/2015
- All non-payroll disbursements from county AP System
  - ~960,000 lines of data & 44,170 unique vendors
- Classifications driven by vendor, object, fund and department
- Classifications based on "Logical Sourcing Categories" and independent of department or fund
  - E.G. Fleet classification not restricted to fleet department



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# Spend Analysis Definitions

- Spend divided into 3 types
  - Direct Control – Spend that can be directly impacted by strategic sourcing and purchasing
  - Indirect Control – Spend that will be more impacted by budget changes/reductions
    - Spend not traditionally sourced across industry
    - Transfers to other agencies to perform work
    - Governments and non-profits or social organizations
    - Personnel spend does not include payroll
  - Non-Controllable – No ability to impact spend
    - Debt services
    - Taxes
- For this spend analysis, sourcing practices and leading practices focus on the spend categories which the county appears to have direct control



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# Category Analysis Opportunity Definition

- Category opportunities are measure based on the following
  - Industry Opportunity – Is this a category that is typically strategically sourced and sees large opportunities for efficiency?
  - County Opportunity – Based on the data driven review of the county expenditures, is there possible opportunity for efficiency?
    - Score based on the size of spend, the number of vendors, and the industry opportunity
    - Can be impacted by specific county variables not addressed in this high level spend review
      - Is the county discontinuing service? Did the county recently renegotiate the contract? Is there only one vendor geographically who can serve this population?
  - Complexity – Across industry/sector how complex is this category



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# Spend Analysis Opportunity Summary

- Within the categories of spend which Palm Beach County has direct control, spend is done with a high level of efficiency
  - >75% of total direct controlled spend comes from the top 10 vendors in each spend category
- The majority of opportunities come from continued use of leading practices such as bidding required county contracts, monitoring and maintaining current county contracts, and auditing current contracts
- Areas for consolidation appear to exist in a few categories based on this data driven review
  - Additional research and review is needed to determine if these opportunities exist and to what extent



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# Spend Analysis Opportunity Summary (Con't)

- The results of this review highlight the following areas
  - Review high value contracts for audit clauses and perform cost recovery audits where appropriate
    - Utilities, Construction, Professional Services & Legal
  - Evaluate opportunities to consolidate suppliers in commodity type categories
    - Computer Hardware & Software, Office Equipment, Auto Parts, MRO Supplies, Office Supplies, and Food Service
  - Program review of selected service categories
    - Professional Service, Maintenance & Repairs
      - Select preferred suppliers
      - Negotiate standard rates



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# Spend Analysis Next Steps

- Begin low risk opportunities
  - Utilities audit
  - Construction audit
- Determine areas for further investigation based on opportunity and complexity
- Review contracts and begin to negotiate new contracts where appropriate
- Address policy and procedure gaps where identified
  - This review did not address policies and procedures but a thorough review and education can increase overall purchasing efficiency



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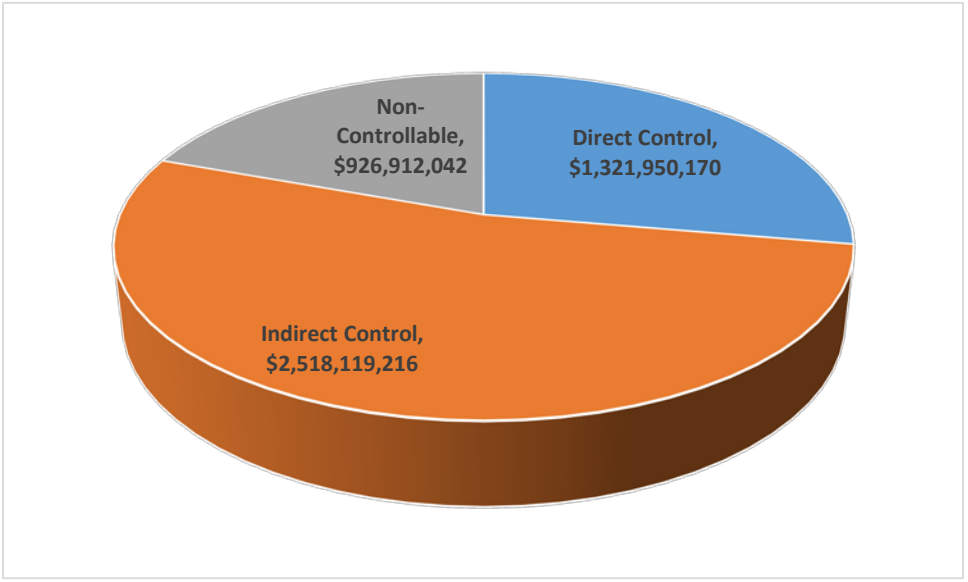
# Annual Spend by Sourcing Type
## Total County Spend

~27% of annual county disbursements are directly impactable by traditional sourcing activity

| Sourcing Type | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Direct Control | $ 434,690,181 | $ 407,330,765 | $ 479,929,223 | $ 1,321,950,170 |
| Indirect Control | $ 823,983,514 | $ 829,643,867 | $ 864,491,836 | $ 2,518,119,216 |
| Non-Controllable | $ 404,770,938 | $ 260,165,685 | $ 261,975,419 | $ 926,912,042 |
| **Grand Total** | **$ 1,663,444,634** | **$ 1,497,140,316** | **$ 1,606,396,478** | **$ 4,766,981,428** |



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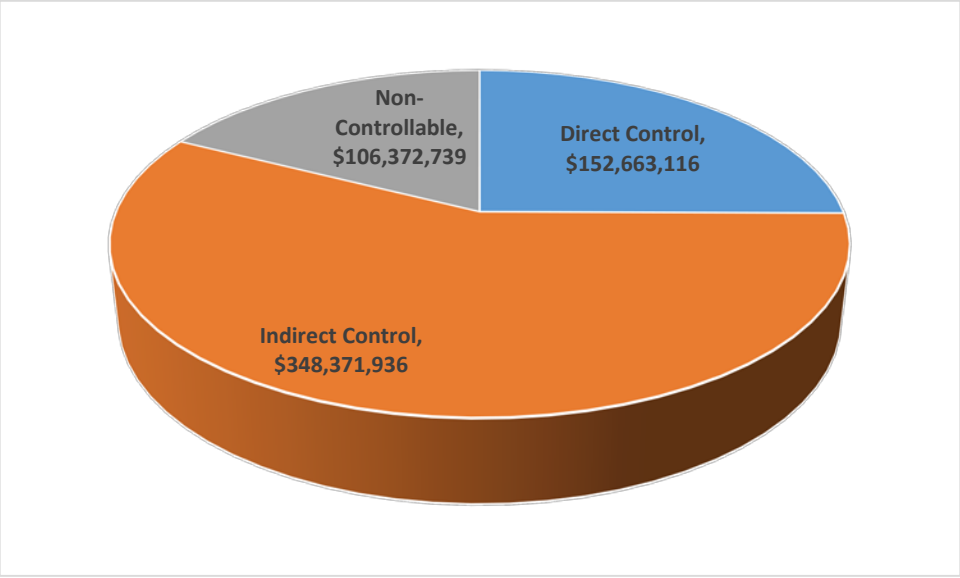
# Annual Spend by Sourcing Type
## General Fund Spend

~25% of annual General Fund disbursements are directly impactable by traditional sourcing activity

| Sourcing Type | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Direct Control | $ 48,992,904 | $ 49,686,784 | $ 53,983,429 | $ 152,663,116 |
| Indirect Control | $ 114,633,842 | $ 113,850,278 | $ 119,887,816 | $ 348,371,936 |
| Non-Controllable | $ 34,200,866 | $ 35,237,260 | $ 36,934,613 | $ 106,372,739 |
| **Grand Total** | **$ 197,827,612** | **$ 198,774,322** | **$ 210,805,858** | **$ 607,407,791** |



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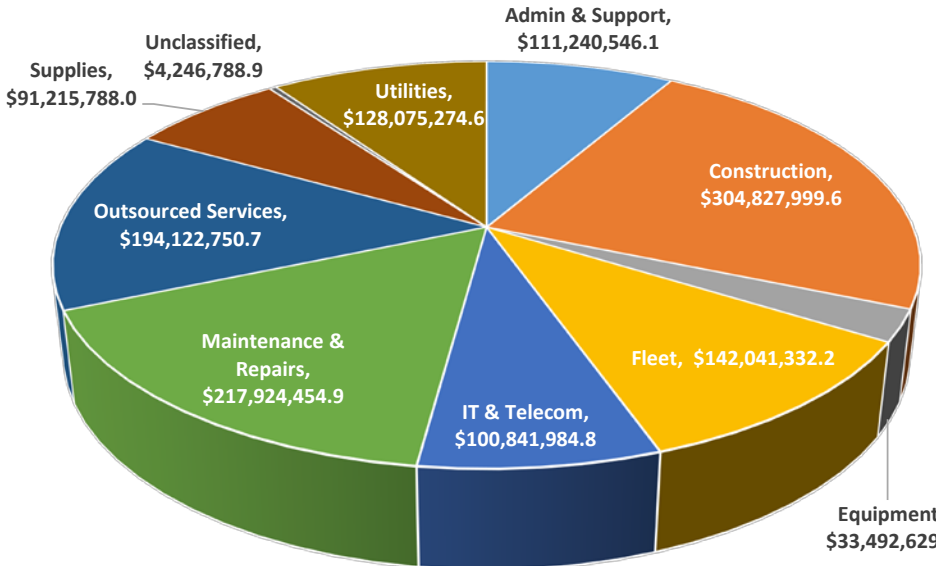
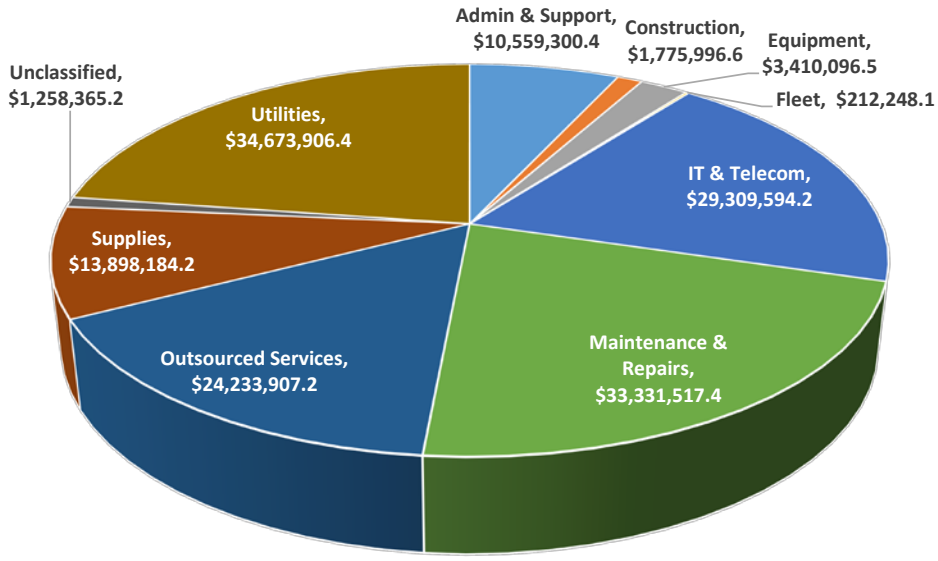
# Spend by Sourcing Group (Direct Control)
## Total spend vs. General Fund

Comparison of total spend within directly controllable spend categories between the entire county and the general fund

### Total county spend




### General Fund spend




**Note**: Data reflects 3 years of expenditures



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# Annual Spend by Sourcing Group
## Total County Spend

Sourcing Groups represent areas of spend that have similar types of spend or support a specific function

| Sourcing Type | Sourcing Group | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|---|
| Direct Control | Admin & Support | $ 36,823,267.1 | $ 37,521,708.1 | $ 36,895,570.8 | $ 111,240,546.1 |
| | Construction | $ 112,075,239.9 | $ 81,872,748.3 | $ 110,880,011.5 | $ 304,827,999.6 |
| | Equipment | $ 6,577,976.5 | $ 8,261,377.9 | $ 12,573,895.4 | $ 33,492,629.9 |
| | Fleet | $ 43,737,381.8 | $ 42,588,318.7 | $ 55,715,631.7 | $ 142,041,332.2 |
| | IT & Telecom | $ 34,377,049.9 | $ 33,036,649.8 | $ 33,428,285.1 | $ 100,841,984.8 |
| | Maintenance & Repairs | $ 69,617,762.8 | $ 71,079,782.6 | $ 77,226,909.6 | $ 217,924,454.9 |
| | Outsourced Services | $ 60,550,374.1 | $ 59,922,675.2 | $ 73,649,701.4 | $ 194,122,750.7 |
| | Supplies | $ 28,164,968.5 | $ 29,868,315.0 | $ 33,182,504.4 | $ 91,215,788.0 |
| | Unclassified | $ 1,377,061.6 | $ 1,400,982.6 | $ 1,468,744.7 | $ 4,246,788.9 |
| | Utilities | $ 41,389,098.9 | $ 41,778,206.8 | $ 44,907,968.9 | $ 128,075,274.6 |
| **Direct Control Total** | | **$ 434,690,181.2** | **$ 407,330,764.9** | **$ 479,929,223.4** | **$ 1,321,950,169.5** |
| Indirect Control | Contributions & Transfers to Other Entities | $ 741,359,675.1 | $ 735,408,469.6 | $ 766,146,636.9 | $ 2,242,914,781.6 |
| | Items For Resale | $ 2,106,258.8 | $ 2,217,595.8 | $ 2,600,857.6 | $ 6,924,712.2 |
| | Personnel | $ 80,517,580.3 | $ 92,017,801.1 | $ 95,744,341.1 | $ 268,279,722.6 |
| **Indirect Control Total** | | **$ 823,983,514.2** | **$ 829,643,866.5** | **$ 864,491,835.7** | **$ 2,518,119,216.4** |
| Non-Controllable | Financial Transactions | $ 404,770,938.2 | $ 260,165,684.9 | $ 261,975,418.6 | $ 926,912,041.8 |
| **Non-Controllable Total** | | **$ 404,770,938.2** | **$ 260,165,684.9** | **$ 261,975,418.6** | **$ 926,912,041.8** |
| **Grand Total** | | **$ 1,663,444,633.6** | **$ 1,497,140,316.4** | **$ 1,606,396,477.7** | **$ 4,766,981,427.7** |



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# Annual Spend by Sourcing Group
## General Fund Spend

Sourcing Groups represent areas of spend that have similar types of spend or support a specific function

| Sourcing Type | Sourcing Group | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|---|
| Direct Control | Admin & Support | $ 2,788,392.2 | $ 3,922,394.8 | $ 3,848,513.3 | $ 10,559,300.4 |
| | Construction | $ 664,247.0 | $ 668,105.0 | $ 443,644.6 | $ 1,775,996.6 |
| | Equipment | $ 1,076,450.3 | $ 1,135,470.5 | $ 1,198,175.7 | $ 3,410,096.5 |
| | Fleet | $ 24,919.8 | $ 49,880.4 | $ 137,447.9 | $ 212,248.1 |
| | IT & Telecom | $ 9,383,431.2 | $ 8,934,333.8 | $ 10,991,829.3 | $ 29,309,594.2 |
| | Maintenance & Repairs | $ 11,172,879.0 | $ 10,799,674.9 | $ 11,358,963.6 | $ 33,331,517.4 |
| | Outsourced Services | $ 7,600,882.4 | $ 7,918,037.4 | $ 8,714,987.4 | $ 24,233,907.2 |
| | Supplies | $ 4,488,930.9 | $ 4,370,252.1 | $ 5,039,001.1 | $ 13,898,184.2 |
| | Unclassified | $ 329,656.8 | $ 349,045.0 | $ 579,663.4 | $ 1,258,365.2 |
| | Utilities | $ 11,463,114.0 | $ 11,539,590.1 | $ 11,671,202.3 | $ 34,673,906.4 |
| **Direct Control Total** | | **$ 48,992,903.5** | **$ 49,686,784.0** | **$ 53,983,428.8** | **$ 152,663,116.3** |
| Indirect Control | Contributions & Transfers to Other Entities | $ 114,436,478.8 | $ 113,646,385.2 | $ 119,405,687.7 | $ 347,488,551.7 |
| | Items For Resale | $ 153,911.3 | $ 165,651.7 | $ 220,663.5 | $ 540,226.4 |
| | Personnel | $ 43,451.5 | $ 38,241.4 | $ 261,464.5 | $ 343,157.4 |
| **Indirect Control Total** | | **$ 114,633,841.6** | **$ 113,850,278.2** | **$ 119,887,815.7** | **$ 348,371,935.5** |
| Non-Controllable | Financial Transactions | $ 34,200,866.5 | $ 35,237,259.6 | $ 36,934,613.2 | $ 106,372,739.3 |
| **Non-Controllable Total** | | **$ 34,200,866.5** | **$ 35,237,259.6** | **$ 36,934,613.2** | **$ 106,372,739.3** |
| **Grand Total** | | **$ 197,827,611.6** | **$ 198,774,321.8** | **$ 210,805,857.7** | **$ 607,407,791.1** |



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# PALM BEACH COUNTY

## Budget Comparison



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# COUNTY DEMOGRAPHICS



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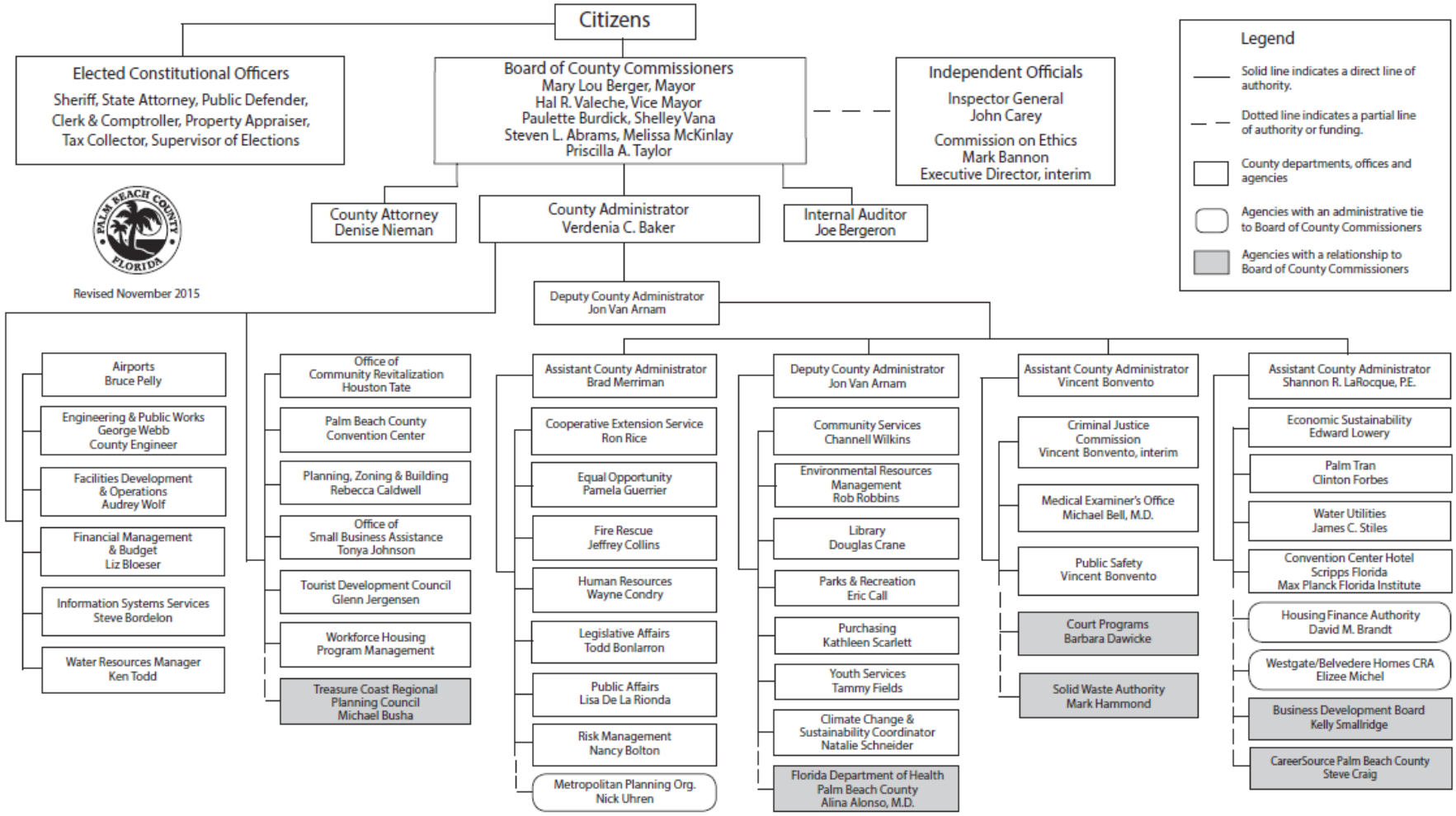
# Palm Beach County - Structure



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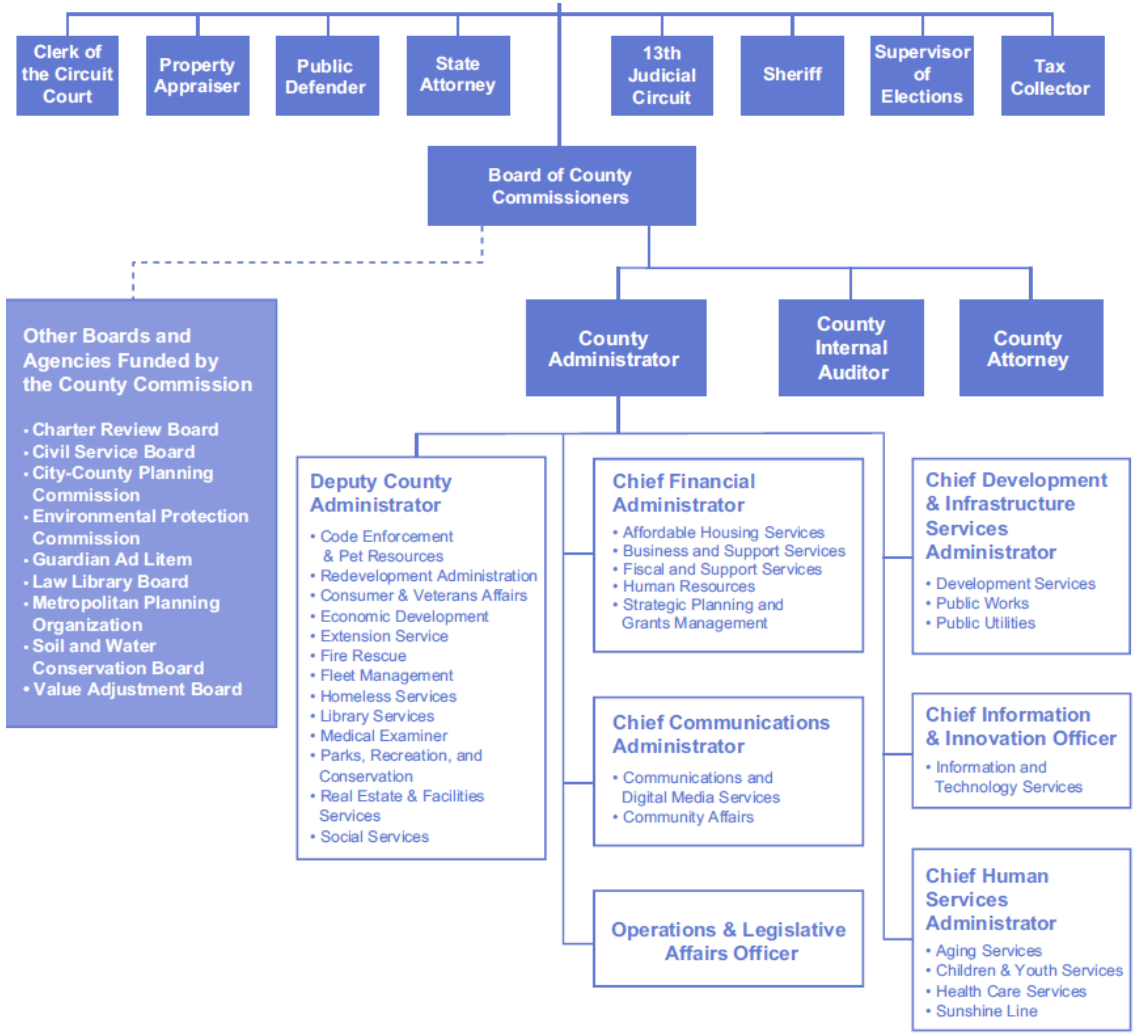
# Hillsborough County - Structure



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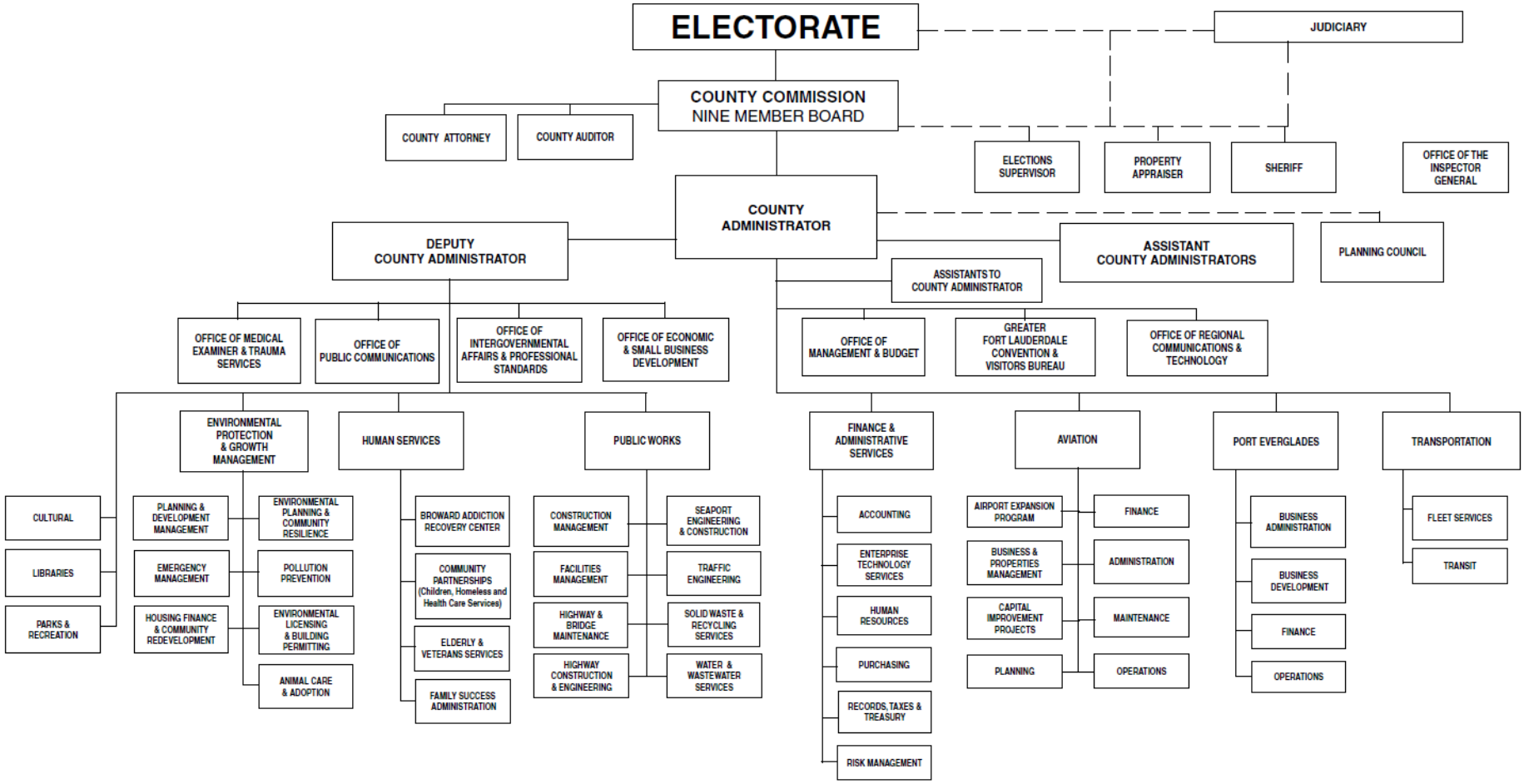
# Broward County – Structure




*From 2016 Budget in Brief



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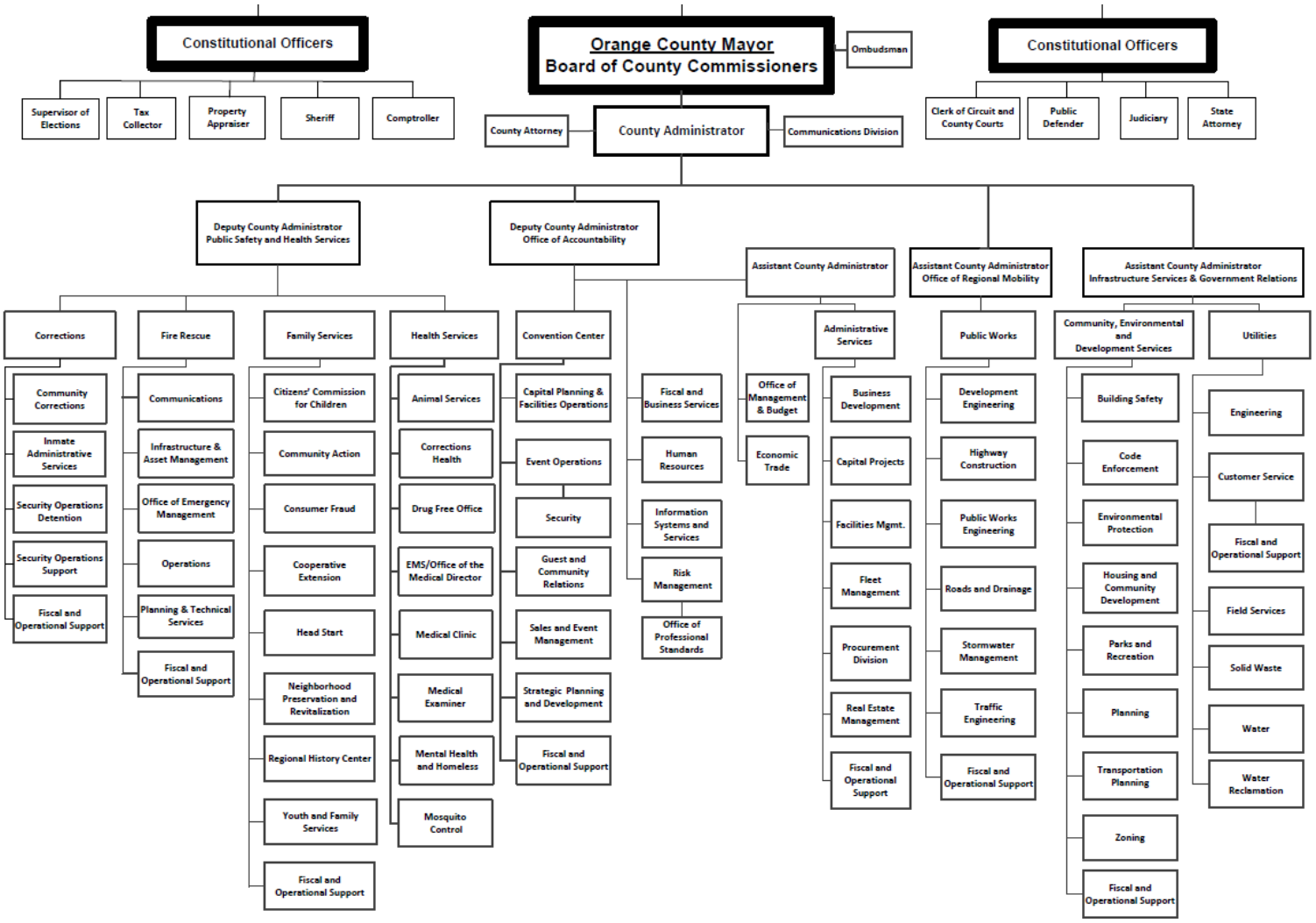
# Orange County Structure



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# DEPARTMENT SUMMARY INFORMATION



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# Board of County Commissions

| Board of County Commissioners | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Board of County Commissioners | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.07% | 0.27% | 0.07% | 0.30% | 0.08% | 0.31% | 0.06% | 0.37% |
| | 2015 | 0.08% | 0.29% | 0.06% | 0.22% | 0.08% | 0.33% | 0.07% | 0.33% |
| | 2016 | 0.08% | 0.29% | 0.06% | 0.24% | 0.08% | 0.32% | 0.08% | 0.35% |
| Administrative Services | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.05% | 0.18% | 0.05% | 0.22% | 0.04% | 0.18% | 0.05% | 0.28% |
| | 2015 | 0.06% | 0.19% | 0.05% | 0.20% | 0.04% | 0.19% | 0.06% | 0.27% |
| | 2016 | 0.06% | 0.18% | 0.05% | 0.23% | 0.05% | 0.19% | 0.06% | 0.26% |

NOTE: % of Total Budget and % of General Fund for each county



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# Direct Service Department & Offices

| Direct Service Department & Offices | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cooperative Extension Services | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.06% | 0.21% | 0.04% | 0.14% | 0.01% | 0.05% | 0.03% | 0.16% |
| | 2015 | 0.07% | 0.21% | 0.03% | 0.12% | 0.01% | 0.05% | 0.07% | 0.14% |
| | 2016 | 0.07% | 0.21% | 0.03% | 0.13% | 0.01% | 0.05% | 0.04% | 0.15% |
| Community Services | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 3.36% | 2.83% | 2.81% | 2.97% | 1.77% | 5.56% | 2.86% | 10.79% |
| | 2015 | 2.76% | 3.10% | 3.46% | 2.90% | 2.80% | 5.95% | 3.94% | 11.68% |
| | 2016 | 2.94% | 3.14% | 3.08% | 3.47% | 2.83% | 5.77% | 2.94% | 8.52% |
| Public Works | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 1.40% | 2.13% | 1.78% | 0.00% | 0.89% | 0.31% | 4.60% | 0.00% |
| | 2015 | 1.44% | 2.25% | 1.73% | 0.02% | 1.10% | 0.38% | 9.31% | 0.00% |
| | 2016 | 1.37% | 1.91% | 1.68% | 0.21% | 1.14% | 0.36% | 8.73% | 0.00% |
| Environmental Resource Management | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 1.17% | 1.11% | 0.43% | 1.22% | 0.29% | 0.71% | 0.34% | 1.13% |
| | 2015 | 1.01% | 1.07% | 0.41% | 1.00% | 0.39% | 0.74% | 1.02% | 1.03% |
| | 2016 | 0.97% | 1.10% | 0.40% | 0.94% | 0.39% | 0.74% | 0.90% | 1.04% |

NOTE: % of Total Budget and % of General Fund for each county



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# Direct Service Department & Offices (cont.)

| Direct Service Department & Offices | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Fire Rescue | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 8.86% | 0.74% | 3.56% | 0.06% | 2.60% | 1.88% | 3.90% | 0.29% |
| | 2015 | 8.79% | 0.78% | 3.15% | 0.07% | 2.68% | 1.97% | 4.74% | 0.21% |
| | 2016 | 8.80% | 0.94% | 2.98% | 0.06% | 2.92% | 2.21% | 4.98% | 0.20% |
| Legislative Affairs | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.01% | 0.05% | 0.00% | 0.00% | 0.05% | 0.19% | 0.01% | 0.07% |
| | 2015 | 0.01% | 0.05% | 0.02% | 0.06% | 0.05% | 0.20% | 0.02% | 0.07% |
| | 2016 | 0.01% | 0.04% | 0.02% | 0.06% | 0.05% | 0.21% | 0.02% | 0.07% |
| Medical Examiner | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.07% | 0.24% | 0.13% | 0.57% | 0.12% | 0.49% | 0.10% | 0.61% |
| | 2015 | 0.07% | 0.24% | 0.12% | 0.46% | 0.13% | 0.54% | 0.12% | 0.55% |
| | 2016 | 0.07% | 0.25% | 0.12% | 0.49% | 0.13% | 0.54% | 0.12% | 0.52% |
| Metropolitan Planning Organization | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.11% | 0.02% | 0.07% | 0.00% | 0.09% | 0.00% | 1.11% | 6.46% |
| | 2015 | 0.12% | 0.01% | 0.07% | 0.00% | 0.10% | 0.00% | 1.32% | 5.28% |
| | 2016 | 0.14% | 0.02% | 0.11% | 0.00% | 0.10% | 0.00% | 1.18% | 5.18% |

NOTE: % of Total Budget and % of General Fund for each county



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# Direct Service Department & Offices (cont.)

| Direct Service Department & Offices | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Palm Tran (Transit) | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 1.88% | 1.86% | 0.00% | 0.00% | 2.56% | 0.00% | 0.00% | 0.00% |
| | 2015 | 1.97% | 2.23% | 0.00% | 0.00% | 2.91% | 0.00% | 0.00% | 0.00% |
| | 2016 | 2.10% | 2.32% | 0.00% | 0.00% | 3.20% | 0.00% | 0.00% | 0.00% |
| Parks & Recreation | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 1.61% | 5.16% | 1.00% | 1.30% | 0.81% | 2.82% | 0.85% | 4.40% |
| | 2015 | 1.67% | 5.12% | 0.91% | 1.07% | 0.86% | 2.98% | 1.80% | 4.11% |
| | 2016 | 1.75% | 5.05% | 0.77% | 1.14% | 0.91% | 3.01% | 2.03% | 4.01% |
| Planning & Zoning Development | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.89% | 1.09% | 0.70% | 0.00% | 0.14% | 0.35% | 0.69% | 2.28% |
| | 2015 | 1.29% | 1.08% | 0.64% | 0.00% | 0.17% | 0.38% | 1.35% | 2.43% |
| | 2016 | 1.44% | 1.09% | 0.68% | 0.00% | 0.18% | 0.37% | 1.46% | 2.21% |
| Public Affairs | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.11% | 0.40% | 0.12% | 0.36% | 0.08% | 0.24% | 0.07% | 0.40% |
| | 2015 | 0.11% | 0.39% | 0.11% | 0.30% | 0.10% | 0.26% | 0.08% | 0.38% |
| | 2016 | 0.11% | 0.38% | 0.09% | 0.38% | 0.10% | 0.26% | 0.09% | 0.39% |

NOTE: % of Total Budget and % of General Fund for each county



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# Direct Service Department & Offices (cont.)

| Direct Service Department & Offices | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Public Safety | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 1.11% | 2.10% | 0.47% | 0.97% | 1.14% | 0.60% | 0.66% | 2.49% |
| | 2015 | 0.86% | 1.69% | 0.46% | 0.80% | 1.57% | 0.61% | 1.24% | 2.22% |
| | 2016 | 0.85% | 1.74% | 0.39% | 0.77% | 1.72% | 0.64% | 1.13% | 2.43% |
| Office of Equal Opportunity | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.03% | 0.07% | 0.06% | 0.21% | 0.02% | 0.08% | 0.02% | 0.12% |
| | 2015 | 0.03% | 0.07% | 0.01% | 0.02% | 0.02% | 0.07% | 0.02% | 0.10% |
| | 2016 | 0.03% | 0.07% | 0.04% | 0.04% | 0.02% | 0.06% | 0.03% | 0.11% |
| Library | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 1.23% | 0.00% | 0.99% | 0.00% | 1.32% | 5.33% | 0.00% | 0.00% |
| | 2015 | 1.23% | 0.00% | 0.89% | 0.00% | 1.32% | 5.59% | 0.00% | 0.00% |
| | 2016 | 1.30% | 0.00% | 0.75% | 0.00% | 1.34% | 5.35% | 0.00% | 0.00% |

NOTE: % of Total Budget and % of General Fund for each county



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# Central Service Departments

| Central Service Departments | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Office of Attorney | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.14% | 0.51% | 0.22% | 0.92% | 0.17% | 0.68% | 0.12% | 0.68% |
| | 2015 | 0.14% | 0.50% | 0.19% | 0.72% | 0.18% | 0.75% | 0.13% | 0.61% |
| | 2016 | 0.15% | 0.50% | 0.17% | 0.74% | 0.18% | 0.74% | 0.14% | 0.60% |
| Facilities Management & Operations | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.94% | 3.48% | 0.56% | 1.65% | 0.66% | 2.66% | 1.40% | 6.89% |
| | 2015 | 1.02% | 3.60% | 0.60% | 2.16% | 0.71% | 3.02% | 1.61% | 5.79% |
| | 2016 | 1.03% | 3.56% | 0.63% | 2.35% | 0.75% | 3.01% | 1.45% | 5.54% |
| Fleet Management | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 1.33% | 0.00% | 0.95% | 0.00% | 0.22% | 0.00% | 0.46% | 0.00% |
| | 2015 | 1.39% | 0.00% | 1.07% | 0.00% | 0.22% | 0.00% | 0.63% | 0.00% |
| | 2016 | 1.39% | 0.00% | 0.94% | 0.00% | 0.19% | 0.00% | 0.56% | 0.00% |
| Human Resources | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.07% | 0.26% | 0.19% | 0.40% | 0.06% | 0.26% | 0.11% | 0.62% |
| | 2015 | 0.07% | 0.26% | 0.21% | 0.39% | 0.06% | 0.26% | 0.15% | 0.59% |
| | 2016 | 0.07% | 0.25% | 0.18% | 0.50% | 0.07% | 0.26% | 0.13% | 0.56% |

NOTE: % of Total Budget and % of General Fund for each county



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# Central Service Departments (cont.)

| Central Service Departments | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Information Systems Services | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.73% | 2.69% | 0.59% | 1.79% | 0.49% | 1.96% | 1.17% | 5.38% |
| | 2015 | 0.76% | 2.68% | 0.60% | 1.78% | 0.51% | 2.17% | 1.28% | 4.88% |
| | 2016 | 0.77% | 2.64% | 0.59% | 2.14% | 0.54% | 2.15% | 1.28% | 4.65% |
| Office of Financial Management & Budget | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.08% | 0.30% | 0.25% | 0.29% | 0.13% | 0.52% | 0.05% | 0.28% |
| | 2015 | 0.08% | 0.29% | 0.21% | 0.22% | 0.13% | 0.56% | 0.05% | 0.23% |
| | 2016 | 0.08% | 0.29% | 0.23% | 0.29% | 0.14% | 0.54% | 0.05% | 0.23% |
| Purchasing | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.09% | 0.33% | 0.05% | 0.20% | 0.10% | 0.41% | 0.05% | 0.30% |
| | 2015 | 0.09% | 0.33% | 0.05% | 0.19% | 0.10% | 0.44% | 0.06% | 0.26% |
| | 2016 | 0.10% | 0.33% | 0.07% | 0.29% | 0.11% | 0.42% | 0.06% | 0.25% |
| Risk Management | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 2.70% | 0.03% | 2.94% | 0.07% | 2.47% | 0.00% | 2.82% | 0.00% |
| | 2015 | 2.80% | 0.03% | 6.85% | 0.06% | 4.66% | 0.00% | 6.10% | 0.00% |
| | 2016 | 2.72% | 0.03% | 5.87% | 0.07% | 2.91% | 0.00% | 6.08% | 0.00% |

NOTE: % of Total Budget and % of General Fund for each county



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# Other Offices, Agencies & Costs

| Other Offices, Agencies & Costs | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Accountability Offices | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.12% | 0.14% | 0.01% | 0.05% | 0.10% | 0.38% | 0.00% | 0.00% |
| | 2015 | 0.11% | 0.15% | 0.01% | 0.04% | 0.10% | 0.42% | 0.00% | 0.00% |
| | 2016 | 0.11% | 0.15% | 0.01% | 0.05% | 0.11% | 0.43% | 0.00% | 0.00% |
| Value Adjustment Board | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.02% | 0.08% | 0.02% | 0.08% | 0.02% | 0.00% | 0.00% | 0.00% |
| | 2015 | 0.02% | 0.05% | 0.02% | 0.06% | 0.03% | 0.00% | 0.00% | 0.00% |
| | 2016 | 0.01% | 0.05% | 0.01% | 0.06% | 0.03% | 0.00% | 0.00% | 0.00% |
| Community Redevelopment Agency | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.60% | 2.15% | 0.00% | 0.00% | 0.59% | 0.00% | 0.00% | 0.00% |
| | 2015 | 0.65% | 2.24% | 0.01% | 0.05% | 0.66% | 0.00% | 0.00% | 0.00% |
| | 2016 | 0.74% | 2.51% | 0.00% | 0.00% | 0.75% | 0.00% | 0.00% | 0.00% |

NOTE: % of Total Budget and % of General Fund for each county



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# Self Supported Departments

| Self Supported Departments | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Airports | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 2.02% | 0.00% | 0.00% | 0.00% | 16.31% | 0.00% | 0.05% | 0.28% |
| | 2015 | 1.76% | 0.00% | 0.00% | 0.00% | 17.15% | 0.00% | 0.06% | 0.27% |
| | 2016 | 1.96% | 0.00% | 0.00% | 0.00% | 16.41% | 0.00% | 0.06% | 0.26% |
| Tourist Development | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 1.59% | 0.00% | 0.00% | 0.00% | 0.83% | 0.00% | 7.79% | 1.02% |
| | 2015 | 1.67% | 0.00% | 0.00% | 0.00% | 1.06% | 0.00% | 11.77% | 1.44% |
| | 2016 | 1.72% | 0.00% | 0.00% | 0.00% | 1.07% | 0.00% | 11.06% | 1.47% |
| Water Utilities | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 3.40% | 0.00% | 6.93% | 0.00% | 1.47% | 0.00% | 5.88% | 0.00% |
| | 2015 | 3.57% | 0.00% | 5.64% | 0.00% | 2.11% | 0.00% | 9.50% | 0.00% |
| | 2016 | 3.95% | 0.00% | 5.24% | 0.00% | 2.44% | 0.00% | 9.31% | 0.00% |

NOTE: % of Total Budget and % of General Fund for each county



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# Constitutional Officers

| Constitutional Officers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Judicial Services | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.17% | 0.31% | 0.43% | 0.38% | 0.25% | 0.14% | 0.38% | 0.21% |
| | 2015 | 0.17% | 0.36% | 0.37% | 0.31% | 0.25% | 0.15% | 0.53% | 0.22% |
| | 2016 | 0.18% | 0.37% | 0.35% | 0.31% | 0.24% | 0.15% | 0.48% | 0.11% |
| Clerk of Courts | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.32% | 1.18% | 0.53% | 2.25% | 0.03% | 0.01% | 0.44% | 0.43% |
| | 2015 | 0.33% | 1.16% | 0.44% | 1.73% | 0.03% | 0.01% | 0.49% | 0.55% |
| | 2016 | 0.33% | 1.14% | 0.40% | 1.69% | 0.03% | 0.01% | 0.52% | 0.55% |
| Supervisor of Elections | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.23% | 0.86% | 0.33% | 1.43% | 0.41% | 1.64% | 0.24% | 1.40% |
| | 2015 | 0.23% | 0.82% | 0.26% | 1.00% | 0.31% | 1.31% | 0.25% | 1.17% |
| | 2016 | 0.28% | 0.98% | 0.27% | 1.16% | 0.39% | 1.56% | 0.35% | 1.56% |

NOTE: % of Total Budget and % of General Fund for each county



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# Constitutional Officers (cont.)

| Constitutional Officers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Tax Collector | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.97% | 3.07% | 0.62% | 2.12% | 0.30% | 1.21% | 0.64% | 3.75% |
| | 2015 | 1.04% | 3.16% | 0.60% | 1.85% | 0.30% | 1.27% | 0.72% | 3.30% |
| | 2016 | 1.08% | 3.21% | 0.55% | 1.86% | 0.31% | 1.24% | 0.82% | 3.60% |
| Property Appraiser | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 0.50% | 1.66% | 0.30% | 1.06% | 0.33% | 1.33% | 0.29% | 1.60% |
| | 2015 | 0.52% | 1.64% | 0.26% | 0.85% | 0.35% | 1.49% | 0.32% | 1.29% |
| | 2016 | 0.52% | 1.61% | 0.25% | 0.89% | 0.39% | 1.55% | 0.33% | 1.29% |
| Sheriff | | Palm Beach County | General Fund | Hillsborough County | General Fund | Broward County | General Fund | Orange County | General Fund |
| | 2014 | 12.97% | 47.43% | 11.00% | 32.90% | 12.49% | 34.93% | 9.66% | 53.55% |
| | 2015 | 13.45% | 47.36% | 9.41% | 25.32% | 13.00% | 38.61% | 10.05% | 42.84% |
| | 2016 | 13.79% | 47.33% | 8.31% | 24.80% | 13.59% | 38.56% | 10.26% | 42.93% |

NOTE: % of Total Budget and % of General Fund for each county



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# PEER COMPARISON DATA



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# Key:

Department Name

## Board of County Commission

Total budget for department for County

Gen Fund as % of Total Budget

Total Gen Fund for department for County

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| | $2,864,149 | | $3,28 | | | |
| General Fund | $2,864,149 | 100% | $3,28 | | | 100% |
| **Hillsborough County** | **$2,391,843** | | **$2,350,922** | | **$2,601,[illegible]** | |
| General Fund | $2,391,843 | 100% | $2,350,922 | 100% | $2,601,737 | 100% |
| | **$3,458,230** | | **$3,572,640** | | **$3,635,570** | |
| | $3,458,230 | 100% | $3,572,640 | 100% | $3,635,570 | 100% |
| | **$2,231,916** | | **$2,617,594** | | **$2,868,765** | |
| General Fund | $2,231,916 | 100% | $2,617,594 | 100% | $2,868,765 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Includes: Board of County Commission | Includes: Board of County Commission, Charter Review Board | Includes: Board of County Commissioners | Includes: Board of County Commission, County Mayor, Charter Review |

# of FTE for department

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 27 | 21 | 37 | 26 |

21

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# BOARD OF COUNTY COMMISSIONERS



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# Board of County Commission

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$2,864,149** | | **$3,284,740** | | **$3,368,505** | |
| General Fund | $2,864,149 | 100% | $3,284,740 | 100% | $3,368,505 | 100% |
| **Hillsborough County** | **$2,391,843** | | **$2,350,922** | | **$2,601,737** | |
| General Fund | $2,391,843 | 100% | $2,350,922 | 100% | $2,601,737 | 100% |
| **Broward County** | **$3,458,230** | | **$3,572,640** | | **$3,635,570** | |
| General Fund | $3,458,230 | 100% | $3,572,640 | 100% | $3,635,570 | 100% |
| **Orange County** | **$2,231,916** | | **$2,617,594** | | **$2,868,765** | |
| General Fund | $2,231,916 | 100% | $2,617,594 | 100% | $2,868,765 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Includes: Board of County Commission | Includes: Board of County Commission, Charter Review Board | Includes: Board of County Commissioners | Includes: Board of County Commission, County Mayor, Charter Review |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 27 | 21 | 37 | 26 |



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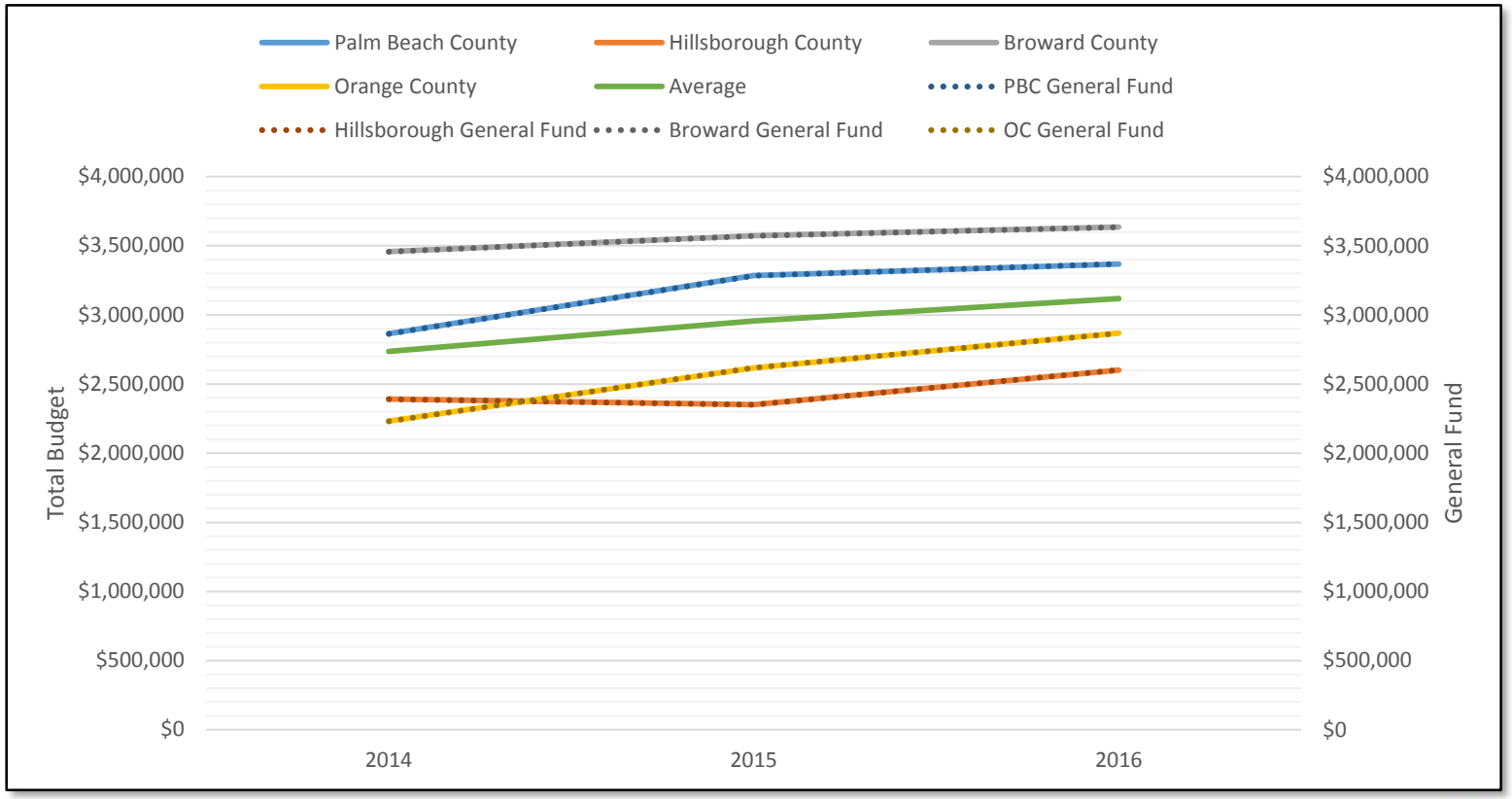
# Commission (BCC)

- Palm Beach County is comparable to the peer group when reviewing BCC but is above average. All counties trended upward on a YOY review from 2015 to 2016
- For all counties the BCC makes up 100% of the BCC budget



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# Administration

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$2,095,779** | | **$2,280,108** | | **$2,272,029** | |
| General Fund | $1,918,082 | 92% | $2,132,320 | 94% | $2,124,397 | 94% |
| **Hillsborough County** | **$1,777,357** | | **$2,151,440** | | **$2,550,300** | |
| General Fund | $1,777,357 | 100% | $2,151,440 | 100% | $2,550,300 | 100% |
| **Broward County** | **$2,006,670** | | **$2,019,720** | | **$2,119,000** | |
| General Fund | $2,006,670 | 100% | $2,019,720 | 100% | $2,119,000 | 100% |
| **Orange County** | **$1,711,826** | | **$2,136,130** | | **$2,163,454** | |
| General Fund | $1,711,826 | 100% | $2,136,130 | 100% | $2,163,454 | 100% |

| Palm Beach | Hillsborough | Broward | Orange | Miami-Dade |
|---|---|---|---|---|
| 12 | 13 | 11 | 17 | 51 |



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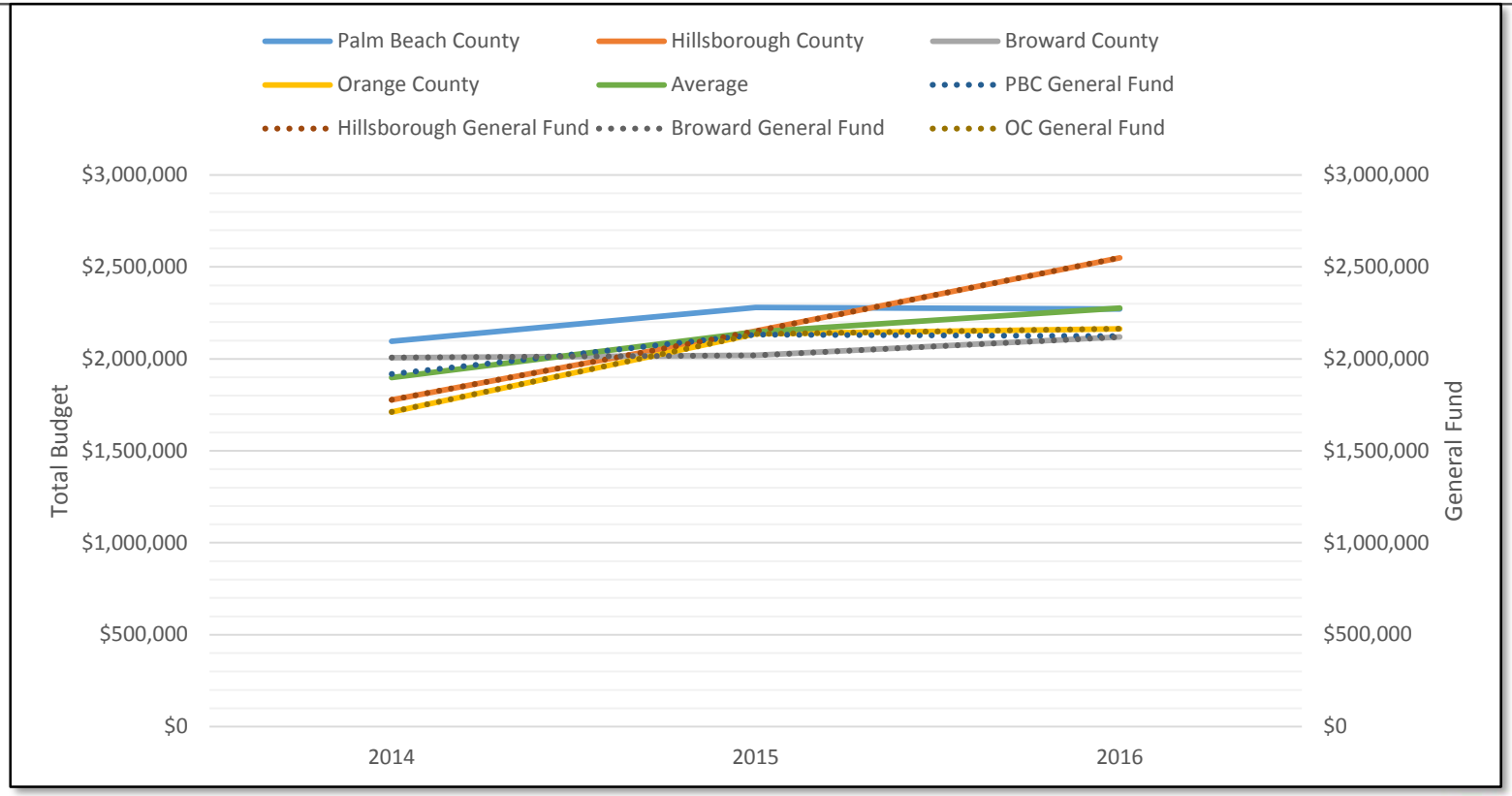
# Administration

- Palm Beach County is comparable to the peer group when reviewing County Administration but is above average in 2014 and 2015. PBC remained relatively flat YOY while Hillsborough reported an increased that pulled up the average. All counties trended upward on a YOY review with the exception of PBC
- Gen fund makes up ~94% of Administration. For all peer counties Gen Fund makes up 100% of the budget



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# DIRECT SERVICE DEPARTMENT & OFFICES



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# Community Services (includes Dept. of Economic Sustainability & Community Revitalization)

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$132,364,658** | | **$109,689,145** | | **$119,149,010** | |
| General Fund | $30,306,989 | 23% | $34,774,399 | 32% | $36,873,409 | 31% |
| **Hillsborough County** | **$96,857,374** | | **$141,863,439** | | **$145,169,043** | |
| General Fund | $24,026,245 | 25% | $30,626,532 | 22% | $38,262,796 | 26% |
| **Broward County** | **$79,780,461** | | **$126,217,810** | | **$127,970,570** | |
| General Fund | $62,342,590 | 78% | $63,596,630 | 50% | $65,218,360 | 51% |
| **Orange County** | **$101,464,027** | | **$143,659,007** | | **$106,044,591** | |
| General Fund | $65,407,797 | 64% | $92,801,874 | 65% | $69,712,944 | 66% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Includes: Community Services, Youth Services, Financially Assisted Agencies, Office of Small Business Administration | Includes: CS, Consumer and Veteran Services, Community Affairs, Social Services, Aging, Homeless Services, YS, Guardian ad Litem, Sunshine Line, Affordable Housing, Agricultural Business, Economic Development, Business Retention, Corporate Business, Minority, and Small Business | Includes: Human Services, Broward Addiction Recovery, Community Partnerships, Elderly & Veterans Services, Family Success Administration, Economic and Small Business, Housing Finance and Community Redevelopment, Office of Economics, Community Development | Includes: Citizen Resource & Outreach Office, Citizens' Commission for Children (CCC) Division, Community Action Division, Head Start, Admin, Y&FS, Ryan White, Housing & Community Development, Business Development |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 297 | 756 | 514 | 645 |



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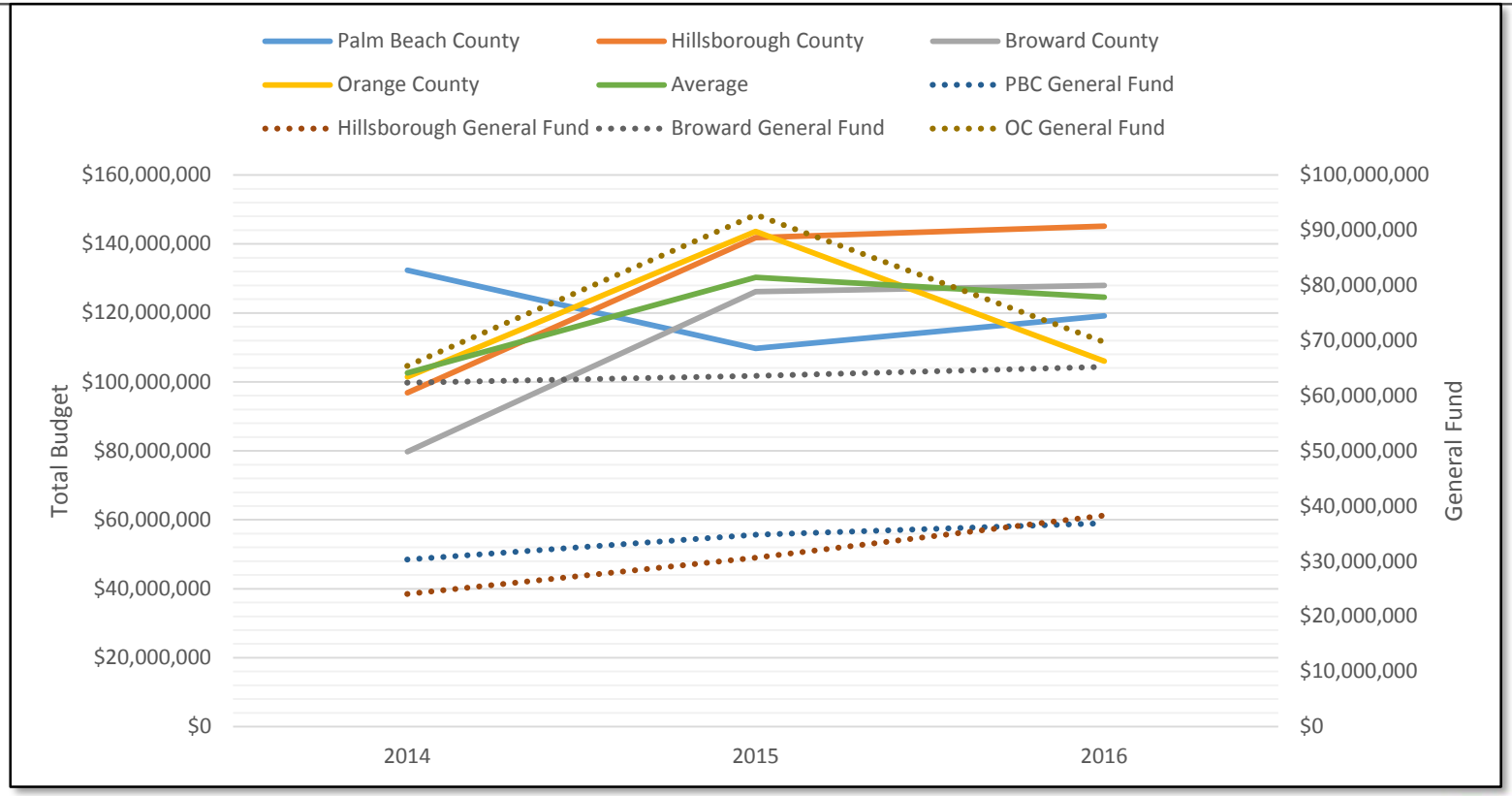
# Community Services

- Palm Beach County is below average when compared to peers in the Community Services category. All counties trended upward in 2015 and stabilized in 2016 with the exception of PBC
- Gen fund makes up ~31% of Community Service this is below average when compared to peers



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# County Cooperative Extension Services

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$2,505,678** | | **$2,633,057** | | **$2,711,881** | |
| General Fund | $2,243,743 | 90% | $2,373,290 | 90% | $2,425,576 | 89% |
| **Hillsborough County** | **$1,291,565** | | **$1,433,140** | | **$1,631,912** | |
| General Fund | $1,131,699 | 88% | $1,254,160 | 88% | $1,422,316 | 87% |
| **Broward County** | **$510,117** | | **$577,410** | | **$599,900** | |
| General Fund | $510,117 | 100% | $577,410 | 100% | $599,900 | 100% |
| **Orange County** | **$1,121,409** | | **$2,636,855** | | **$1,292,074** | |
| General Fund | $944,238 | 84% | $1,129,851 | 43% | $1,194,074 | 92% |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 32 | 21 | 10 | 21 |



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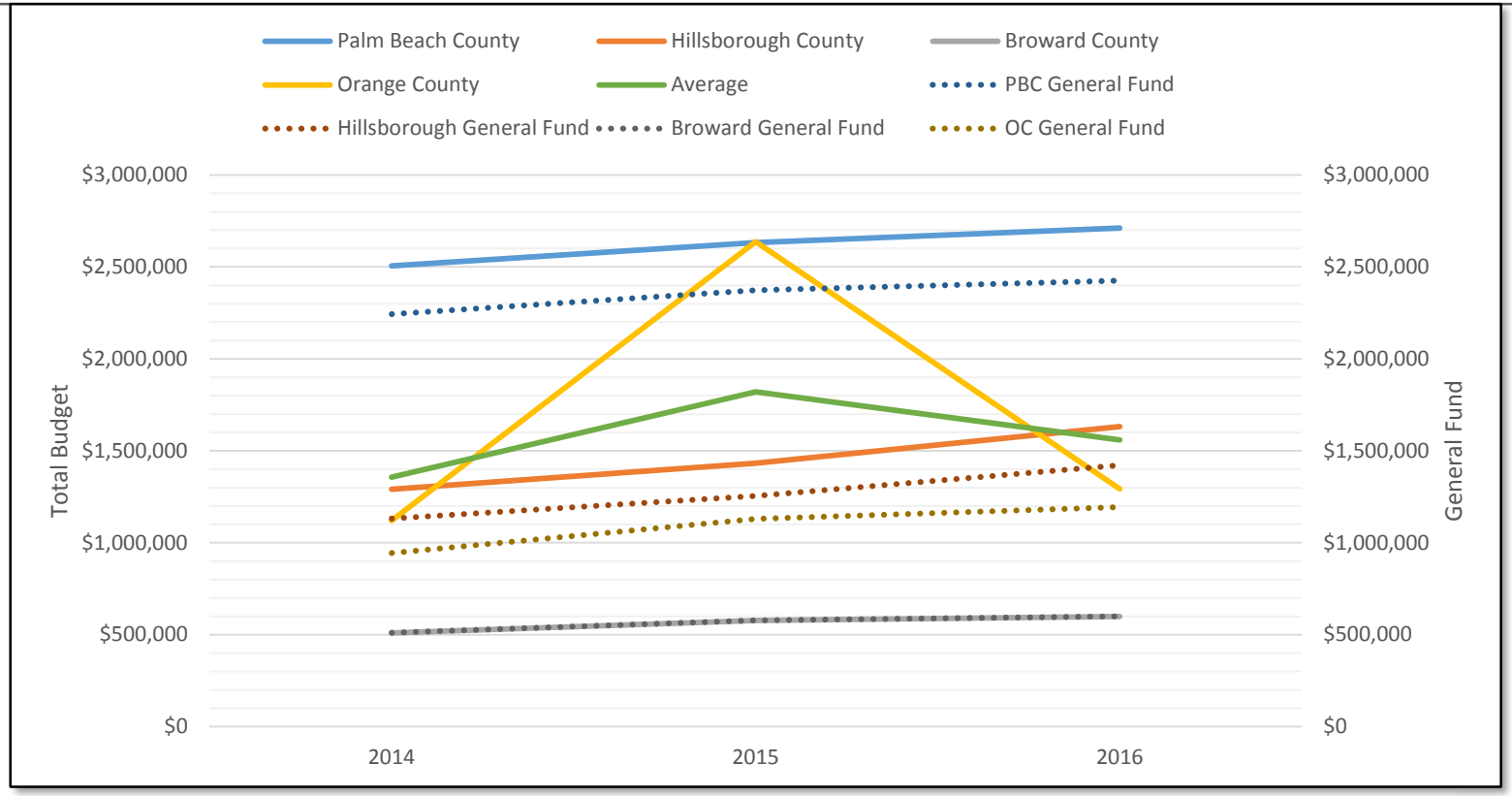
# County Cooperative Extension Services

- Palm Beach County is above average when compared to peers in the Cooperative Extension category. The majority of counties trended upward YOY with the exception of Orange County which had an increased level of participants in 2015
- Gen fund makes up ~89% of Cooperative Extension which is below average



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# Engineering & Public Works

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$55,171,231** | | **$56,988,956** | | **$55,762,194** | |
| General Fund | $22,788,431 | 41% | $25,240,427 | 44% | $22,460,643 | 40% |
| **Hillsborough County** | **$61,431,931** | | **$70,900,598** | | **$79,124,724** | |
| General Fund | $351 | 0% | $201,875 | 0% | $2,266,820 | 3% |
| **Broward County** | **$40,143,145** | | **$49,461,970** | | **$51,672,010** | |
| General Fund | $3,480,380 | 9% | $4,032,990 | 8% | $4,121,470 | 8% |
| **Orange County** | **$163,001,322** | | **$339,712,016** | | **$314,872,116** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| NOTE: Excludes 3500 Capital | | Includes: Public Works, Highway Construction, Environmental Licensing and Building Permit, Highway and Bridge Maintenance | Includes: Development Engineering, Highway Construction, Engineering, Reserves, Storm water Management, Roads & Drainage, Traffic Engineering<br><br>Source of Special Revenue Fund (half-cent sales tax revenue and several gas tax revenue sources) and Capital Construction Fund |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 424 | 488 | 389 | 524 |



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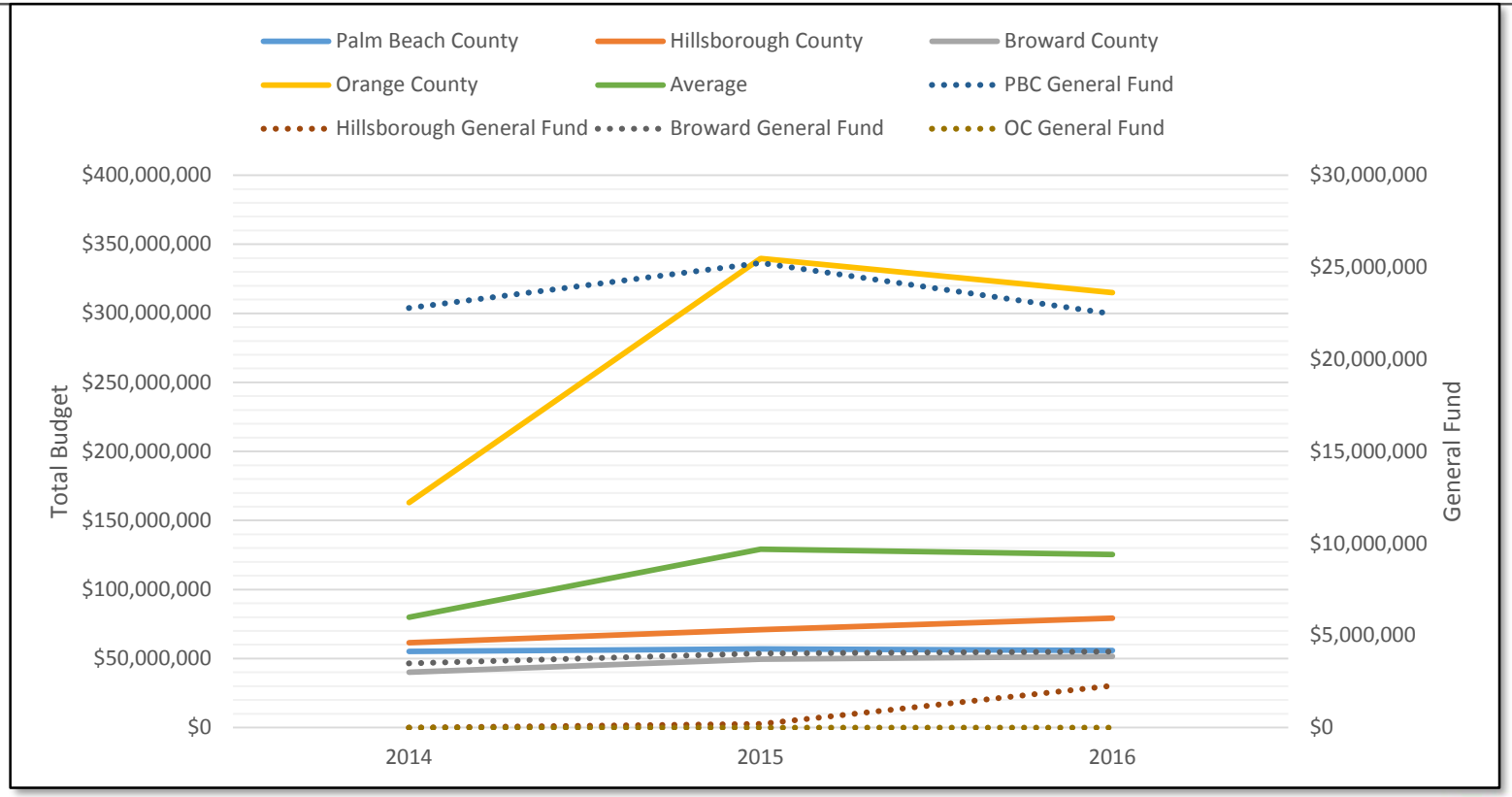
# Engineering & Public Works

- Palm Beach County is below average when compared to peers in the Engineering & Public Works category. Orange County budget reported a higher budget for this category
- Gen fund makes up ~40% of Engineering & Public Works budget



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# Environmental Resources Management

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$46,070,779** | | **$40,114,031** | | **$39,252,623** | |
| General Fund | $11,892,404 | 26% | $12,062,676 | 30% | $12,973,905 | 33% |
| **Hillsborough County** | **$14,911,074** | | **$16,947,924** | | **$18,943,392** | |
| General Fund | $9,859,646 | 66% | $10,506,967 | 62% | $10,377,861 | 55% |
| **Broward County** | **$12,960,532** | | **$17,465,860** | | **$17,537,440** | |
| General Fund | $7,996,475 | 62% | $7,935,430 | 45% | $8,371,980 | 48% |
| **Orange County** | **$12,156,245** | | **$37,359,312** | | **$32,607,033** | |
| General Fund | $6,834,744 | 56% | $8,220,581 | 22% | $8,482,678 | 26% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Excludes: Environmental Res Mgt Capital<br>Includes: Ag Reserve Fund and Pollution Recovery Trust Fund | Includes: Environmental Protection, Soil & Water Conservation, Mosquito Control | Includes: Environmental Protection, Mosquito Control, Aquatic/Wetland Resources, Environmental Planning, Pollution Planning, Manatee Protection | Includes: Environmental Protection Division, Mosquito Control |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 126 | 135 | 120 | 124 |



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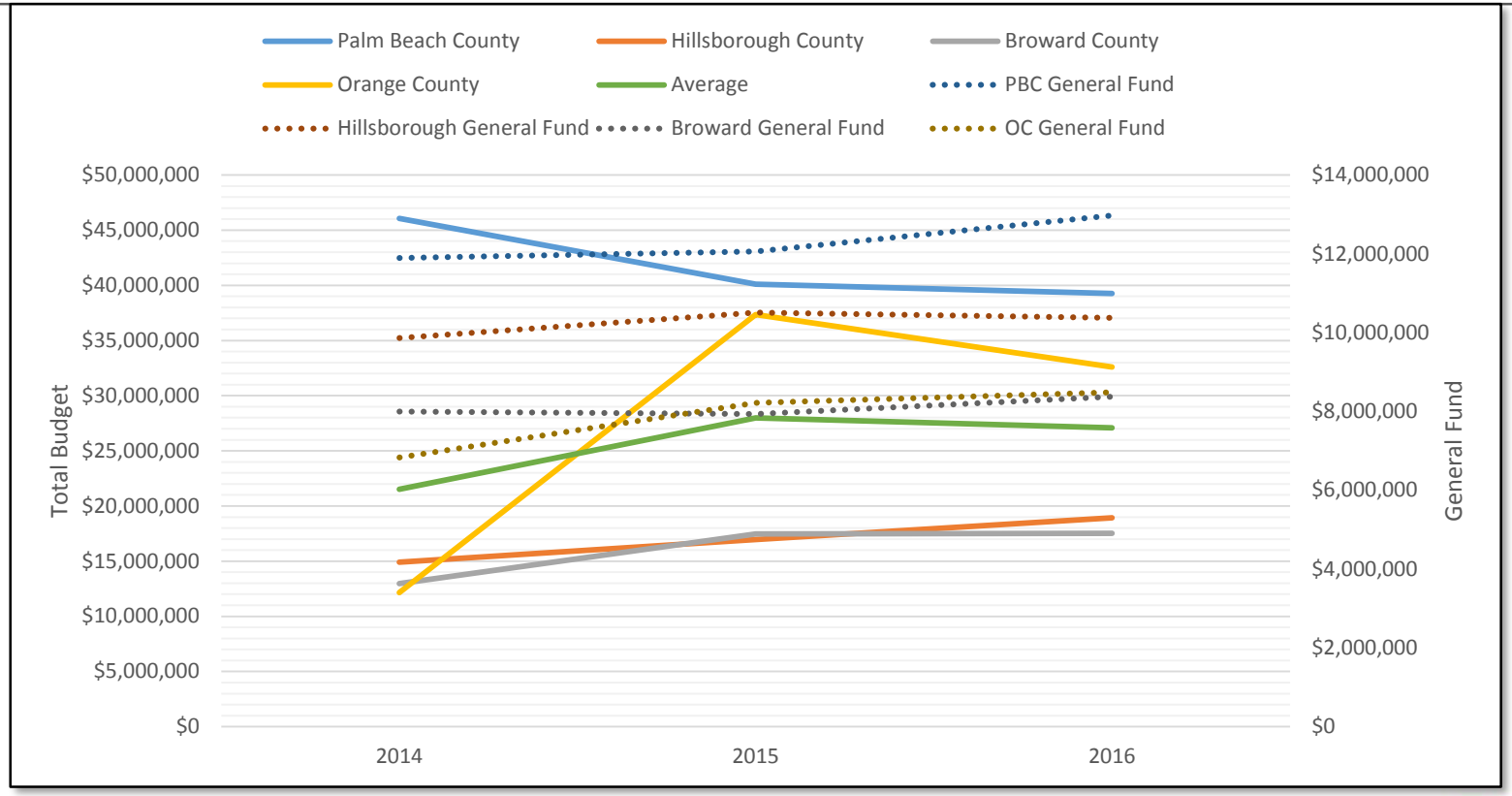
# Environmental Resources Management

- Palm Beach County is above average when compared to peers in the ERM category but has trended downward as the majority of other counties have trended up
- Gen fund makes up ~33% of ERM which is average compared to peers



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# Fire Rescue

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$349,524,916** | | **$349,122,648** | | **$356,811,733** | |
| General Fund | $7,883,934 | 2% | $8,716,111 | 2% | $11,058,205 | 3% |
| **Hillsborough County** | **$122,827,531** | | **$129,251,399** | | **$140,801,997** | |
| General Fund | $476,358 | 0% | $696,919 | 1% | $693,486 | 0% |
| **Broward County** | **$117,492,790** | | **$120,968,200** | | **$132,186,880** | |
| General Fund | $21,024,870 | 18% | $21,073,900 | 17% | $25,006,290 | 19% |
| **Orange County** | **$138,230,186** | | **$172,875,735** | | **$179,655,755** | |
| General Fund | $1,774,894 | 1% | $1,656,584 | 1% | $1,626,953 | 1% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Excludes: Fire Rescue Capital<br>NOTE: Does not include CRA Contribution | | | Includes: Fire Planning & Technical Services, State Fire Control, Emergency Medical Services |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 1,494 | 1,016 | 713 | 1,177 |



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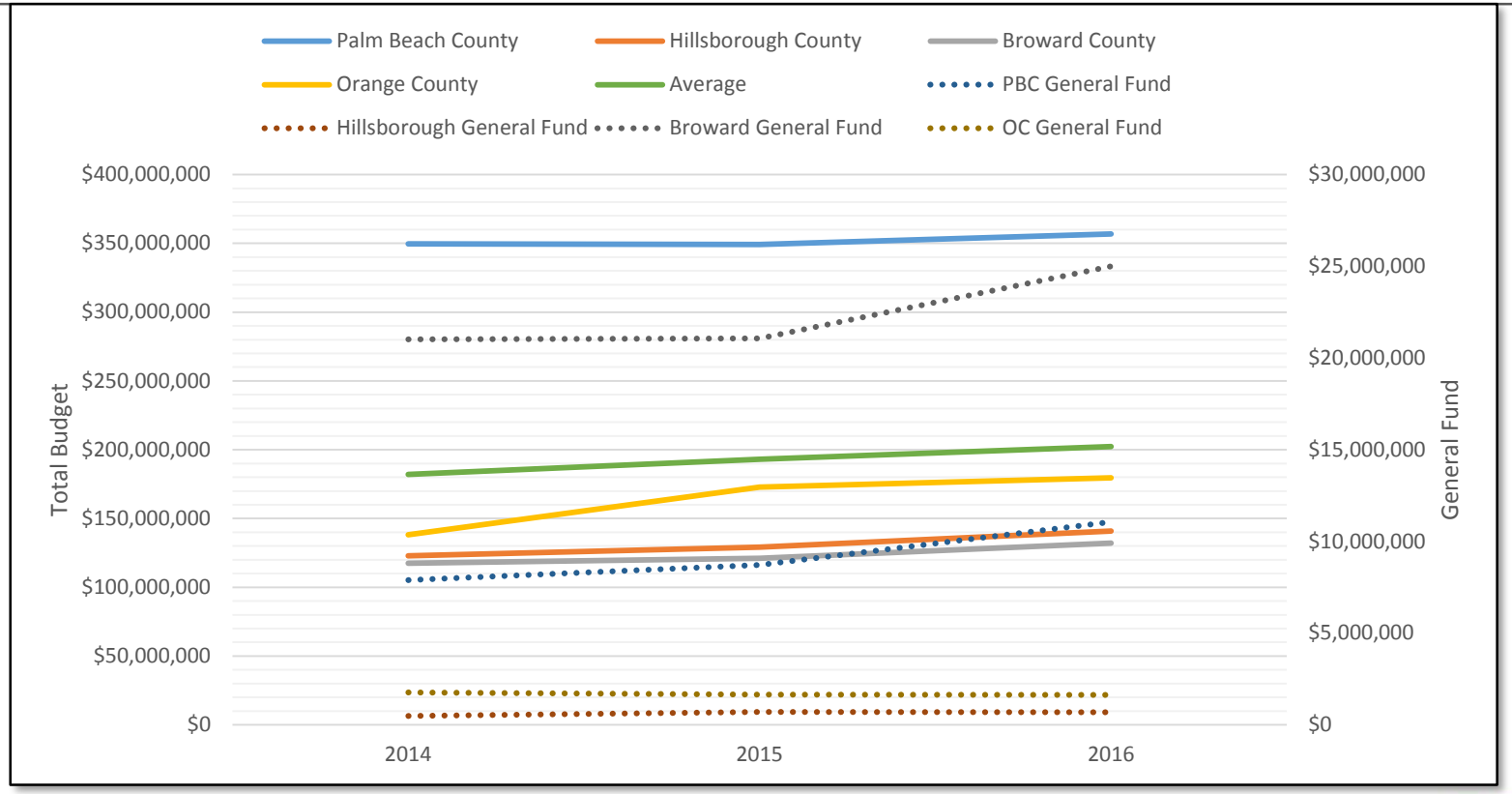
# Fire Rescue

- Palm Beach County is above the average in the Fire Rescue category. The majority of counties trended upward YOY but remained relatively flat
- Gen fund makes up 3% of Fire Rescue



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# Legislative Affairs

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$505,439** | | **$520,063** | | **$523,144** | |
| General Fund | $505,439 | 100% | $520,063 | 100% | $523,144 | 100% |
| **Hillsborough County** | **$0** | | **$672,830** | | **$713,238** | |
| General Fund | $0 | 0% | $672,830 | 100% | $713,238 | 100% |
| **Broward County** | **$2,122,527** | | **$2,172,850** | | **$2,389,330** | |
| General Fund | $2,122,527 | 100% | $2,172,850 | 100% | $2,389,330 | 100% |
| **Orange County** | **$396,672** | | **$564,999** | | **$571,280** | |
| General Fund | $396,672 | 100% | $564,999 | 100% | $571,280 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | Includes: Intergovernmental Affairs | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 3 | 0 | 13 | 0 |



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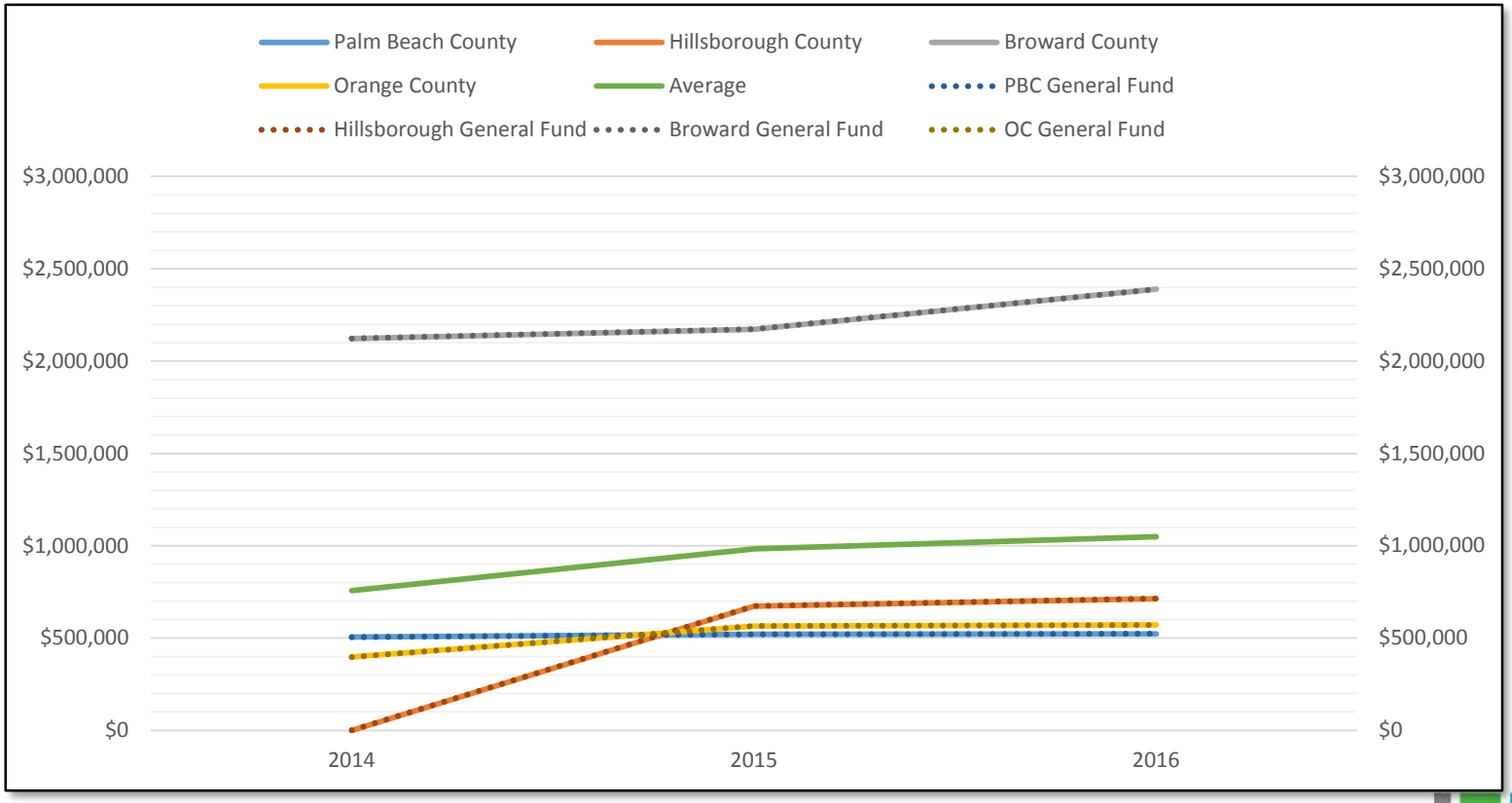
# Legislative Affairs

- Palm Beach County is below average when compared to peers in the Legislative Affairs category. The majority of counties trended downwards YOY
- Gen fund makes up 100% of Legislative Affairs which is the same as peers



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# Medical Examiner

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$2,594,831** | | **$2,744,874** | | **$2,899,225** | |
| General Fund | $2,594,831 | 100% | $2,744,874 | 100% | $2,899,225 | 100% |
| **Hillsborough County** | **$4,608,102** | | **$4,873,326** | | **$5,429,997** | |
| General Fund | $4,608,102 | 100% | $4,873,326 | 100% | $5,429,997 | 100% |
| **Broward County** | **$5,503,020** | | **$5,789,270** | | **$6,076,850** | |
| General Fund | $5,503,020 | 100% | $5,789,270 | 100% | $6,076,850 | 100% |
| **Orange County** | **$3,690,097** | | **$4,353,136** | | **$4,280,916** | |
| General Fund | $3,687,977 | 100% | $4,350,088 | 100% | $4,280,916 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | Includes: Trauma Services | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 19 | 32 | 41 | 34 |



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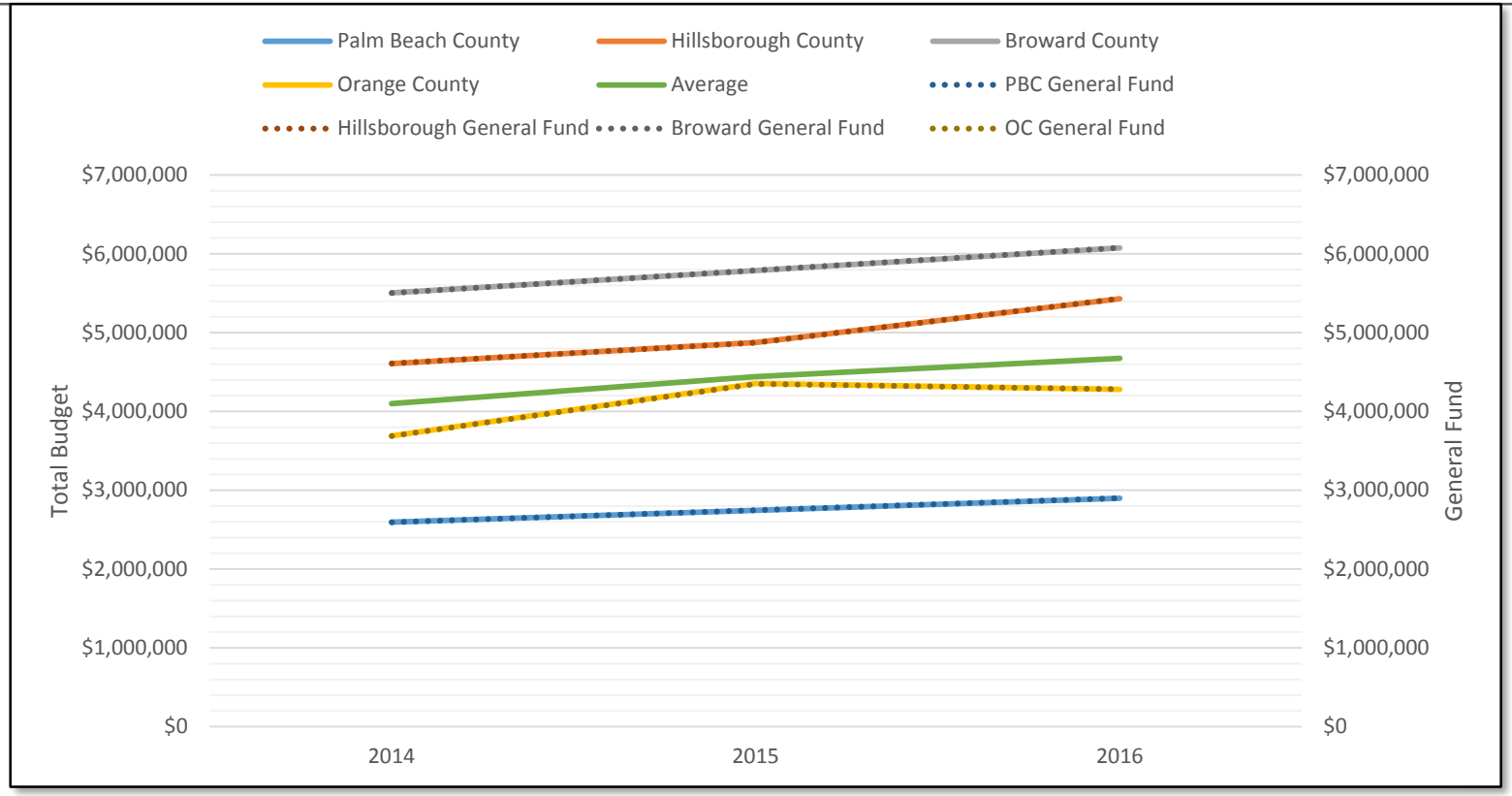
# Medical Examiner

- Palm Beach County is below average when compared to peers in the Medical Examiner category. The majority of counties trended upward YOY
- Gen fund makes up 100% of Medical Examiner which is the same as peers



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# Metropolitan Planning Organization

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$4,380,419** | | **$4,899,704** | | **$5,679,677** | |
| General Fund | $190,175 | 4% | $160,546 | 3% | $195,122 | 3% |
| **Hillsborough County** | **$2,416,186** | | **$2,968,145** | | **$5,031,209** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Broward County** | **$4,219,179** | | **$4,442,620** | | **$4,627,490** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Orange County** | **$39,137,099** | | **$48,259,104** | | **$42,406,202** | |
| General Fund | $39,137,099 | 100% | $41,928,321 | 100% | $42,406,202 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | Includes: Office of Regional Mobility; East Central Florida Regional Planning; Transit (see Palm Tran) |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 12 | 7 | 21 | 2 |



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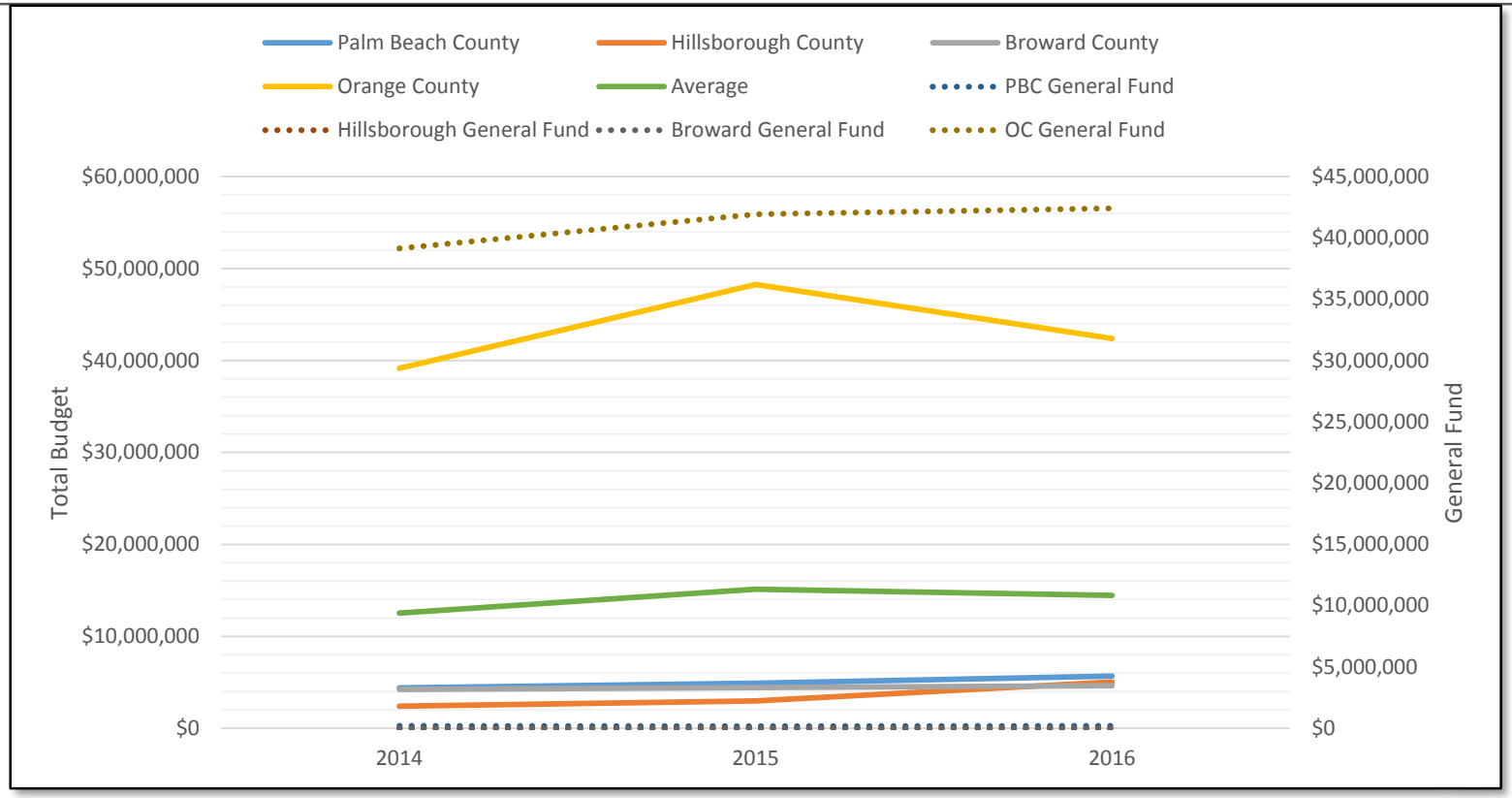
# Metropolitan Planning Organization

- Palm Beach County is below average and in line with the other counties (excluding Orange). The majority of counties trended upward YOY but remained relatively flat. Orange County includes the Office of Regional Mobility which includes Transit (see Palm Tran)
- Gen fund makes up 3% of MPO



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# Palm Tran (Transit)

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$73,978,900** | | **$78,375,786** | | **$85,271,233** | |
| General Fund | $19,909,303 | 27% | $25,004,872 | 32% | $27,224,688 | 32% |
| **Hillsborough County** | **$0** | | **$0** | | **$0** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Broward County** | **$115,429,436** | | **$131,467,730** | | **$145,139,360** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Orange County** | **$0** | | **$0** | | **$0** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Includes: Mass Trans – Delray Facility, Mass Trans – Operating; Excludes: Capital & Grants | NOTE: Hillsborough County Transit Authority is a Special District and was not included in the reviewed budget. This district levis an ad valorem mileage of .5 and has a budget of $85 million | | NOTE: Orange County transit is funded through the Office of Regional Mobility. This funding goes to the Central Florida Regional Transit Authority, which is a Special District, and is combined with funding from other counties. |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 609 | 0 | 1,045 | 0 |



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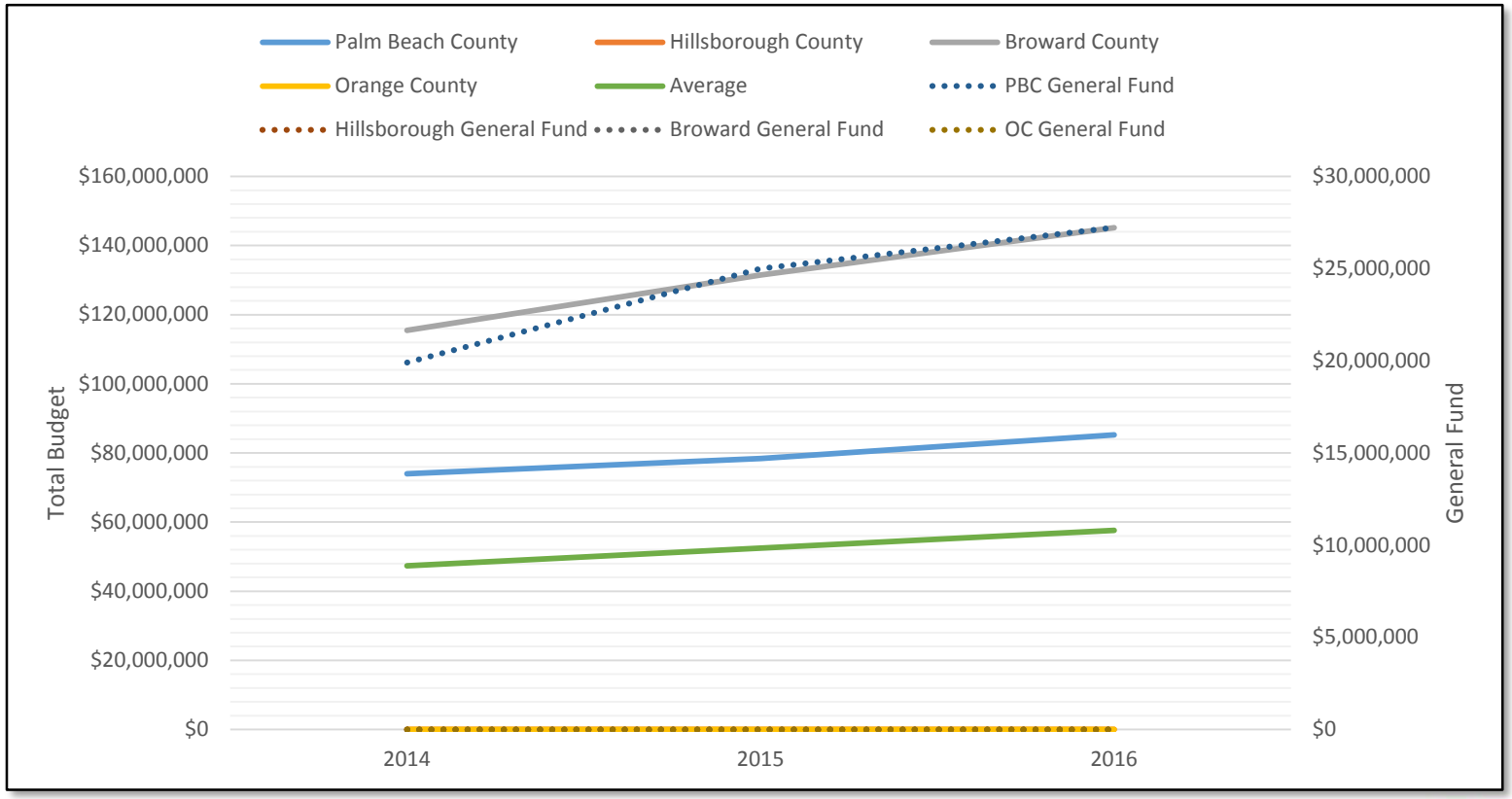
# Palm Tran (Transit)

- See footnote on previous page to note differences.



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# Parks & Recreation

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$63,336,233** | | **$66,453,022** | | **$70,963,384** | |
| General Fund | $55,252,056 | 87% | $57,463,415 | 86% | $59,372,330 | 84% |
| **Hillsborough County** | **$34,547,160** | | **$37,362,338** | | **$36,378,016** | |
| General Fund | $10,481,381 | 30% | $11,261,412 | 30% | $12,607,210 | 35% |
| **Broward County** | **$36,370,453** | | **$38,885,400** | | **$41,021,420** | |
| General Fund | $31,619,793 | 87% | $31,872,210 | 82% | $34,001,810 | 83% |
| **Orange County** | **$30,191,820** | | **$65,549,533** | | **$73,013,953** | |
| General Fund | $26,661,053 | 88% | $32,664,273 | 50% | $32,780,081 | 45% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | Includes: Parks & Recreation, Municipal Services District Parks, Target Range, Marine Law Parks, Everglades Holiday Park, Concession Fund | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 571 | 339 | 416 | 283 |



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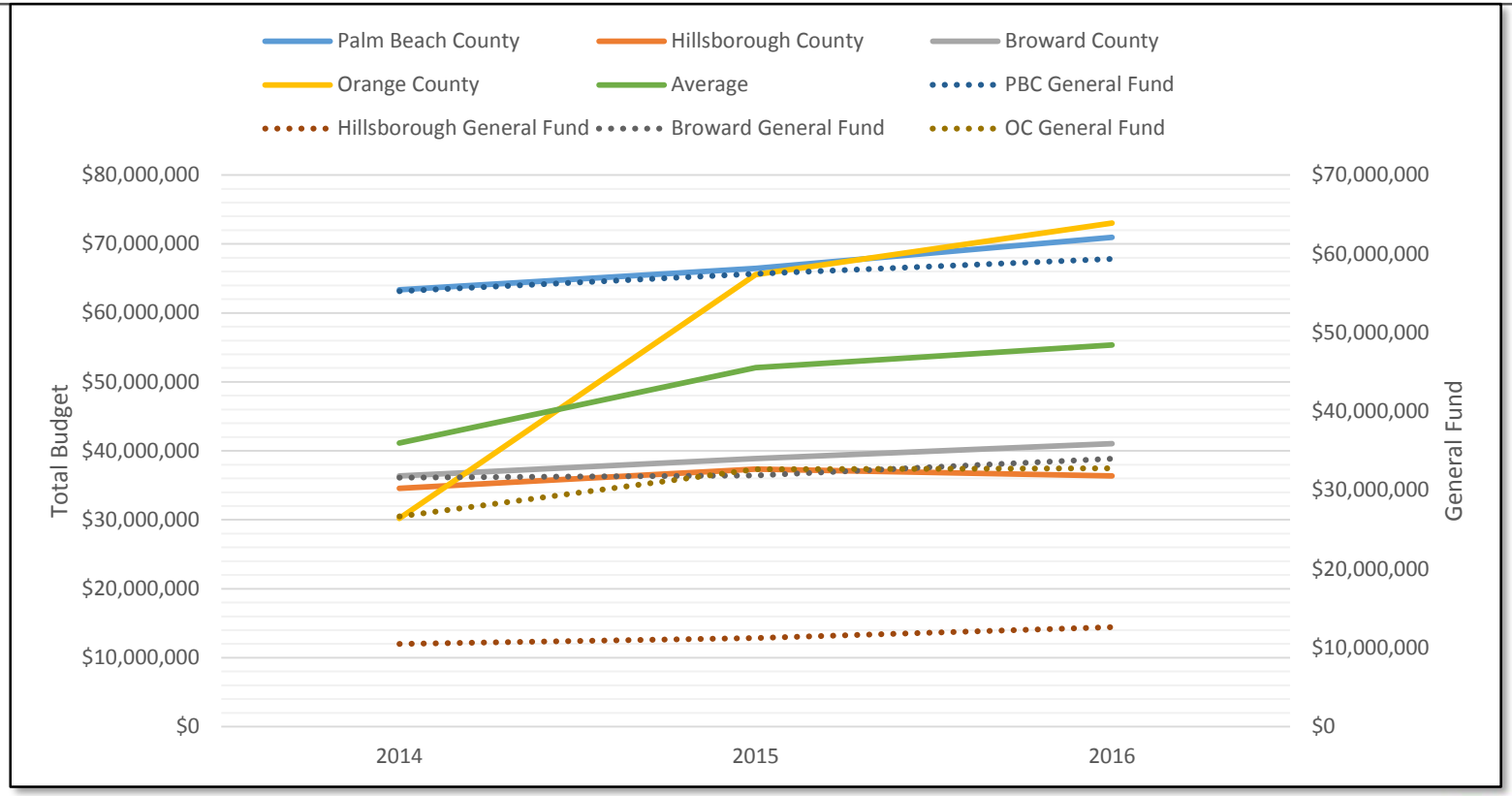
# Parks & Recreation

- Palm Beach County ranks above average for the budget for Parks & Recreation when compared to peers. The majority of counties trended upward YOY
- Gen fund makes up ~84% for Parks & Recreation



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# Planning, Zoning & Building

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$35,041,069** | | **$51,269,439** | | **$58,584,800** | |
| General Fund | $11,669,389 | 33% | $12,144,680 | 24% | $12,855,308 | 22% |
| **Hillsborough County** | **$24,259,887** | | **$26,074,360** | | **$32,091,168** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Broward County** | **$6,244,082** | | **$7,823,410** | | **$8,246,940** | |
| General Fund | $3,940,380 | 63% | $4,099,460 | 52% | $4,138,490 | 50% |
| **Orange County** | **$24,424,428** | | **$49,233,907** | | **$52,590,266** | |
| General Fund | $13,798,540 | 56% | $19,310,082 | 39% | $18,053,495 | 34% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | Includes: Code Enforcement and Development Services | Includes: Codes & Zoning, Planning, Board of Rules, Division Administration, Contractor Licensing, Elevator Inspections, Consumer Regulatory, Planning & Dev | Includes: Code Enforcement, Building Safety, Planning, Zoning, Admin |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 260 | 344 | 63 | 276 |



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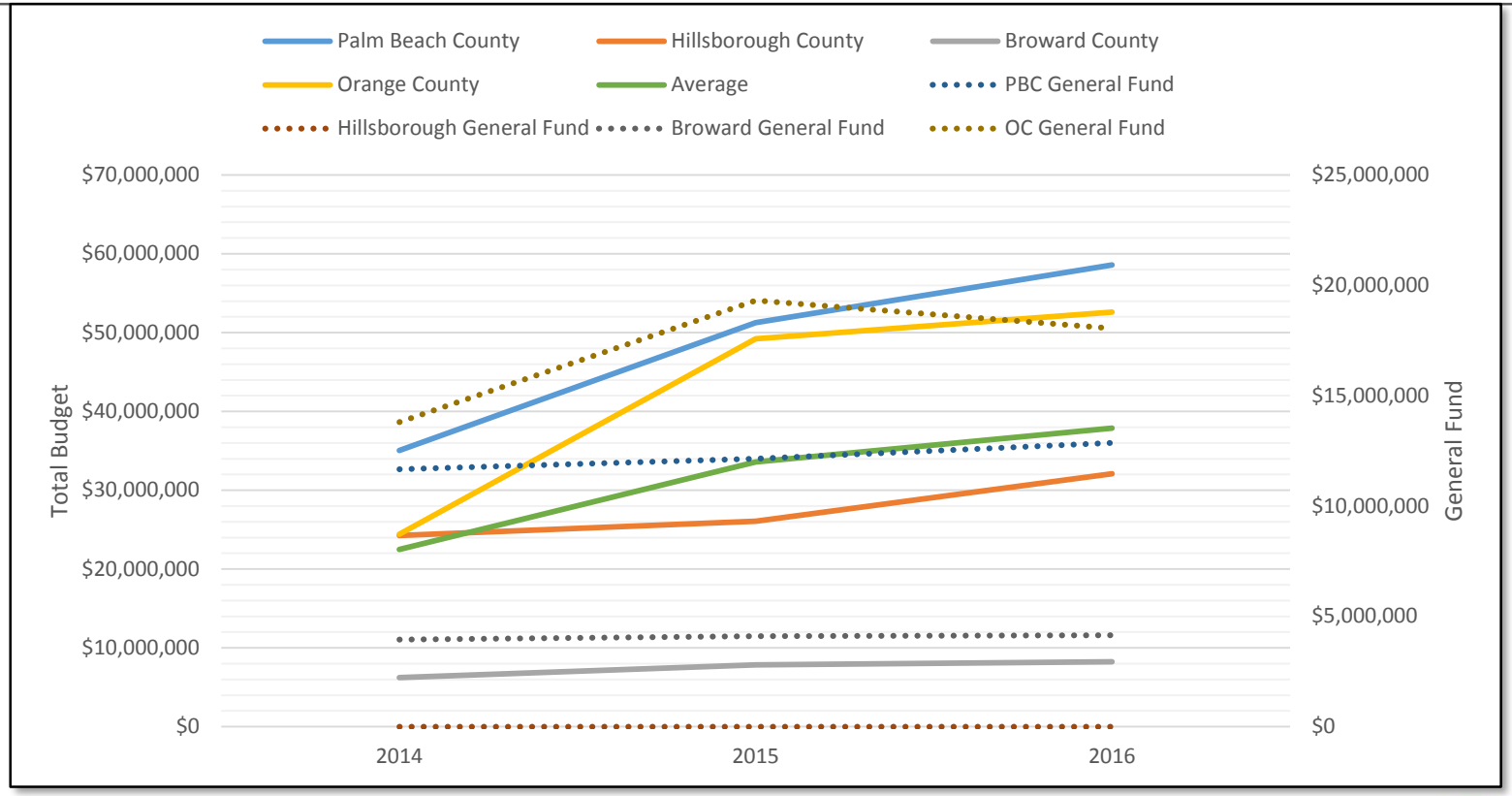
# Planning, Zoning & Building

- Palm Beach County is above average when compared to peers in the Planning, Zoning & Building category. The majority of counties trended upward YOY
- Gen fund makes up ~22% of Planning, Zoning & Building



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# Public Affairs

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$4,281,841** | | **$4,420,397** | | **$4,504,297** | |
| General Fund | $4,281,841 | 100% | $4,420,397 | 100% | $4,504,297 | 100% |
| **Hillsborough County** | **$4,018,796** | | **$4,605,646** | | **$4,300,251** | |
| General Fund | $2,935,437 | 73% | $3,133,350 | 68% | $4,206,131 | 98% |
| **Broward County** | **$3,570,081** | | **$4,354,360** | | **$4,416,870** | |
| General Fund | $2,740,150 | 77% | $2,793,910 | 64% | $2,937,860 | 67% |
| **Orange County** | **$2,450,586** | | **$3,015,641** | | **$3,195,639** | |
| General Fund | $2,450,586 | 100% | $3,015,641 | 100% | $3,195,639 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | Includes Orange TV |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 42 | 61 | 36 | 31 |



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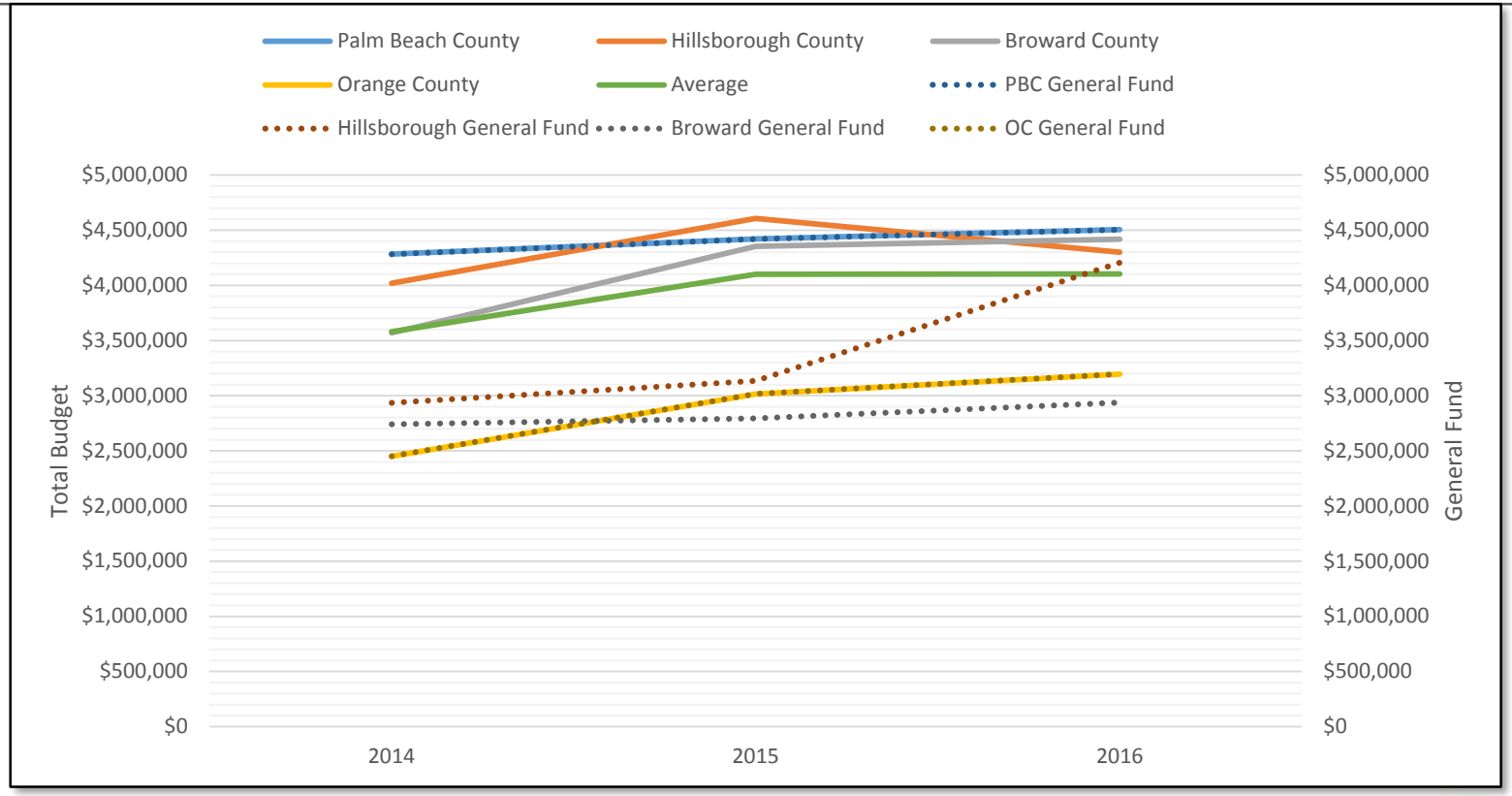
# Public Affairs

- Palm Beach County is above the majority of peers for Public Affairs budget, but overall in line.
- Gen fund makes up ~100% of Public Affiars this is above average when compared to peers.



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# Public Safety

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$43,886,257** | | **$34,110,887** | | **$34,441,858** | |
| General Fund | $22,504,365 | 51% | $18,938,877 | 56% | $20,482,135 | 59% |
| **Hillsborough County** | **$16,206,726** | | **$18,756,730** | | **$18,287,452** | |
| General Fund | $7,862,185 | 49% | $8,489,743 | 45% | $8,519,976 | 47% |
| **Broward County** | **$51,653,519** | | **$70,889,640** | | **$77,752,930** | |
| General Fund | $6,674,900 | 13% | $6,567,780 | 9% | $7,191,550 | 9% |
| **Orange County** | **$23,200,775** | | **$45,184,391** | | **$40,720,060** | |
| General Fund | $15,108,310 | 65% | $17,620,276 | 39% | $19,912,251 | 49% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Includes: Public Safety Operating and Public Safety Grants; Excludes: Public Safety Capital | Includes: Emergency Dispatch from FR | Includes: 911 Fund & Dispatch, Human Rights, Community Programs, Animal Care and Adoption, Emergency Management, Consumer Protection | Includes: Consumer Fraud, Emergency Management, Animal Services, Drug Free Community, Mental Health, 911 |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 252 | 108 | 0 | 123 |



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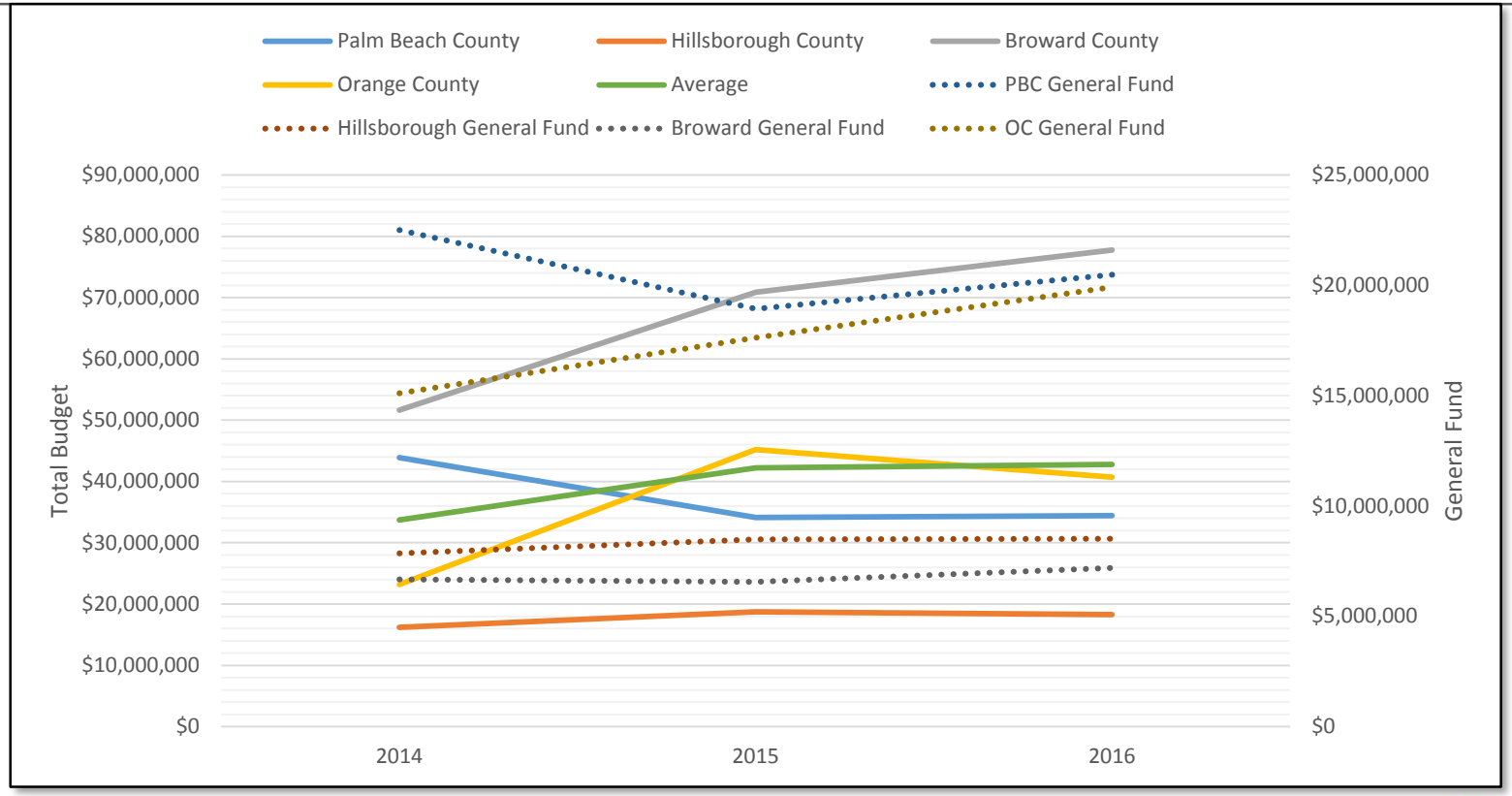
# Public Safety

- Palm Beach County is below average when compared to peers in the Public Safety category. There is not a consistent trend within in the category
- Gen fund makes up ~59% of Public Safety



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# Office of Equal Opportunity

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$1,326,665** | | **$1,159,554** | | **$1,124,284** | |
| General Fund | $801,748 | 60% | $826,622 | 71% | $846,776 | 75% |
| **Hillsborough County** | **$2,160,022** | | **$338,441** | | **$1,702,049** | |
| General Fund | $1,699,324 | 79% | $169,585 | 50% | $466,680 | 27% |
| **Broward County** | **$880,383** | | **$743,870** | | **$728,590** | |
| General Fund | $880,383 | 100% | $743,870 | 100% | $728,590 | 100% |
| **Orange County** | **$698,278** | | **$776,206** | | **$916,798** | |
| General Fund | $698,278 | 100% | $776,206 | 100% | $916,798 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 12 | 0 | 7 | 8 |



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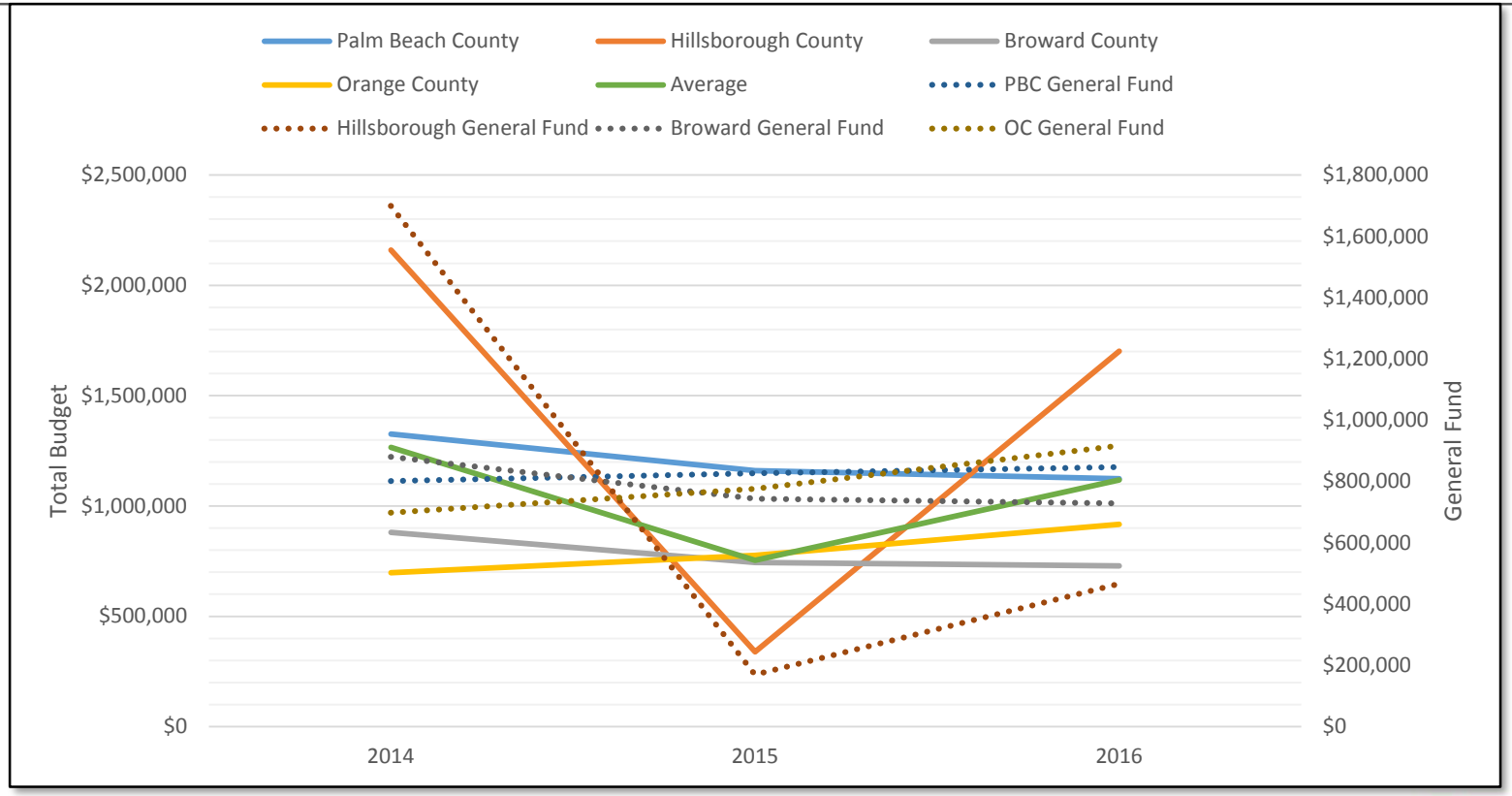
# Office of Equal Opportunity

- With the exception of Orange County, all counties experienced a decreased budget in OEO in 2015 with an increase for 2016 but not returning to 2014 levels. Palm Beach County is above average when compared to peers in the OEO category
- Gen fund makes up ~75% of OEO



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# Library

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$48,631,772** | | **$48,866,296** | | **$52,760,873** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Hillsborough County** | **$34,172,692** | | **$36,452,082** | | **$35,356,444** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Broward County** | **$59,793,280** | | **$59,703,760** | | **$60,496,150** | |
| General Fund | $59,793,280 | 100% | $59,703,760 | 100% | $60,496,150 | 100% |
| **Orange County** | **$0** | | **$0** | | **$0** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | NOTE: Orange County Library System is not included in the reviewed budget. The System is a Special District that levies an ad valorem mileage of .3748 and has a budget of $38.4 million |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 422 | 335 | 636 | 0 |



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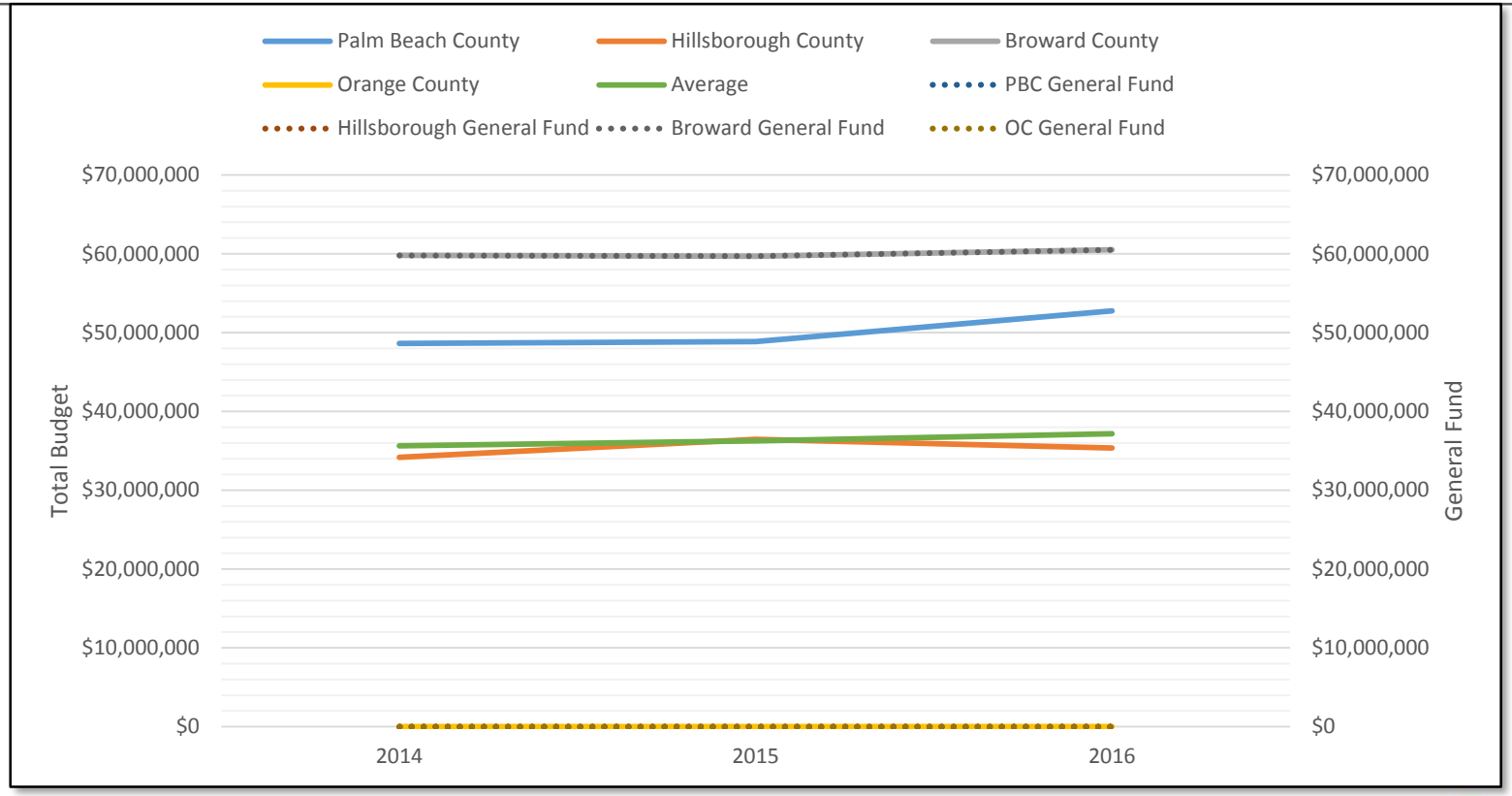
# Library

- Palm Beach County is above average when compared to peers in the Library category. The majority of counties trended upward YOY. Orange County does not have County libraries and pulled down the average
- Gen fund makes up ~0%



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# CENTRAL SERVICE DEPARTMENTS



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# County Attorney

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$5,470,830** | | **$5,656,569** | | **$5,885,470** | |
| General Fund | $5,470,830 | 100% | $5,656,569 | 100% | $5,885,470 | 100% |
| **Hillsborough County** | **$7,420,900** | | **$7,620,172** | | **$8,219,791** | |
| General Fund | $7,420,900 | 100% | $7,620,172 | 100% | $8,219,791 | 100% |
| **Broward County** | **$7,668,480** | | **$8,055,960** | | **$8,356,820** | |
| General Fund | $7,668,480 | 100% | $8,055,960 | 100% | $8,356,820 | 100% |
| **Orange County** | **$4,142,210** | | **$4,837,492** | | **$4,902,769** | |
| General Fund | $4,142,210 | 100% | $4,837,492 | 100% | $4,902,769 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 42 | 59 | 68 | 37 |



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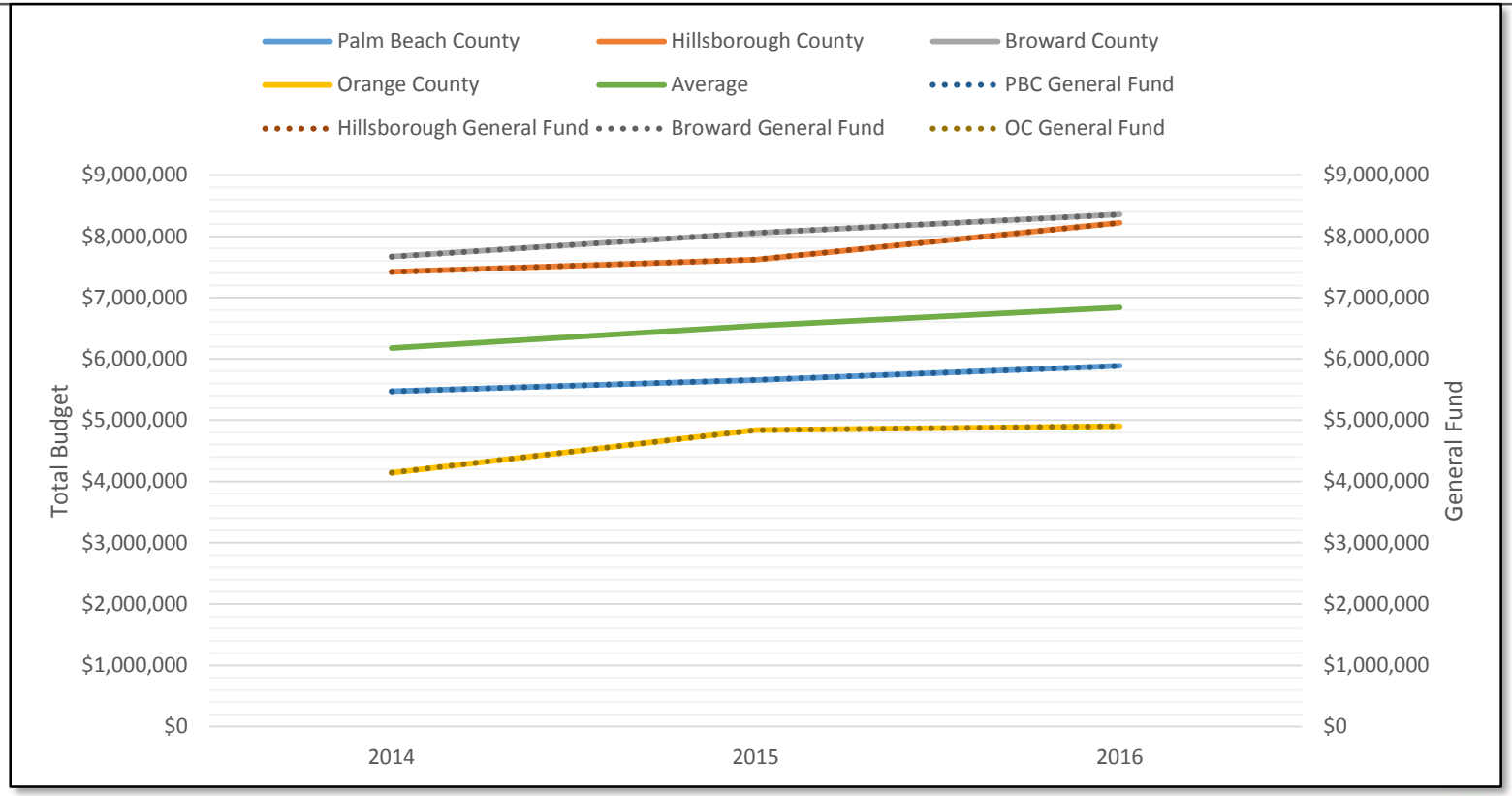
# County Attorney

- Palm Beach County is below average and in line with the majority of counties when compared to peers in the County Attorney category. The majority of counties trended upward YOY
- Gen fund makes up ~100% of County Attorney, which matches the peer group



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# Facilities Department & Operations

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$37,274,701** | | **$40,415,698** | | **$41,834,597** | |
| General Fund | $37,274,701 | 100% | $40,415,698 | 100% | $41,834,597 | 100% |
| **Hillsborough County** | **$19,489,320** | | **$24,813,864** | | **$29,692,486** | |
| General Fund | $13,356,585 | 69% | $22,781,922 | 92% | $25,972,133 | 87% |
| **Broward County** | **$29,805,770** | | **$32,225,460** | | **$34,022,730** | |
| General Fund | $29,805,770 | 100% | $32,225,460 | 100% | $34,022,730 | 100% |
| **Orange County** | **$49,682,414** | | **$58,585,667** | | **$52,326,350** | |
| General Fund | $41,770,368 | 84% | $46,037,232 | 79% | $45,332,350 | 87% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | Includes: Capital Projects Division, Facilities Management Division, RE Management Division, Admin |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 305 | 179 | 186 | 202 |



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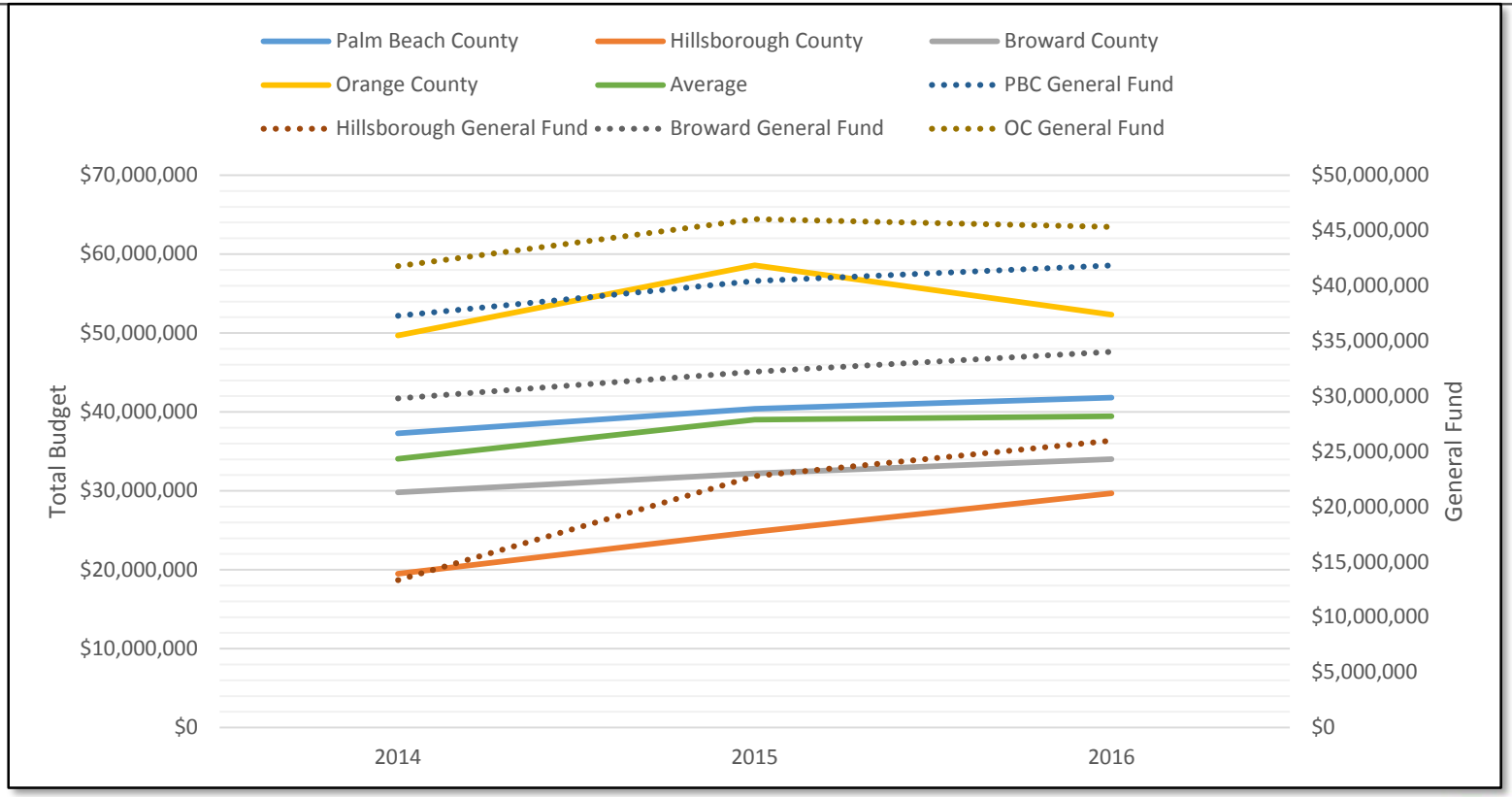
# Facilities Department & Operations

- Palm Beach County is in line with the average when compared to peers in the Facilities Department category. The majority of counties trended upward YOY with Miami-Dade skewing the average
- Gen fund makes up 100% of Facilities



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# Fleet Management

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$52,426,825** | | **$55,253,123** | | **$56,498,187** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Hillsborough County** | **$32,923,358** | | **$43,937,357** | | **$44,274,653** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Broward County** | **$10,085,969** | | **$10,094,980** | | **$8,613,770** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Orange County** | **$16,243,827** | | **$22,899,458** | | **$20,239,386** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 12 | 51 | 41 | 63 |



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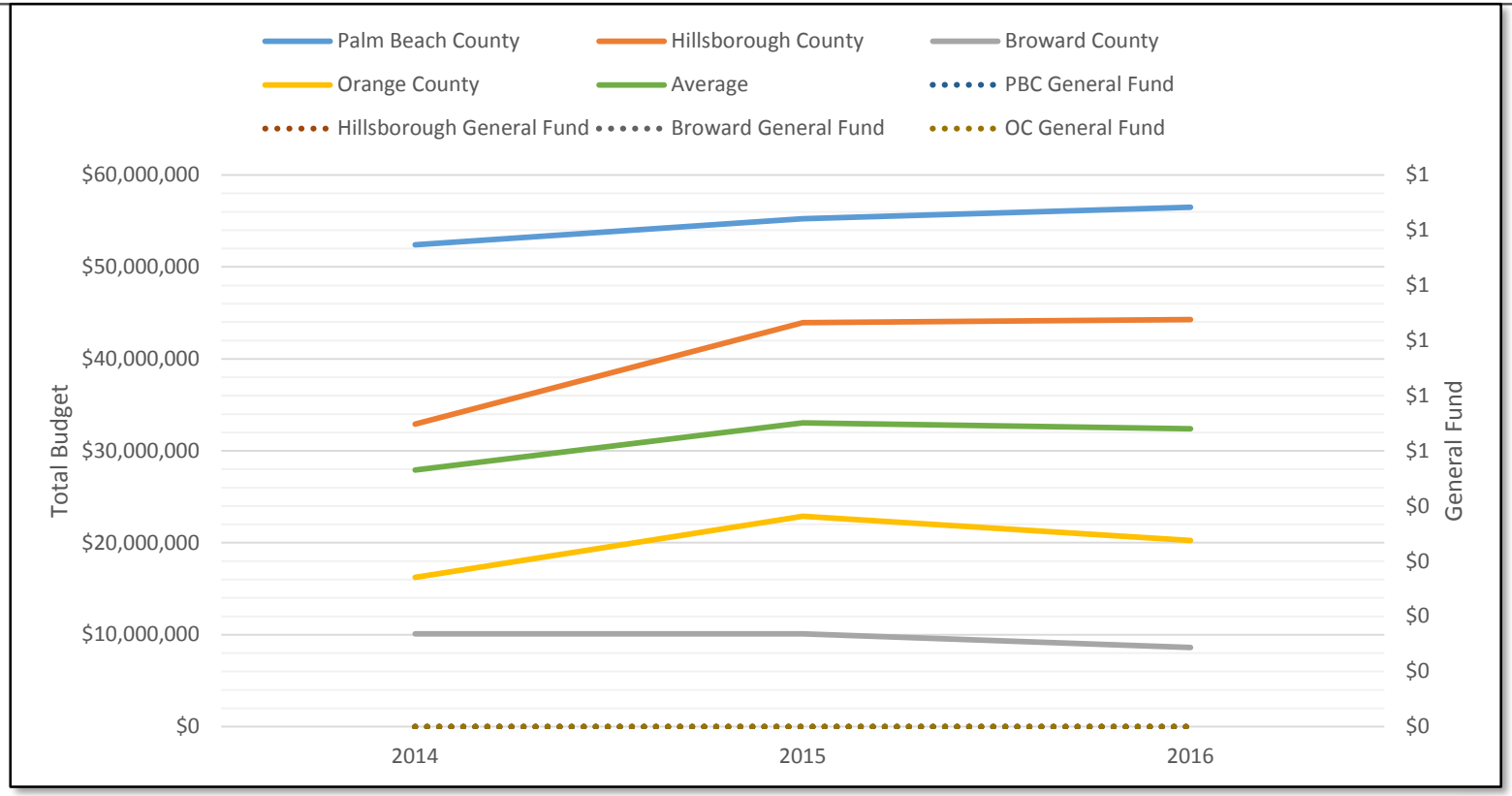
# Fleet Management

- Palm Beach County is above average when compared to peers in the Fleet Management category. The majority of counties trended upward YOY
- Gen fund makes up ~0% of Fleet Management



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# Human Resources

Note: Group Insurance Benefits (medical, dental, vision, short term disability, etc.) and EAP are included in Human Resource department for all counties except PBC. For PBC it is included in Risk Management

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$2,824,207** | | **$2,922,741** | | **$2,964,728** | |
| General Fund | $2,824,207 | 100% | $2,922,741 | 100% | $2,964,728 | 100% |
| **Hillsborough County** | **$6,431,234** | | **$8,711,266** | | **$8,649,240** | |
| General Fund | $3,262,731 | 51% | $4,078,240 | 47% | $5,520,725 | 64% |
| **Broward County** | **$2,914,910** | | **$2,821,740** | | **$2,968,290** | |
| General Fund | $2,914,910 | 100% | $2,821,740 | 100% | $2,968,290 | 100% |
| **Orange County** | **$3,738,897** | | **$5,554,759** | | **$4,545,544** | |
| General Fund | $3,738,897 | 100% | $4,722,475 | 85% | $4,545,544 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | Includes: Civil Service Board | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 32 | 89 | 28 | 42 |



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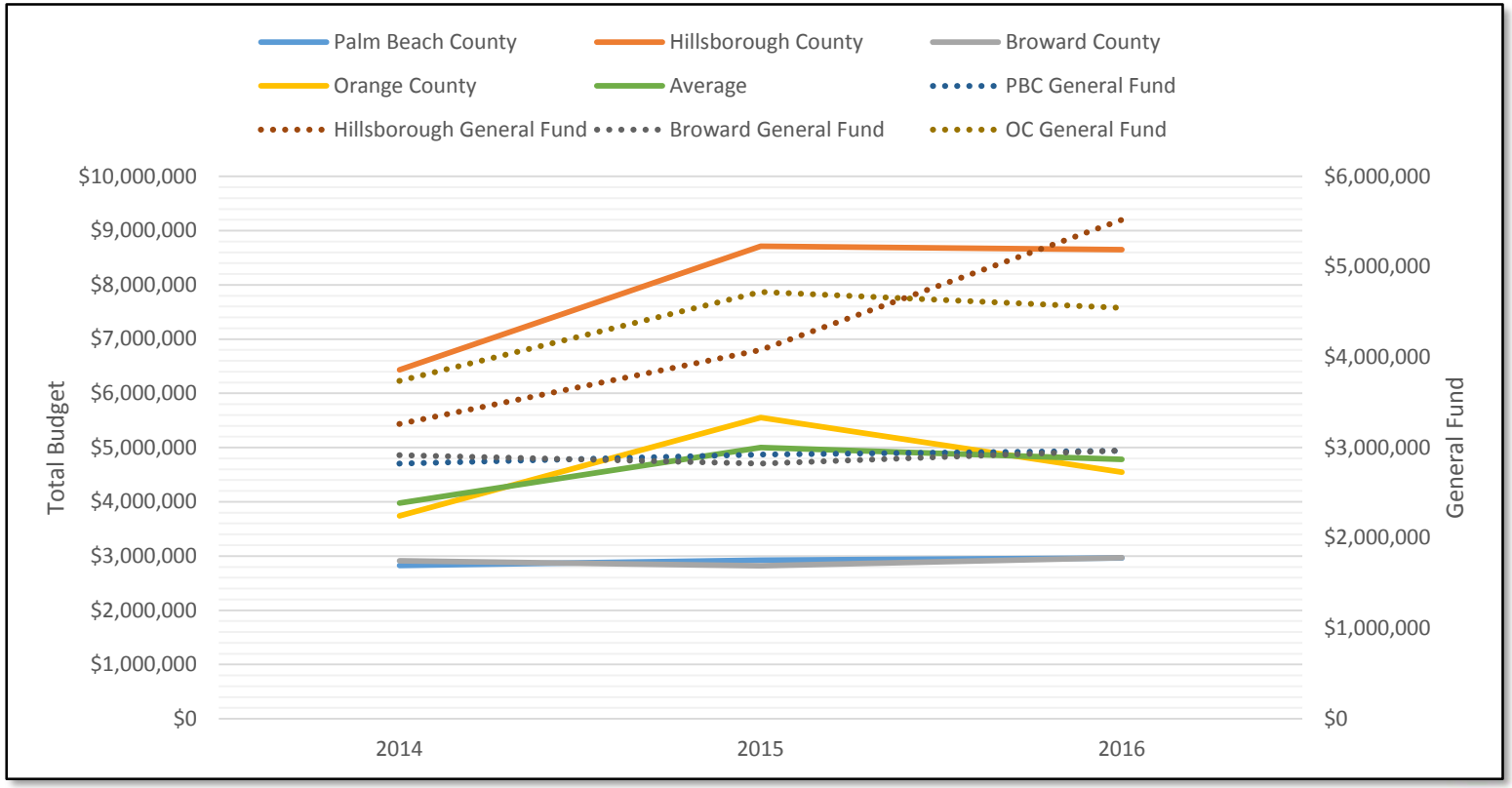
# Human Resources

- Palm Beach County is below average when compared to peers in the Human Resources category. The group did not show a consistent trend. PBC experienced a slightly increased budget YOY
- Gen fund makes up ~100% of Human Resources budget which aligns with all but Hillsborough



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# Information Systems Services

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$28,789,329** | | **$30,116,610** | | **$31,064,076** | |
| General Fund | $28,789,329 | 100% | $30,116,610 | 100% | $31,064,076 | 100% |
| **Hillsborough County** | **$20,233,424** | | **$24,623,952** | | **$27,888,588** | |
| General Fund | $14,456,101 | 71% | $18,773,031 | 76% | $23,568,547 | 85% |
| **Broward County** | **$21,951,760** | | **$23,180,700** | | **$24,263,710** | |
| General Fund | $21,951,760 | 100% | $23,180,700 | 100% | $24,263,710 | 100% |
| **Orange County** | **$41,455,158** | | **$46,813,063** | | **$46,206,720** | |
| General Fund | $32,616,172 | 79% | $38,788,048 | 83% | $38,073,583 | 82% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 212 | 93 | 155 | 193 |



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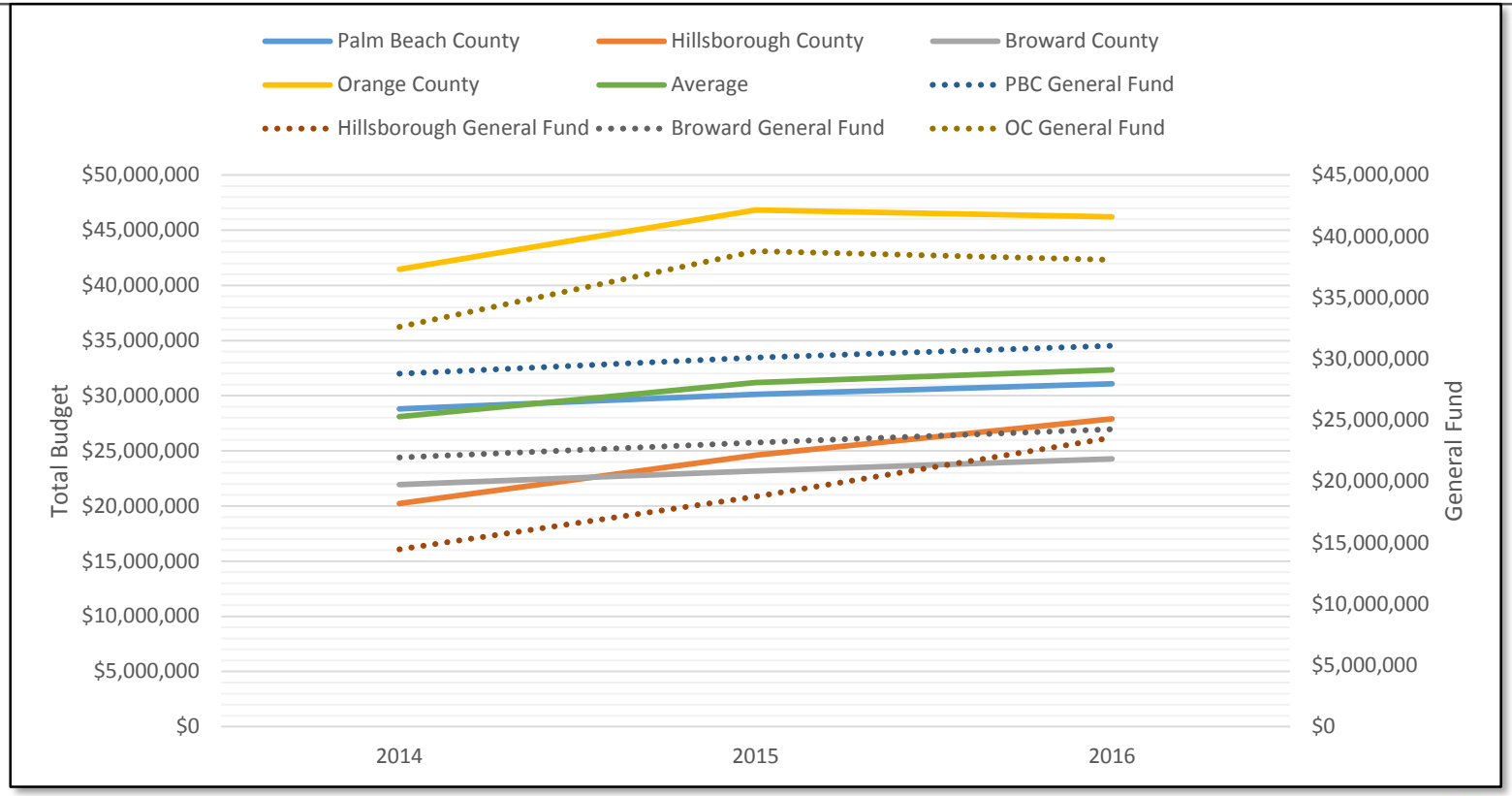
# Information Systems Services

- Palm Beach County is in line with the average when compared to peers in the Information Systems Services category. The majority of counties trended upward YOY
- Gen fund makes up ~100% of ISS which is about average when compared to peers



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# Office of Financial Management & Budget

NOTE: Comptroller for PBC and Orange included in Clerk of Courts

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$3,183,071** | | **$3,285,022** | | **$3,436,451** | |
| General Fund | $3,183,071 | 100% | $3,285,022 | 100% | $3,436,451 | 100% |
| **Hillsborough County** | **$8,507,319** | | **$8,584,269** | | **$10,818,623** | |
| General Fund | $2,382,539 | 28% | $2,282,929 | 27% | $3,146,872 | 29% |
| **Broward County** | **$5,798,610** | | **$5,968,500** | | **$6,144,930** | |
| General Fund | $5,798,610 | 100% | $5,968,500 | 100% | $6,144,930 | 100% |
| **Orange County** | **$1,690,212** | | **$1,825,393** | | **$1,856,545** | |
| General Fund | $1,690,212 | 100% | $1,825,393 | 100% | $1,856,545 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | Includes: Strategic Planning & Grants, Planning Commission, Management and Budget, Criminal Justice Liaison | Includes: Grants Coordination, Finance & Admin, Accounting, Office of Management and Budget | Includes: Management & Budget |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 31 | 37 | 58 | 14 |



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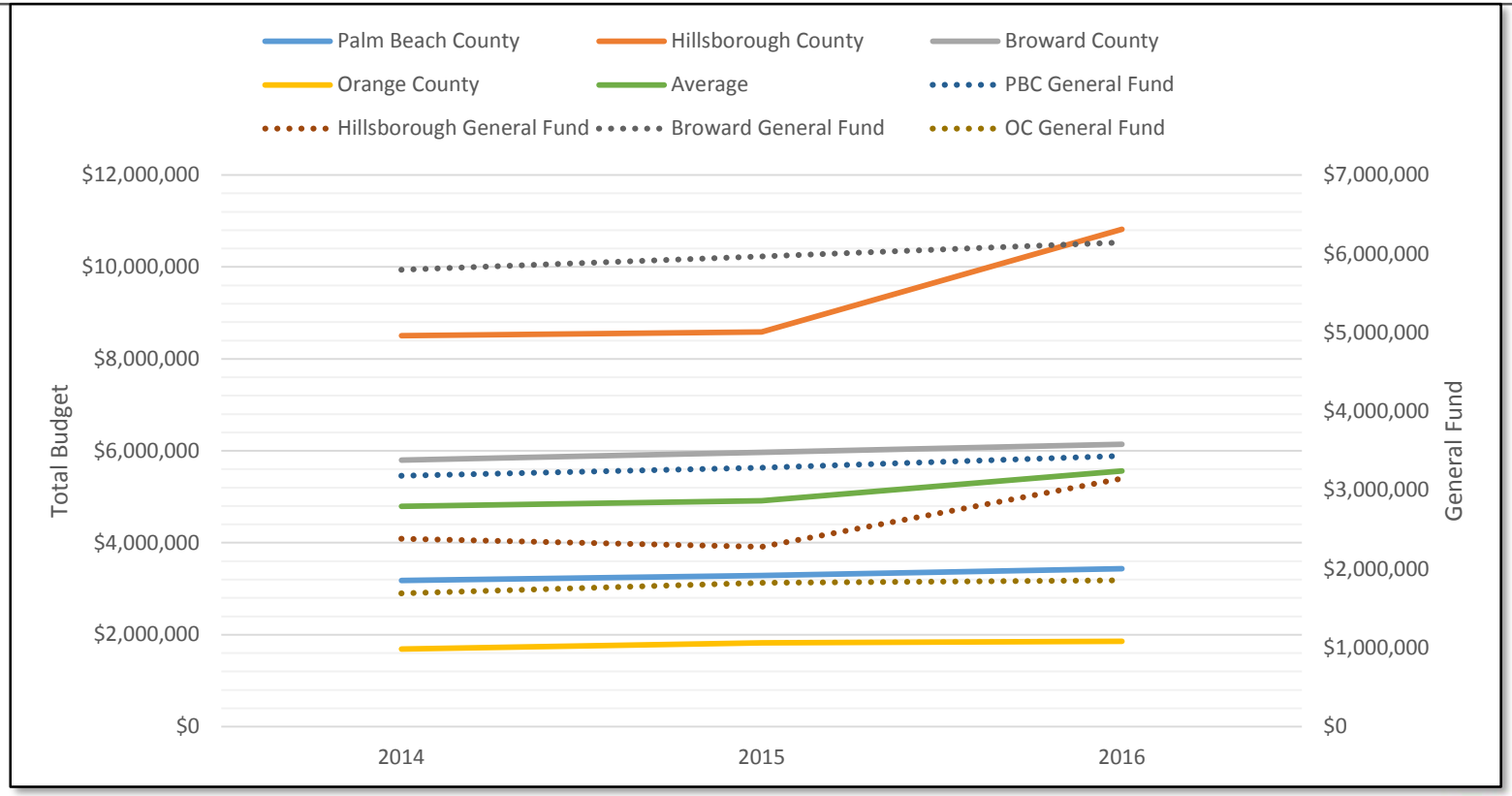
# Office of Financial Management & Budget

- Palm Beach County is below average when compared to peers in the Financial Management & Budget category (see note of exclusion of Comptroller). The budget is increasing for all counties
- Gen fund makes up ~100% of Financial Management and Budget which is about average when compared to peers



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# Purchasing

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$3,576,099** | | **$3,695,841** | | **$3,886,011** | |
| General Fund | $3,576,099 | 100% | $3,695,841 | 100% | $3,886,011 | 100% |
| **Hillsborough County** | **$1,600,793** | | **$1,991,291** | | **$3,167,146** | |
| General Fund | $1,600,793 | 100% | $1,991,291 | 100% | $3,167,146 | 100% |
| **Broward County** | **$4,600,740** | | **$4,675,260** | | **$4,778,360** | |
| General Fund | $4,600,740 | 100% | $4,675,260 | 100% | $4,778,360 | 100% |
| **Orange County** | **$1,788,235** | | **$2,086,795** | | **$2,038,337** | |
| General Fund | $1,788,235 | 100% | $2,086,795 | 100% | $2,038,337 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 44 | 32 | 51 | 28 |



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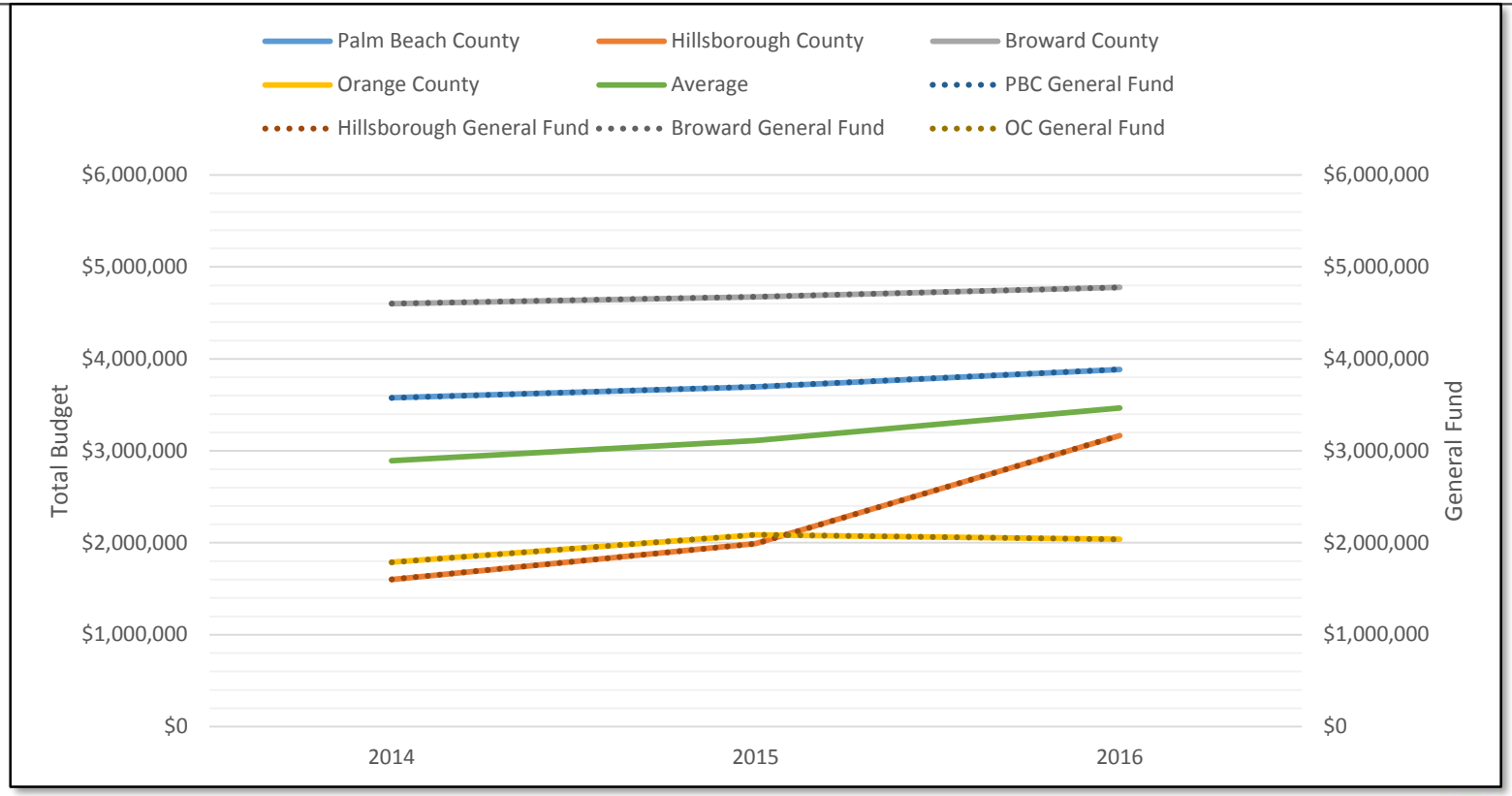
# Purchasing

- Palm Beach County is above average when compared to peers in the Purchasing / Procurement category. The majority of counties experienced increased budgets YOY
- Gen fund makes up ~100% of Purchasing which matches peers



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# Risk Management

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$106,676,924** | | **$111,072,520** | | **$110,320,235** | |
| General Fund | $349,859 | 0% | $385,975 | 0% | $383,579 | 0% |
| **Hillsborough County** | **$101,434,517** | | **$280,962,502** | | **$276,836,221** | |
| General Fund | $601,367 | 1% | $666,454 | 0% | $813,627 | 0% |
| **Broward County** | **$111,403,785** | | **$210,363,460** | | **$131,793,670** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Orange County** | **$99,838,235** | | **$222,593,594** | | **$219,311,591** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Includes: Group Insurance & EAP | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 30 | 39 | 38 | 21 |



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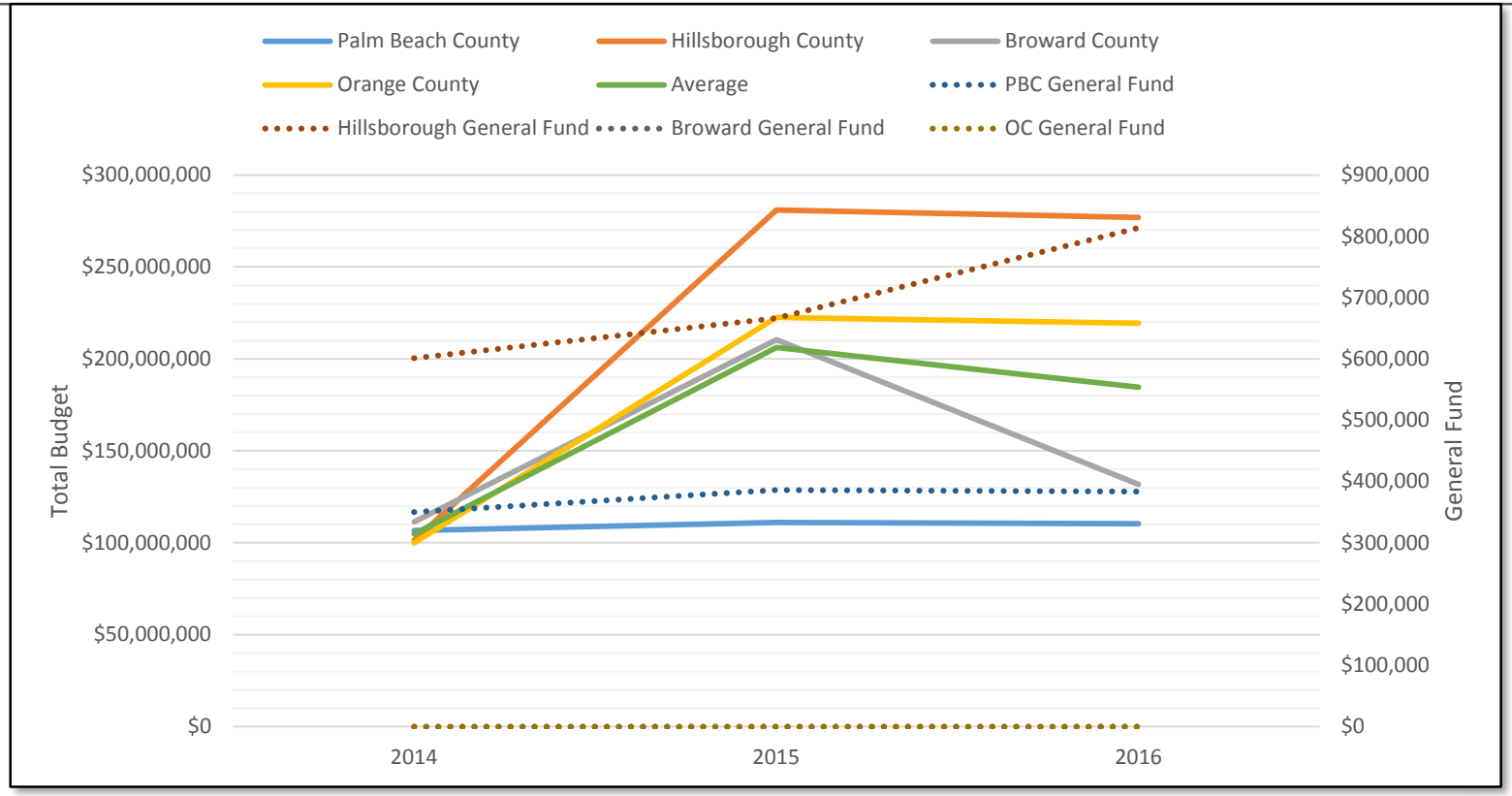
# Risk Management

- Palm Beach County is below average when compared to peers in the Risk Management category and remained fairly flat. The majority of counties experienced an increase in the budget in 2015 followed by a decline in 2016.
- Gen fund makes up ~0% of Risk Management, which matches peers



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# OTHER OFFICES, AGENCIES & COSTS



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# Accountability Offices

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$4,819,312** | | **$4,515,597** | | **$4,639,136** | |
| General Fund | $1,502,281 | 31% | $1,688,048 | 37% | $1,737,032 | 37% |
| **Hillsborough County** | **$414,090** | | **$437,986** | | **$503,528** | |
| General Fund | $414,090 | 100% | $437,986 | 100% | $503,528 | 100% |
| **Broward County** | **$4,292,170** | | **$4,506,340** | | **$4,854,190** | |
| General Fund | $4,292,170 | 100% | $4,506,340 | 100% | $4,854,190 | 100% |
| **Orange County** | **$0** | | **$0** | | **$0** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Includes: Internal Auditor, Commission on Ethics, Office of Inspector General | Includes: Internal Auditor | Includes: Internal Auditor, Office of Inspector General | Included in Comptroller |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 36 | 3 | 35 | 0 |



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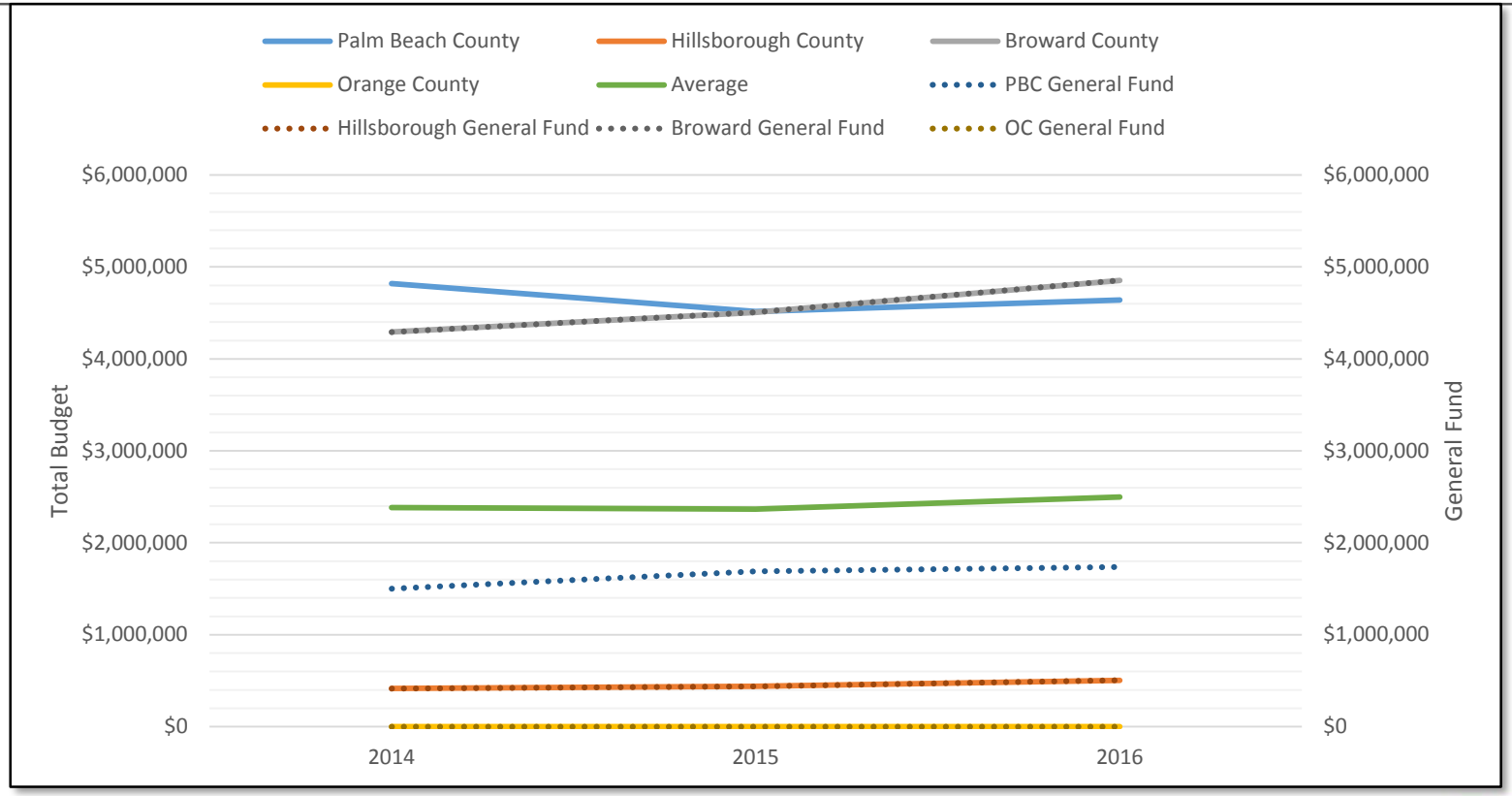
# Accountability Offices

- Accountability Offices consist of a variety of officers and divisions. PBC experienced a gradual increase YOY with accountability offices



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# Value Adjustment Board

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$838,549** | | **$600,000** | | **$600,000** | |
| General Fund | $838,549 | 100% | $600,000 | 100% | $600,000 | 100% |
| **Hillsborough County** | **$673,936** | | **$682,200** | | **$693,404** | |
| General Fund | $673,936 | 100% | $682,200 | 100% | $693,404 | 100% |
| **Broward County** | **$874,990** | | **$1,275,620** | | **$1,324,090** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Orange County** | **$0** | | **$0** | | **$0** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 0 | 0 | 0 | 0 |



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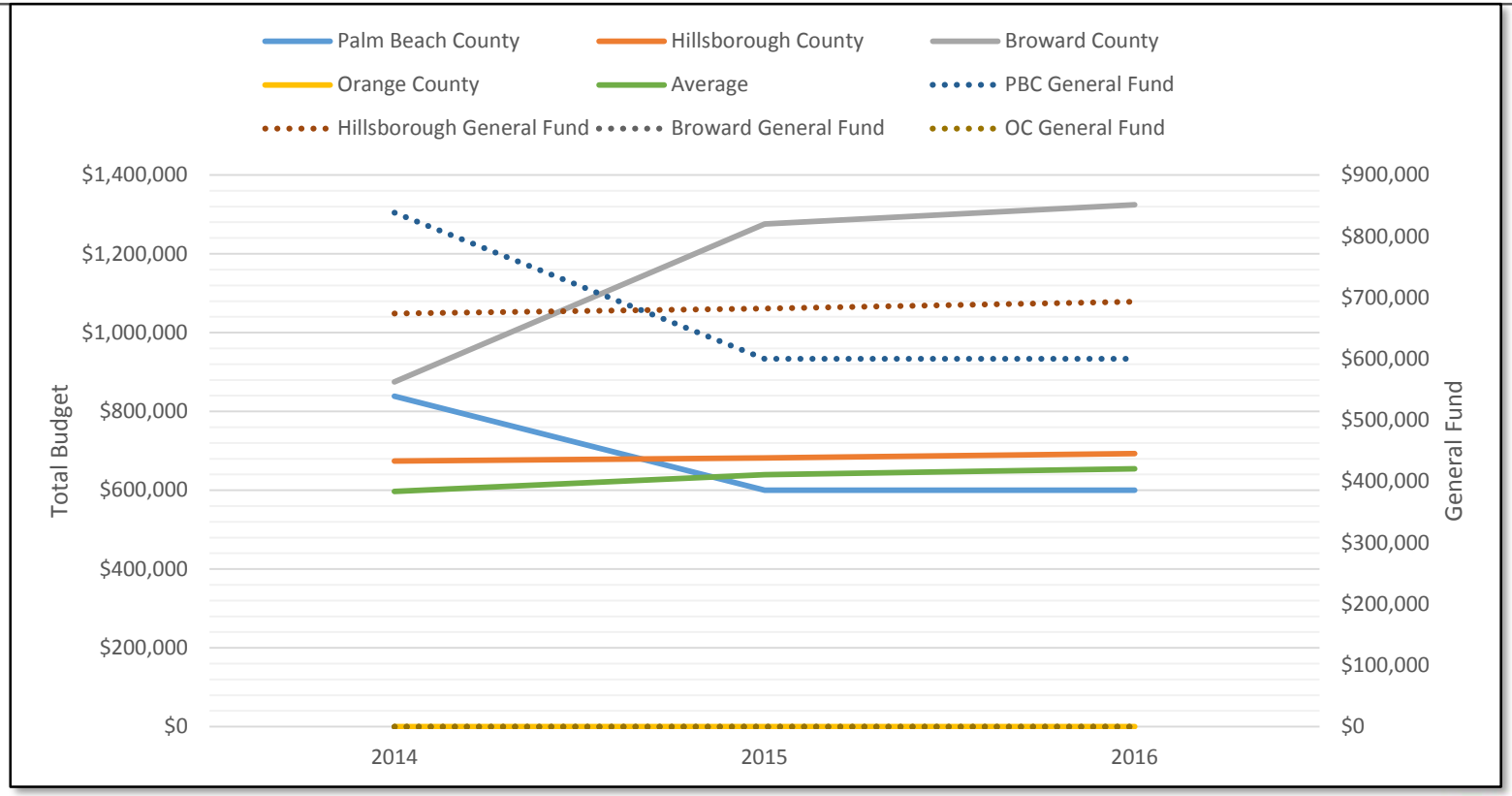
# Value Adjustment Board

- The Value Adjustment Board budget decreased for PBC from 2014 and remains in line with its peer groups



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# Community Redevelopment Agency (CRA)

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$23,519,435** | | **$25,761,874** | | **$30,180,045** | |
| General Fund | $23,008,693 | 98% | $25,180,470 | 98% | $29,505,000 | 98% |
| **Hillsborough County** | **$0** | | **$501,081** | | **$0** | |
| General Fund | $0 | 0% | $501,081 | 100% | $0 | 0% |
| **Broward County** | **$26,804,145** | | **$29,844,330** | | **$34,150,250** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Orange County** | **$0** | | **$0** | | **$0** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 0 | 0 | 0 | 0 |



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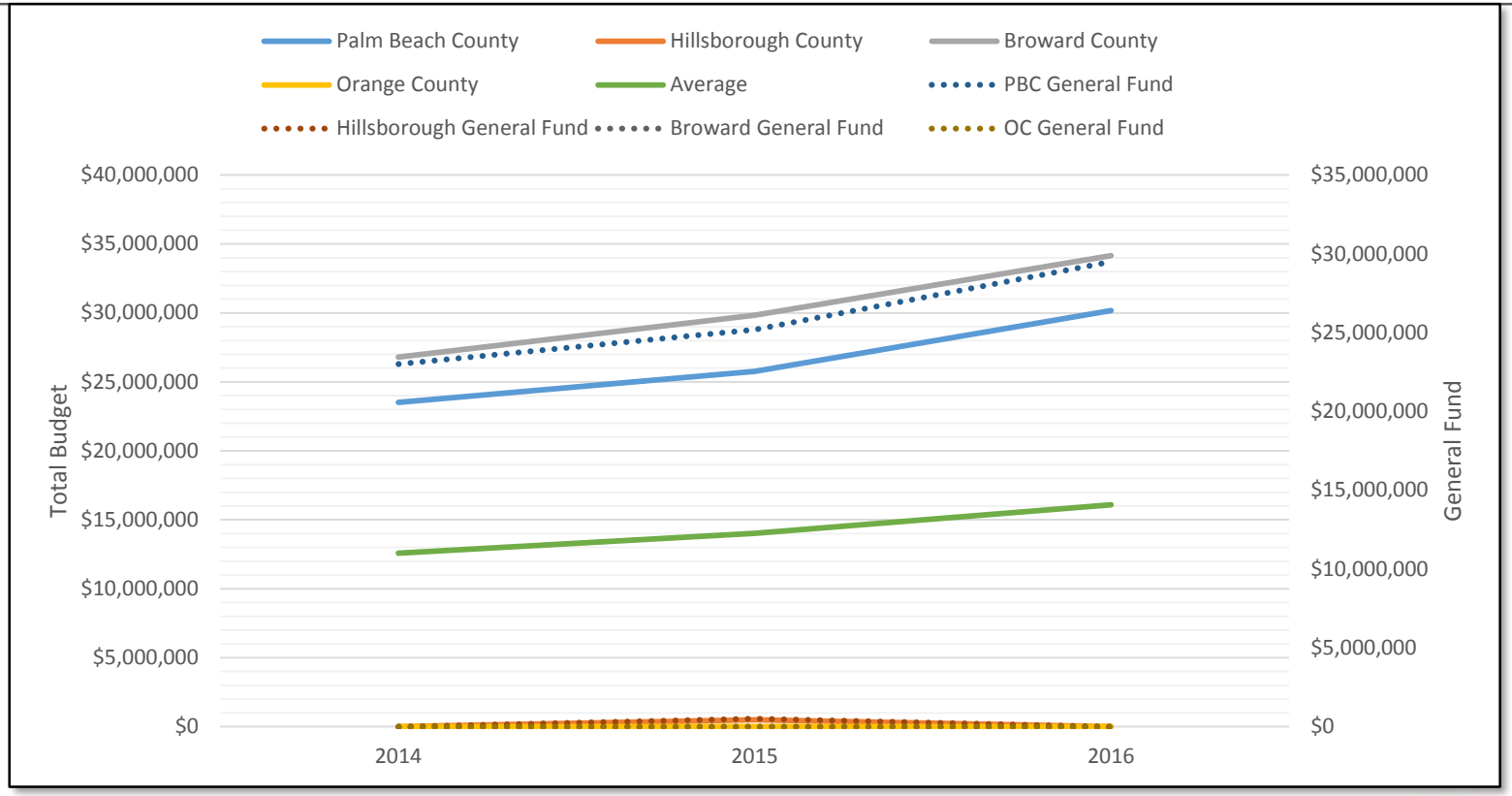
# Community Redevelopment Agency (CRA)

- Palm Beach County reported above average for counties reporting CRA



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# SELF SUPPORTED DEPARTMENTS



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# Airports

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$79,547,937** | | **$69,763,028** | | **$79,572,312** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Hillsborough County** | **$0** | | **$0** | | **$0** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Broward County** | **$736,564,084** | | **$774,163,720** | | **$743,053,360** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Orange County** | **$1,711,826** | | **$2,136,130** | | **$2,163,454** | |
| General Fund | $1,711,826 | 100% | $2,136,130 | 100% | $2,163,454 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 148 | 0 | 502 | 17 |



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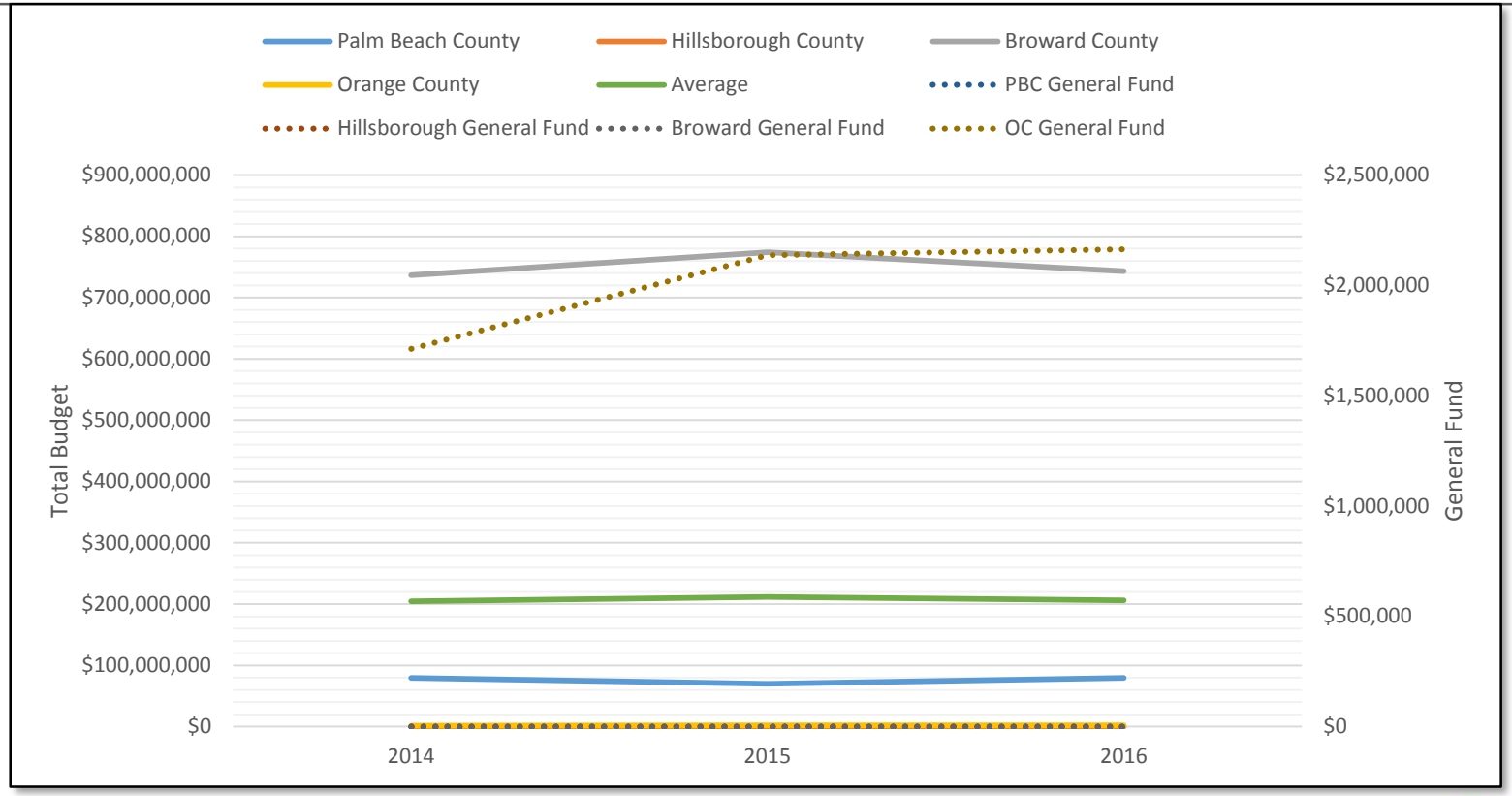
# Airports

- Airport services vary greatly by county based on the varied airport facilities located in the respective counties



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# Tourist Development

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$62,678,747** | | **$66,363,542** | | **$69,603,247** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Hillsborough County** | **$0** | | **$0** | | **$0** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Broward County** | **$37,480,443** | | **$48,062,170** | | **$48,381,740** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Orange County** | **$275,970,639** | | **$429,752,515** | | **$398,602,241** | |
| General Fund | $6,205,151 | 2% | $11,448,436 | 3% | $11,988,210 | 3% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | Includes: Convention Center, Visitors Bureau, Cultural Council Fund | Includes: Convention Center, Regional History Center, Arts & Cultural Affairs, Economic Trade, Arts and Science |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 5 | 0 | 53 | 458 |



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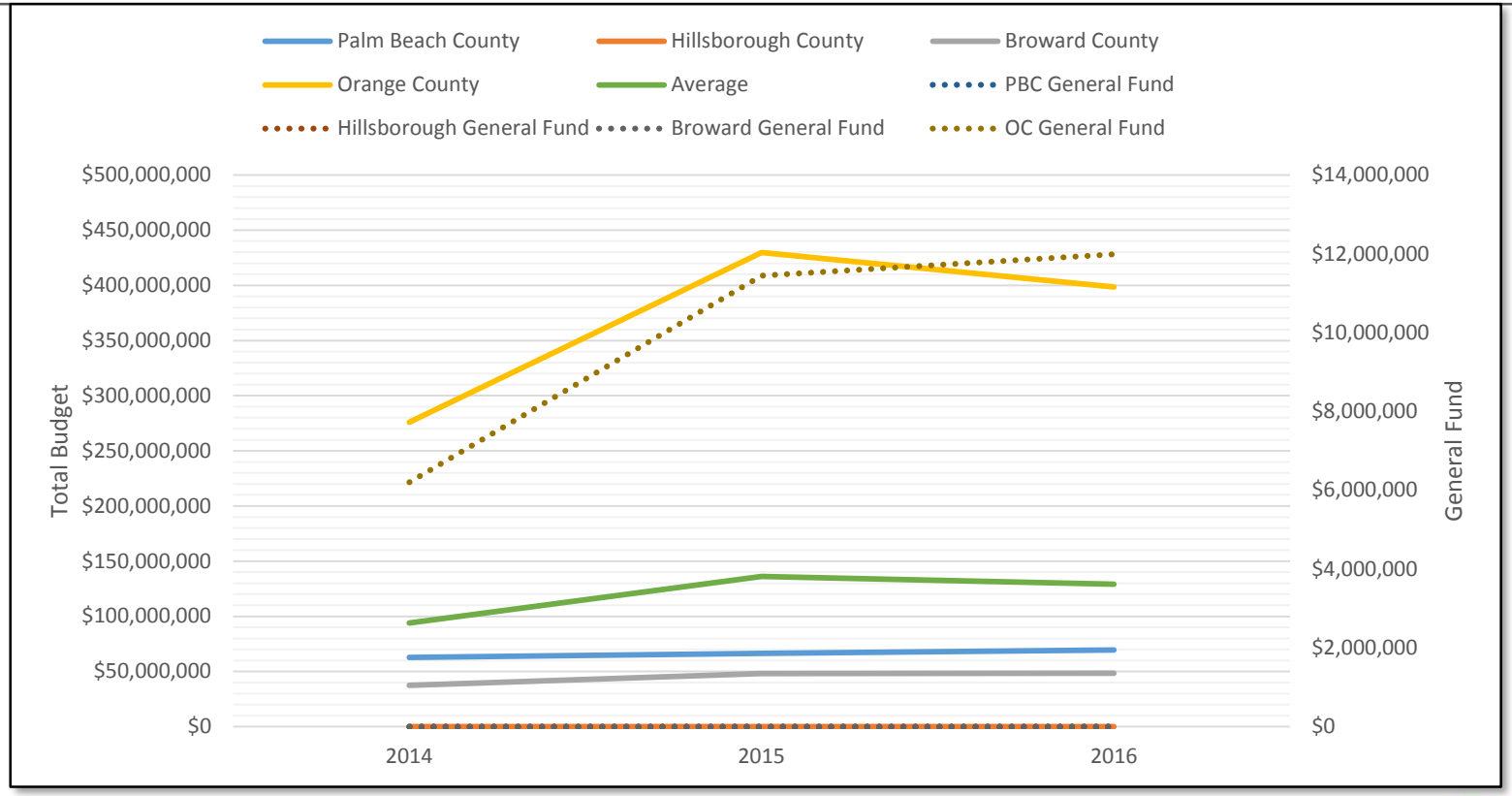
# Tourist Development

- With the exception of Orange County, Palm Beach County budget for Tourist Development compares to the peer group. Orange County tourism includes major theme parks and convention centers



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# Tourist Development Tax

- Tourist Development Taxes are taxes on living accommodations of 6 months or less (hotels, apartments, etc.) and each cent is typically used for convention centers, stadiums, other civic centers and to support the debt of these centers
  - PBC added a 6th cent to the 5% Tourist Development Tax for a total budget for 2016 of $46 million
  - Hillsborough has a 3% Tourist Development Tax included in their Economic Development department for a total of $36 million in 2016
  - Broward has a 3% Tourist Development Tax for a total of $40 million in 2016
  - Orange County has a 6% Tourist Development Tax for a total of $228 million in 2016



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# Water Utilities

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$134,009,355** | | **$141,616,047** | | **$160,186,956** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Hillsborough County** | **$239,245,347** | | **$231,385,123** | | **$247,282,836** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Broward County** | **$66,400,621** | | **$95,353,290** | | **$110,652,270** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Orange County** | **$208,226,685** | | **$346,787,802** | | **$335,712,670** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 568 | 835 | 414 | 905 |



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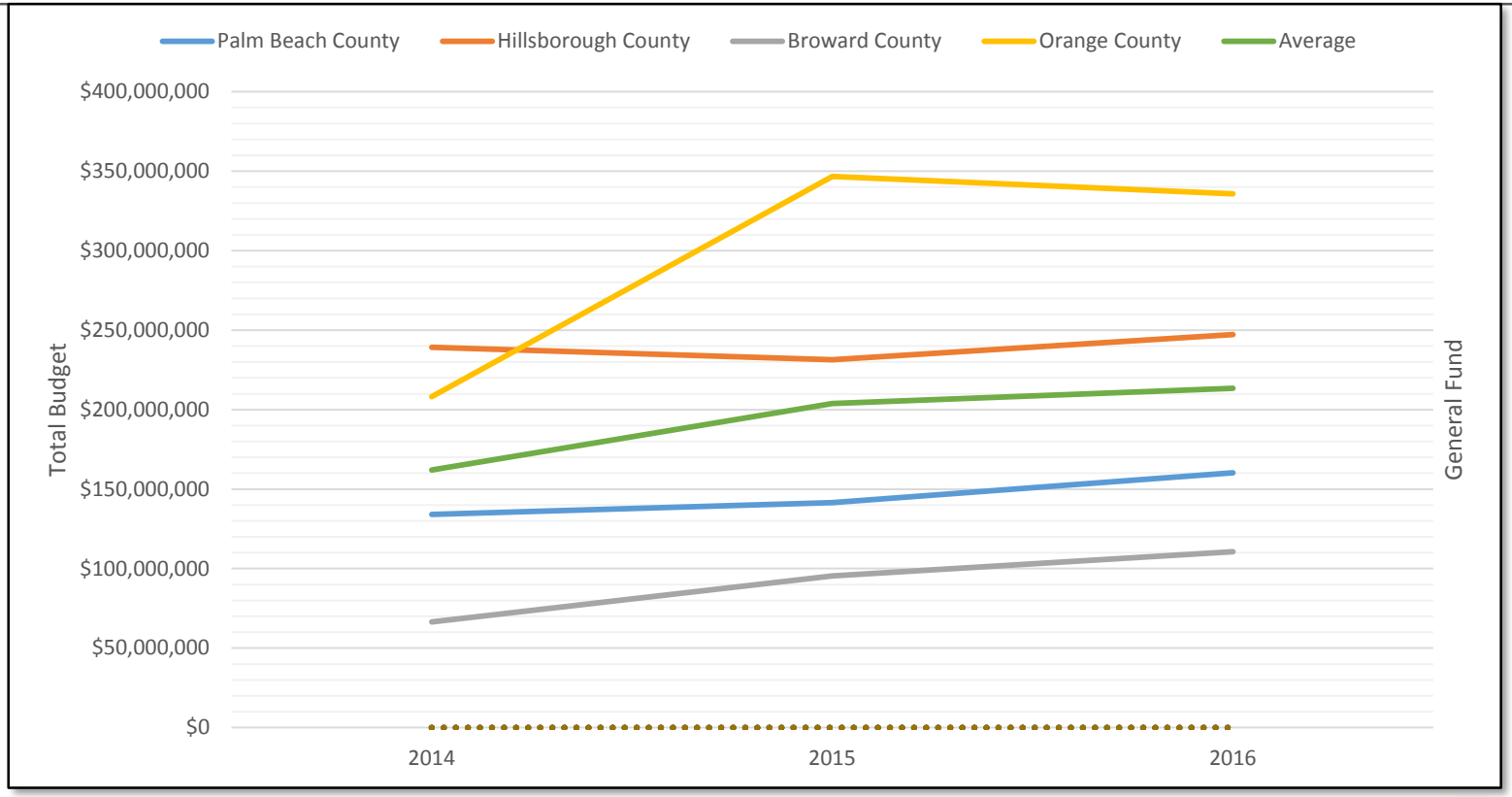
# Water Utilities

- Water Utilities trends varied greatly for the counties. Palm Beach County has declined YOY with a greater decrease from 2015 to 2016



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# CONSTITUTIONAL OFFICERS



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# Judicial

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$6,545,389** | | **$6,855,156** | | **$7,263,652** | |
| General Fund | $3,325,213 | 51% | $4,083,345 | 60% | $4,372,514 | 60% |
| **Hillsborough County** | **$14,854,898** | | **$15,190,067** | | **$16,279,035** | |
| General Fund | $3,103,472 | 21% | $3,298,868 | 22% | $3,468,320 | 21% |
| **Broward County** | **$11,229,501** | | **$11,361,320** | | **$11,045,140** | |
| General Fund | $1,560,430 | 14% | $1,551,590 | 14% | $1,642,940 | 15% |
| **Orange County** | **$13,515,526** | | **$19,454,532** | | **$17,259,744** | |
| General Fund | $1,299,732 | 10% | $1,754,112 | 9% | $906,376 | 5% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Includes: Law Library, Criminal Justice Trust, Court Tech Fund | Includes: Public Defender, State Attorney, Law Library, Admin Office | Includes: Public Defender, State Attorney, Law Library, Legal Aid, Court Cost Fund, IT, Teen Court Fee | Public Defender, State Attorney, Law Library, Legal Aid, Court Cost Fund, IT, Teen Court Fee, Legal Aid |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 26 | 87 | 50 | 54 |



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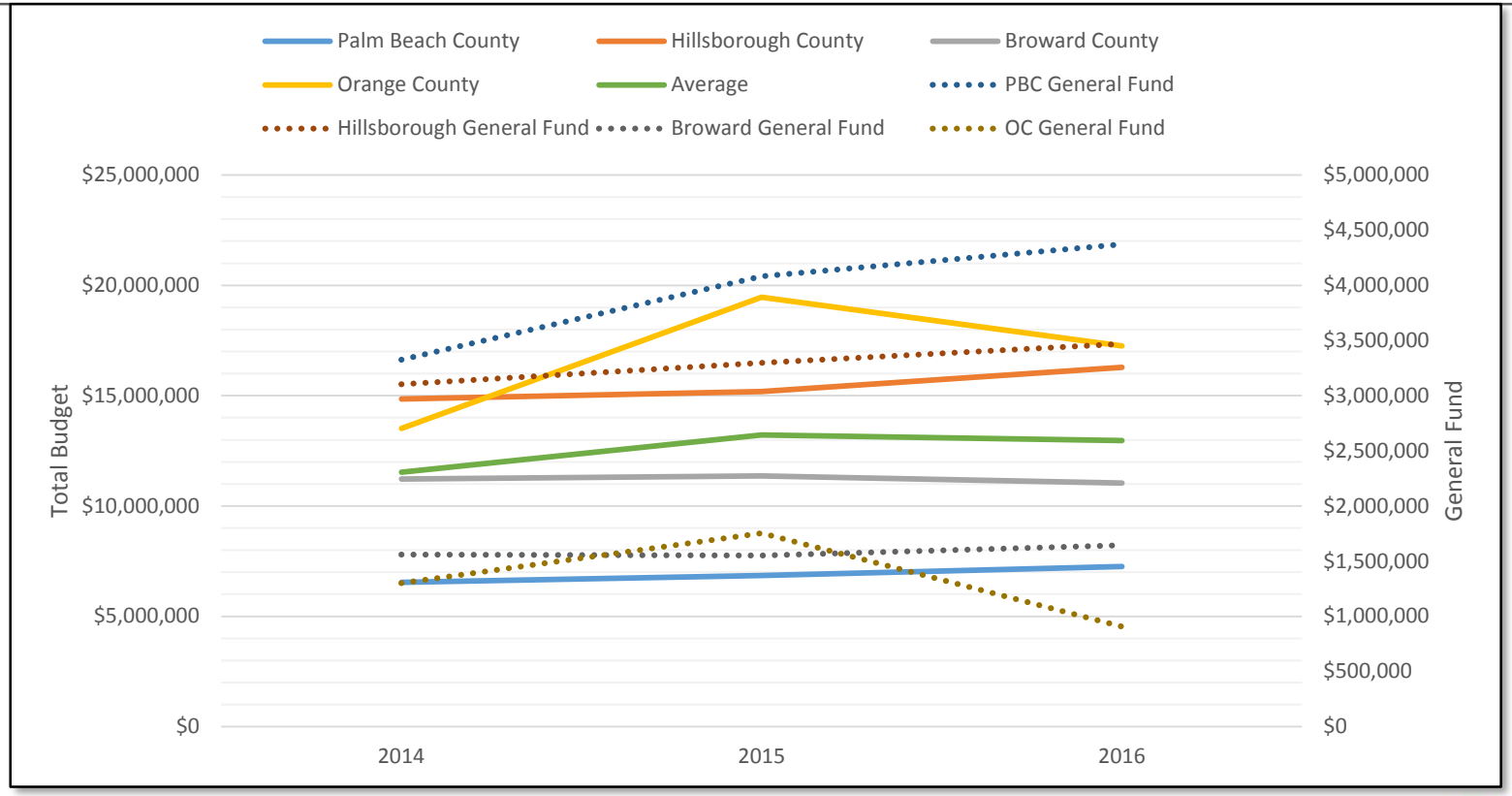
# Judicial

- Palm Beach County is below average when compared to peers in the Judicial category. The majority of counties trended upward YOY
- Gen fund makes up ~60% of Judicial which is about average when compared to peers



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# Clerk of Courts

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$12,589,198** | | **$13,009,506** | | **$13,354,306** | |
| General Fund | $12,589,198 | 100% | $13,009,506 | 100% | $13,354,306 | 100% |
| **Hillsborough County** | **$18,204,547** | | **$18,240,640** | | **$18,704,952** | |
| General Fund | $18,204,547 | 100% | $18,240,640 | 100% | $18,704,952 | 100% |
| **Broward County** | **$1,534,052** | | **$1,435,870** | | **$1,277,010** | |
| General Fund | $140,300 | 9% | $142,530 | 10% | $132,860 | 10% |
| **Orange County** | **$15,581,758** | | **$17,979,302** | | **$18,646,243** | |
| General Fund | $2,606,547 | 17% | $4,374,389 | 24% | $4,470,937 | 24% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Includes: Comptroller | | | Includes: Comptroller |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 138 | 103 | 0 | 230 |



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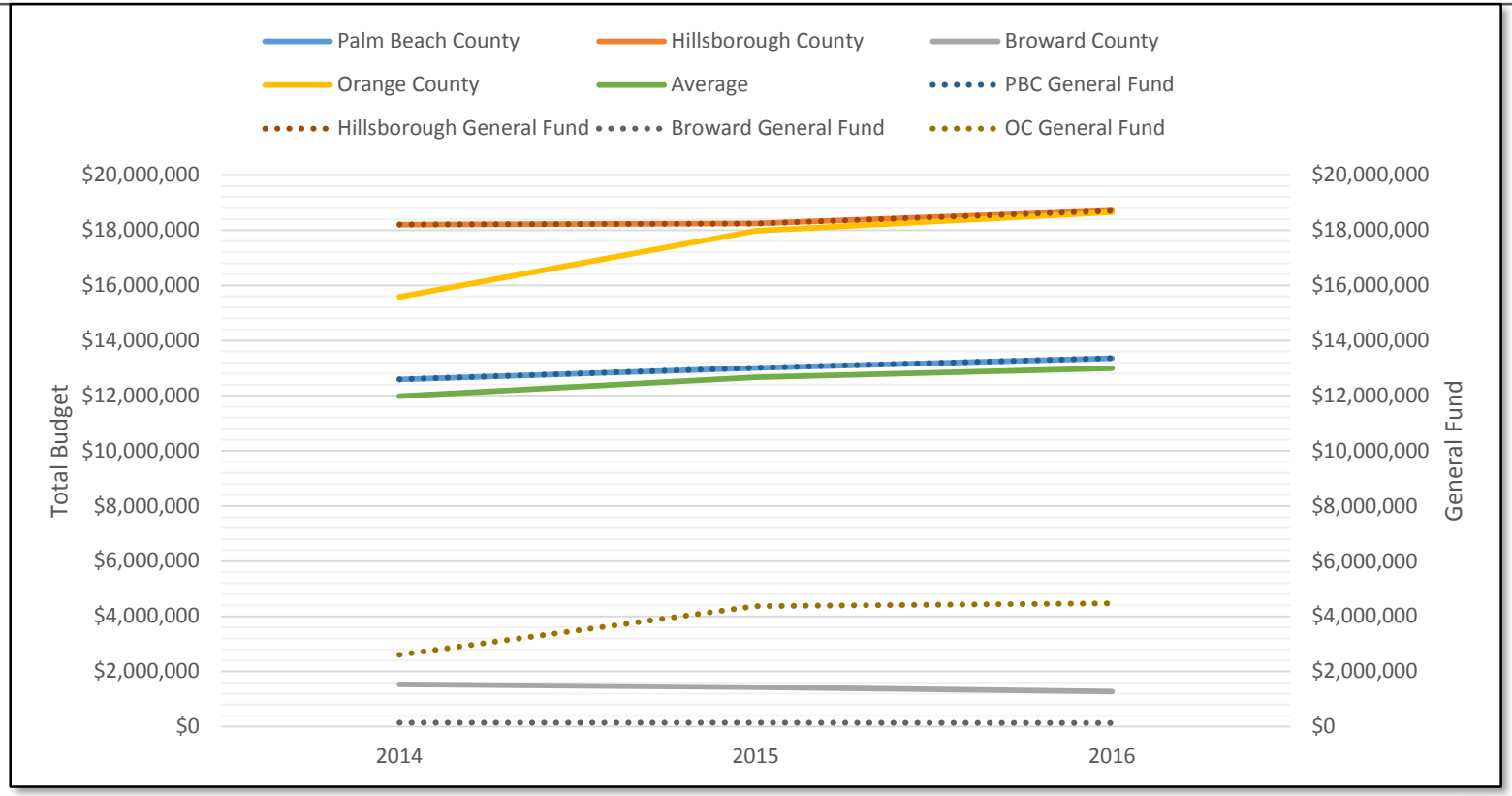
# Clerk of Courts

- Palm Beach County is above average when compared to peers in the Clerk of Courts category. The majority of counties experienced a slight decrease in 2015
- Gen fund makes up 100% of Clerk of Courts



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# Supervisor of Elections

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$9,252,989** | | **$9,219,250** | | **$11,495,110** | |
| General Fund | $9,252,989 | 100% | $9,219,250 | 100% | $11,495,110 | 100% |
| **Hillsborough County** | **$11,538,931** | | **$10,581,802** | | **$12,794,905** | |
| General Fund | $11,538,931 | 100% | $10,581,802 | 100% | $12,794,905 | 100% |
| **Broward County** | **$18,407,260** | | **$14,044,360** | | **$17,678,360** | |
| General Fund | $18,407,260 | 100% | $14,044,360 | 100% | $17,678,360 | 100% |
| **Orange County** | **$8,465,784** | | **$9,298,722** | | **$12,754,060** | |
| General Fund | $8,465,784 | 100% | $9,298,722 | 100% | $12,754,060 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 49 | 40 | 72 | 46 |



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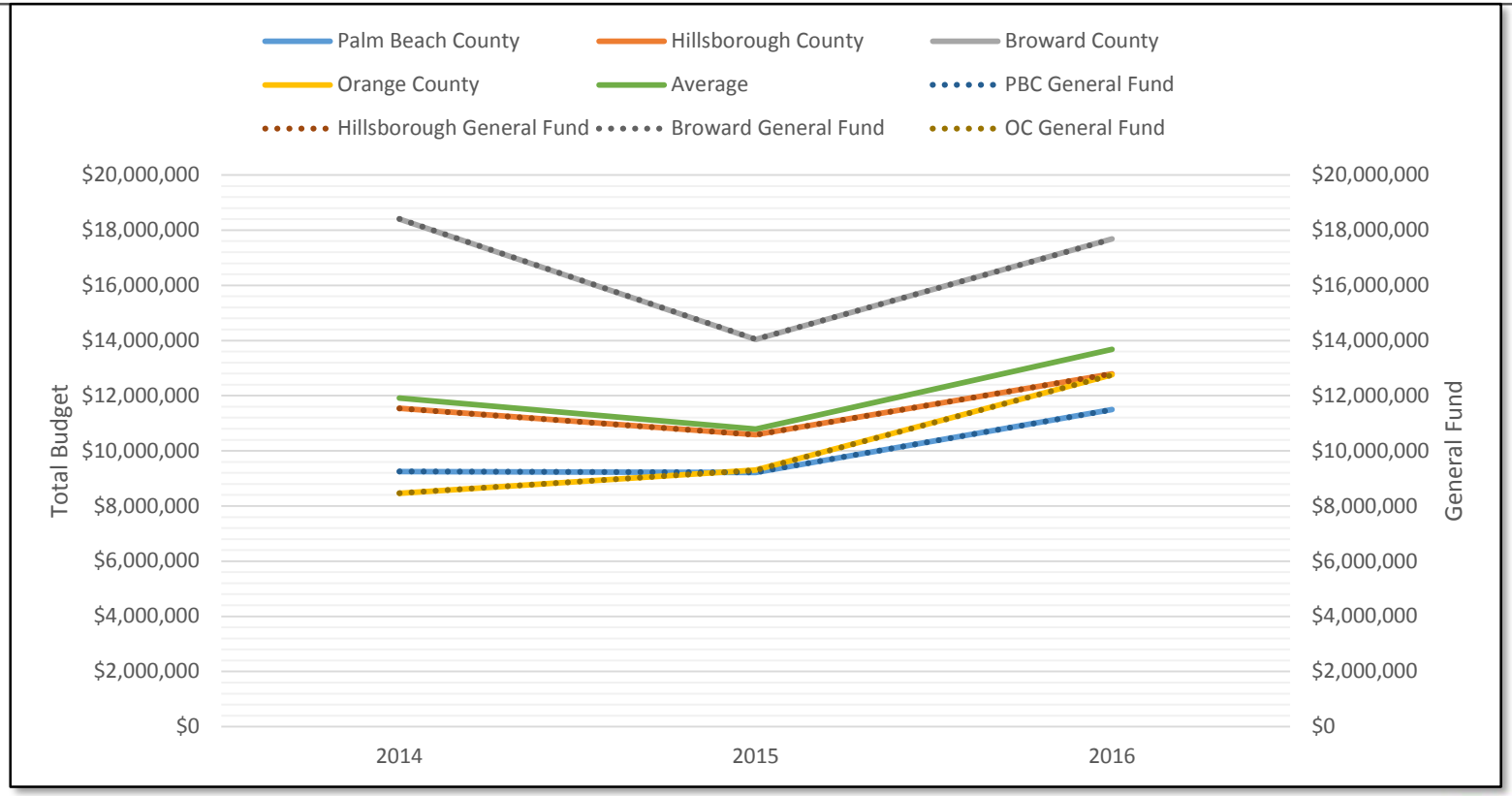
# Supervisor of Elections

- Palm Beach County is below average when compared to peers in the Supervisor of Elections category. The majority of counties experienced a decrease in budget in 2015, tied to election schedules
- Gen fund makes up 100% of Supervisor of Elections which matches peers



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# Tax Collector

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$38,159,321** | | **$41,207,677** | | **$43,990,811** | |
| General Fund | $32,905,000 | 86% | $35,505,000 | 86% | $37,676,000 | 86% |
| **Hillsborough County** | **$21,539,610** | | **$24,731,284** | | **$26,031,502** | |
| General Fund | $17,088,282 | 79% | $19,556,561 | 79% | $20,509,446 | 79% |
| **Broward County** | **$13,582,910** | | **$13,546,420** | | **$14,027,770** | |
| General Fund | $13,582,910 | 100% | $13,546,420 | 100% | $14,027,770 | 100% |
| **Orange County** | **$22,704,400** | | **$26,197,338** | | **$29,444,174** | |
| General Fund | $22,704,400 | 100% | $26,197,338 | 100% | $29,444,174 | 100% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 315 | 320 | 206 | 273 |



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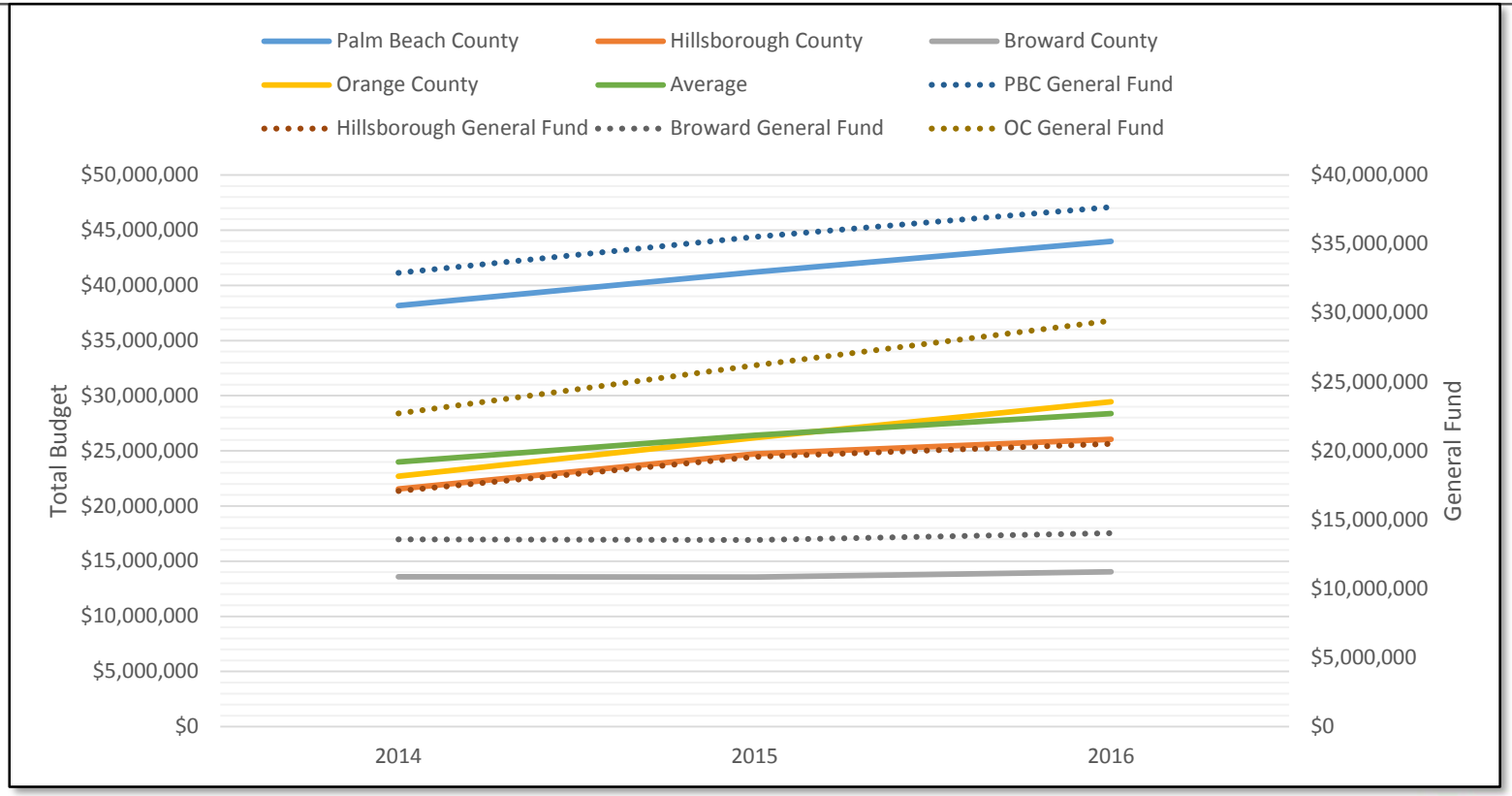
# Tax Collector

- Palm Beach County reported the highest budget when compared to peers in the Tax Collector category. The majority of counties trended upward YOY



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# Property Appraiser

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$19,821,420** | | **$20,491,485** | | **$21,078,121** | |
| General Fund | $17,827,000 | 90% | $18,421,398 | 90% | $18,953,446 | 90% |
| **Hillsborough County** | **$10,289,829** | | **$10,843,923** | | **$11,822,421** | |
| General Fund | $8,581,114 | 83% | $8,970,688 | 83% | $9,769,290 | 83% |
| **Broward County** | **$14,937,900** | | **$15,873,160** | | **$17,545,130** | |
| General Fund | $14,937,900 | 100% | $15,873,160 | 100% | $17,545,130 | 100% |
| **Orange County** | **$10,437,365** | | **$11,661,803** | | **$12,004,774** | |
| General Fund | $9,691,698 | 93% | $10,243,618 | 88% | $10,573,950 | 88% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| | | | |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 266 | 130 | 208 | 137 |



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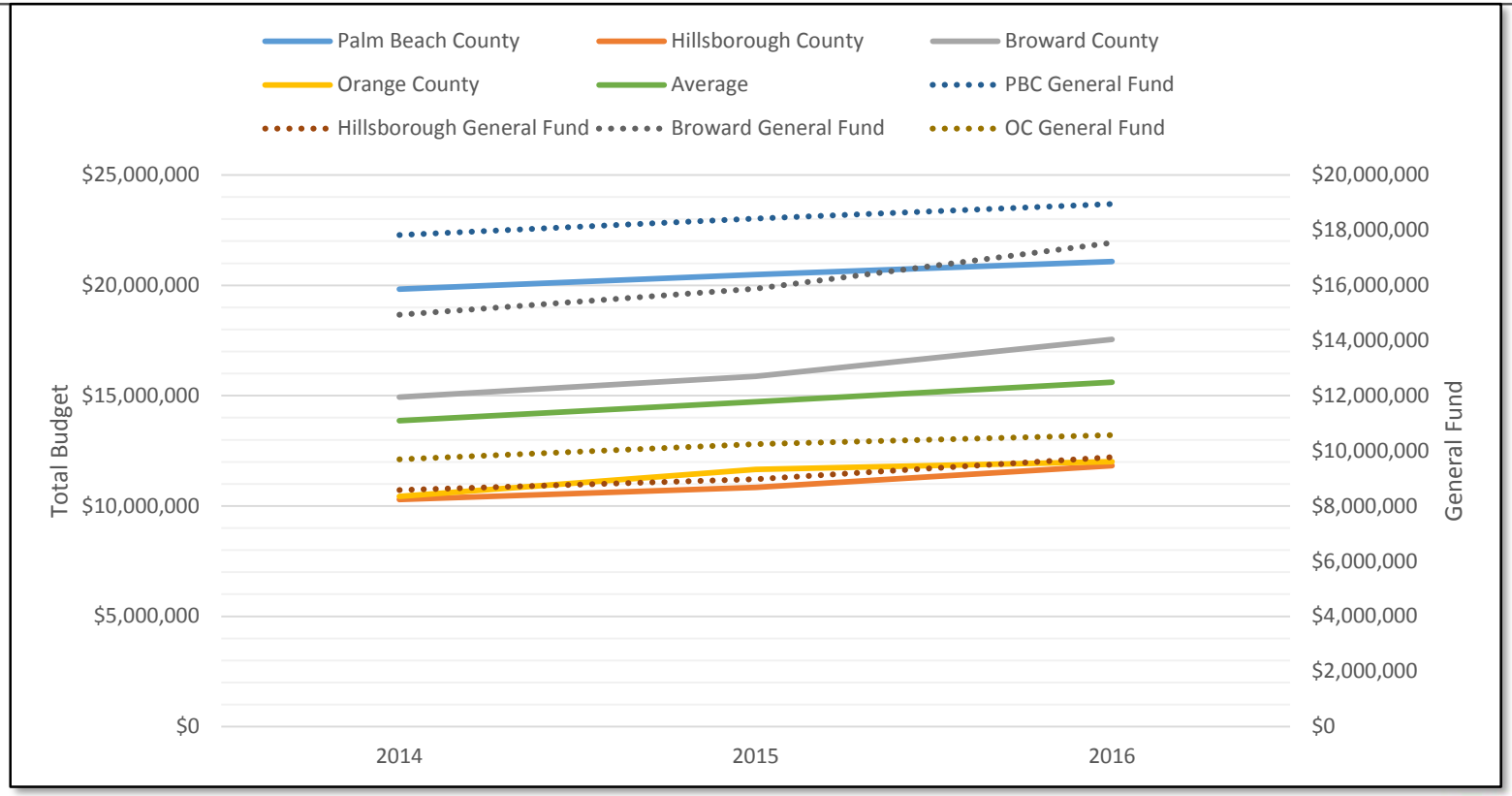
# Property Appraiser

- Palm Beach County is above average when compared to peers in the Property Appraiser category. The majority of counties trended upward YOY



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# Sheriff

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$511,636,790** | | **$534,066,260** | | **$559,333,611** | |
| General Fund | $507,943,720 | 99% | $531,624,658 | 100% | $556,136,939 | 99% |
| **Hillsborough County** | **$379,681,358** | | **$386,351,018** | | **$392,026,579** | |
| General Fund | $265,793,657 | 70% | $267,089,155 | 69% | $273,762,931 | 70% |
| **Broward County** | **$563,977,384** | | **$587,054,190** | | **$615,512,440** | |
| General Fund | $391,580,000 | 69% | $412,500,000 | 70% | $436,000,000 | 71% |
| **Orange County** | **$342,172,712** | | **$366,651,543** | | **$369,822,235** | |
| General Fund | $324,597,635 | 95% | $340,425,334 | 93% | $351,223,985 | 95% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| Includes: Juvenile Assessment Center, Law Enforcement, Sheriff | Includes: Juvenile Assessment Center, Law Enforcement, Sheriff, Drug Law, Training, Sheriff Jail Ops, Marine Enforcement, Judicial | Includes: Sheriff Administration, Regional Law Enforcement, Law Enforcement Contracts, Detention, Trust | Includes: Sheriff and Corrections |

| Palm Beach | Hillsborough | Broward | Orange |
|---|---|---|---|
| 3,982 | 3,667 | 4,238 | 3,893 |



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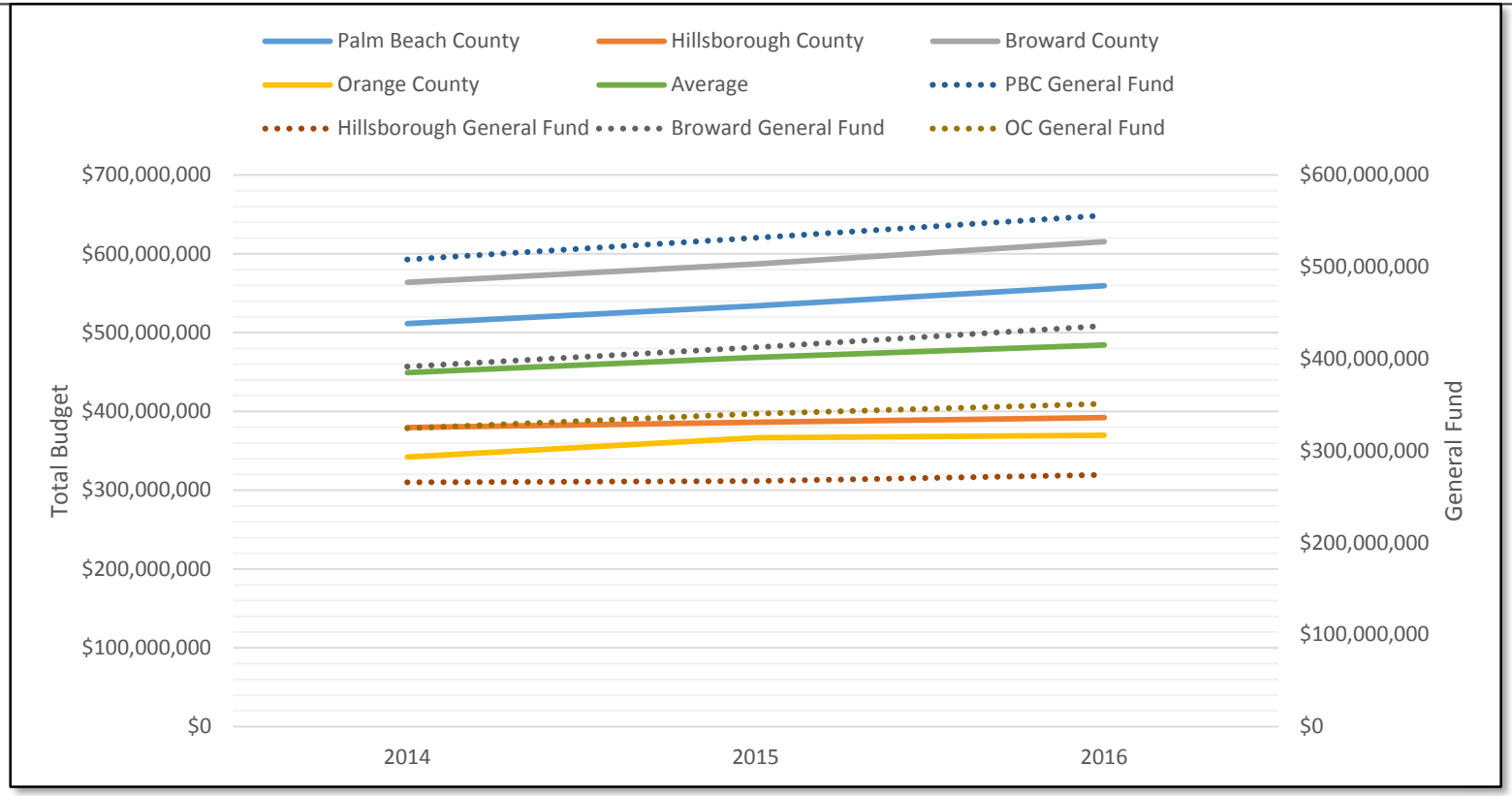
# Sheriff

- Palm Beach County is above average budget when compared to peers in the Sheriff category. All counties experienced increased budgets YOY
- Gen fund makes up ~99% of Sheriff which is above average when compared to peers



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# OTHER



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# Reserves

| | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|
| **Palm Beach County** | **$85,230,000** | | **$85,000,000** | | **$90,775,190** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Hillsborough County** | **$0** | | **$108,310,519** | | **$131,109,915** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Broward County** | **$0** | | **$151,377,390** | | **$153,726,630** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |
| **Orange County** | **$54,818,139** | | **$60,243,275** | | **$61,182,690** | |
| General Fund | $0 | 0% | $0 | 0% | $0 | 0% |

| Palm Beach County | Hillsborough County | Broward County | Orange County |
|---|---|---|---|
| % of Total Budget: 2.24% | % of Total Budget: 2.71% | % of Total Budget: 4.17% | % of Total Budget: 1.70% |



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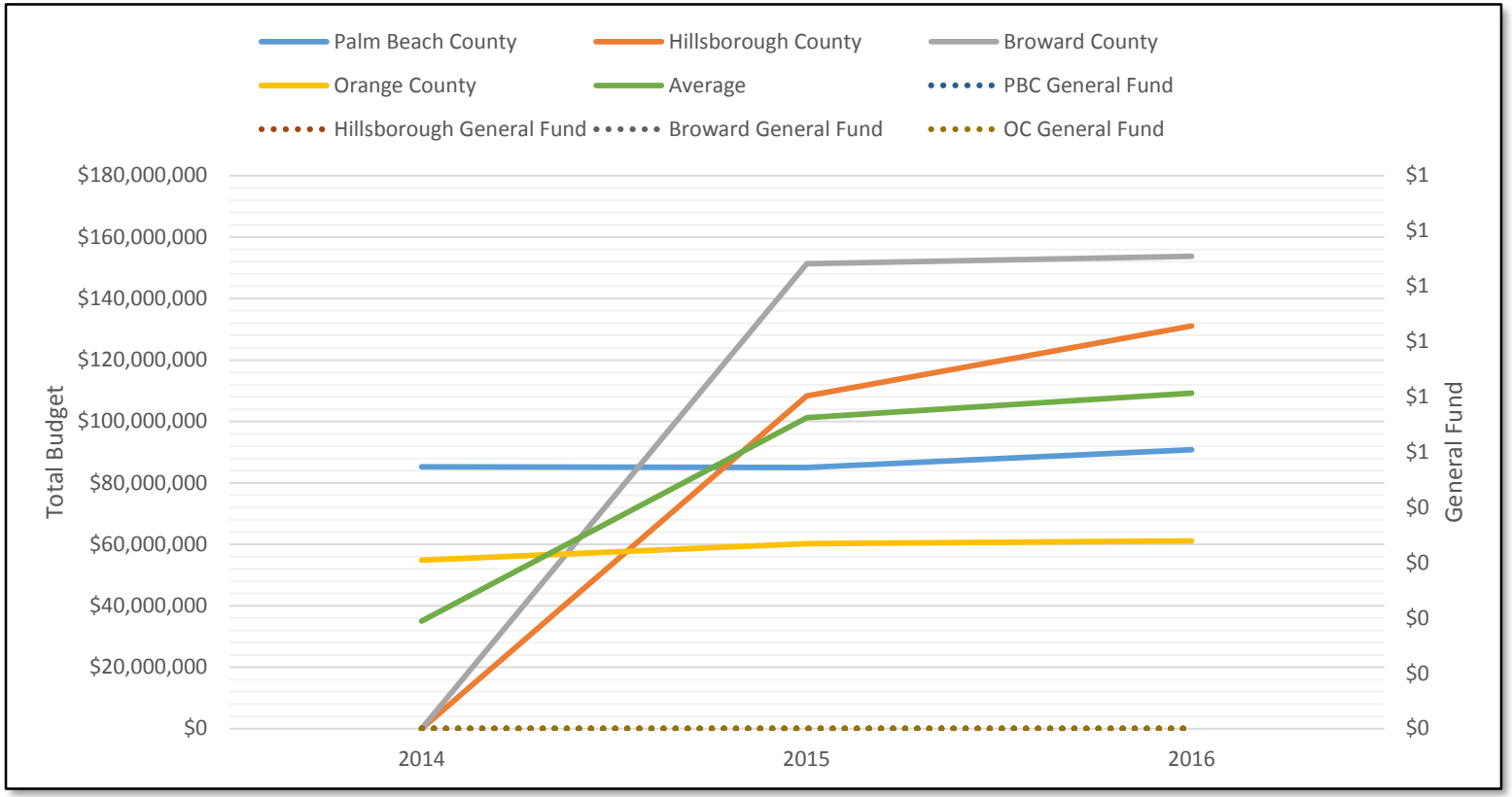
# Reserves



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# PALM BEACH COUNTY

## High Level Spend Analysis



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# Annual Spend by Sourcing Category
## Total County Spend

| Sourcing Type | Sourcing Group | Sourcing Category | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|---|---|
| Direct Control | Admin & Support | Insurance | $ 24,492,815.6 | $ 21,731,724.1 | $ 22,232,496.2 | $ 68,457,035.9 |
| | | Land & Rent | $ 2,213,117.9 | $ 2,618,085.6 | $ 2,547,488.0 | $ 7,378,691.5 |
| | | Food & Food Service | $ 2,188,675.1 | $ 3,031,751.9 | $ 1,907,409.3 | $ 7,127,836.3 |
| | | Postage & Freight | $ 1,788,092.3 | $ 1,739,033.3 | $ 1,887,751.3 | $ 5,414,876.9 |
| | | Dues, Memberships, Permits & Registration Fees | $ 1,710,091.2 | $ 1,725,488.2 | $ 1,966,325.8 | $ 5,401,905.1 |
| | | Training & Education | $ 1,243,894.1 | $ 2,095,542.8 | $ 1,895,152.8 | $ 5,234,589.6 |
| | | Parking Systems | $ 1,627,312.6 | $ 1,733,188.9 | $ 1,732,262.8 | $ 5,092,764.3 |
| | | Travel | $ 922,176.8 | $ 1,048,425.9 | $ 1,584,428.4 | $ 3,555,031.0 |
| | | Advertising, Marketing & Promotions | $ 609,414.1 | $ 855,722.7 | $ 1,103,199.6 | $ 2,568,336.4 |
| | | Title & Escrow | $ 27,677.5 | $ 942,744.9 | $ 39,056.7 | $ 1,009,479.1 |
| | **Admin & Support Total** | | **$ 36,823,267.1** | **$ 37,521,708.1** | **$ 36,895,570.8** | **$ 111,240,546.1** |
| | Construction | Construction & Building Materials | $ 53,435,647.9 | $ 53,094,726.0 | $ 91,305,462.5 | $ 197,835,836.4 |
| | | Roads, Highway, Bridges, Pavement & Surfacing | $ 53,961,725.5 | $ 24,958,187.5 | $ 16,846,002.5 | $ 95,765,915.5 |
| | | Road Signals & Markers | $ 4,677,866.4 | $ 3,819,834.8 | $ 2,728,546.5 | $ 11,226,247.8 |
| | **Construction Total** | | **$ 112,075,239.9** | **$ 81,872,748.3** | **$ 110,880,011.5** | **$ 304,827,999.6** |
| | Equipment | Heavy Equipment & Machinery | $ 3,600,209.0 | $ 5,198,206.6 | $ 8,981,779.8 | $ 17,780,195.4 |
| | | Furniture & Furnishings | $ 1,501,451.8 | $ 1,392,453.6 | $ 1,966,592.2 | $ 4,860,497.6 |
| | | Office Equipment | $ 1,476,315.7 | $ 1,670,717.7 | $ 1,625,523.2 | $ 4,772,556.6 |
| | **Equipment Total** | | **$ 6,577,976.5** | **$ 8,261,377.9** | **$ 18,653,275.4** | **$ 33,492,629.9** |
| | Fleet | Vehicles | $ 20,230,821.6 | $ 18,807,834.8 | $ 37,148,753.7 | $ 76,187,410.2 |
| | | Fuel & Gasoline | $ 21,074,439.3 | $ 20,824,331.6 | $ 15,391,859.4 | $ 57,290,630.3 |
| | | Automotive Supplies, Parts & Service | $ 2,432,120.9 | $ 2,956,152.3 | $ 3,175,018.9 | $ 8,563,292.0 |
| | **Fleet Total** | | **$ 43,737,381.8** | **$ 42,588,318.7** | **$ 49,636,251.7** | **$ 135,961,952.2** |
| | IT & Telecom | Computer Hardware & Software | $ 17,413,733.7 | $ 16,901,423.0 | $ 19,815,644.9 | $ 54,130,801.6 |
| | | Telephone, Wireless, Cable & Broadband | $ 10,482,040.5 | $ 12,850,822.3 | $ 11,267,582.3 | $ 34,600,445.1 |
| | | Radios & Supplies | $ 6,481,275.8 | $ 3,284,404.5 | $ 2,345,057.9 | $ 12,110,738.1 |
| | **IT & Telecom Total** | | **$ 34,377,049.9** | **$ 33,036,649.8** | **$ 33,428,285.1** | **$ 100,841,984.8** |
| | Maintenance & Repairs | Maintenance & Repairs | $ 29,593,476.5 | $ 32,688,936.6 | $ 39,021,462.8 | $ 101,303,875.9 |
| | | Specialty Services | $ 13,904,301.0 | $ 12,395,296.9 | $ 15,468,140.6 | $ 41,767,738.5 |
| | | Chemicals & Supplies | $ 10,236,980.5 | $ 10,511,543.6 | $ 10,669,439.5 | $ 31,417,963.5 |
| | | Janitorial Service & Supplies | $ 7,403,240.7 | $ 7,149,977.0 | $ 7,281,136.3 | $ 21,834,354.1 |
| | | Landscaping Service & Supplies | $ 8,479,764.1 | $ 8,334,028.4 | $ 4,786,730.4 | $ 21,600,522.9 |
| | **Maintenance & Repairs Total** | | **$ 69,617,762.8** | **$ 71,079,782.6** | **$ 77,226,909.6** | **$ 217,924,454.9** |



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# Annual Spend by Sourcing Category
## Total County Spend (Con't)

| Sourcing Type | Sourcing Group | Sourcing Category | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|---|---|
| Direct Control | Outsourced Services | Engineering, Architecture, Consulting & Professional Services | $ 21,610,423.1 | $ 20,924,599.5 | $ 29,975,050.8 | $ 72,510,073.4 |
| | | Outsourced Transportation | $ 19,583,830.1 | $ 19,650,280.0 | $ 23,072,710.3 | $ 62,306,820.5 |
| | | Management Services | $ 9,352,620.6 | $ 9,036,108.3 | $ 9,539,598.3 | $ 27,928,327.3 |
| | | Security | $ 4,043,993.2 | $ 4,401,365.8 | $ 4,731,313.0 | $ 13,176,672.0 |
| | | Medical Care | $ 2,520,459.8 | $ 2,402,588.8 | $ 2,291,834.3 | $ 7,214,883.0 |
| | | Temporary Labor | $ 1,521,639.1 | $ 1,913,121.6 | $ 2,283,004.5 | $ 5,717,765.2 |
| | | Specialty/Unique Services | $ 1,917,408.2 | $ 1,594,611.2 | $ 1,756,190.0 | $ 5,268,209.4 |
| | **Outsourced Services Total** | | **$ 60,550,374.1** | **$ 59,922,675.2** | **$ 73,649,701.4** | **$ 194,122,750.7** |
| | Supplies | MRO Supplies | $ 16,035,116.8 | $ 17,800,811.6 | $ 20,213,589.8 | $ 54,049,518.2 |
| | | Books & Educational Supplies | $ 7,170,484.1 | $ 7,095,929.5 | $ 7,454,294.5 | $ 21,720,708.1 |
| | | Medical, Dental & Vet Supplies | $ 2,049,819.6 | $ 2,075,741.7 | $ 2,451,267.2 | $ 6,576,828.5 |
| | | Office Supplies & Printing | $ 1,839,808.2 | $ 1,879,483.8 | $ 1,938,398.0 | $ 5,657,690.0 |
| | | Clothing & Uniforms | $ 1,069,739.8 | $ 1,016,348.4 | $ 1,124,954.9 | $ 3,211,043.0 |
| | **Supplies Total** | | **$ 28,164,968.5** | **$ 29,868,315.0** | **$ 33,182,504.4** | **$ 91,215,788.0** |
| | **Unclassified** | Products & Services not classified elsewhere | $ 1,377,061.6 | $ 1,400,982.6 | $ 1,468,744.7 | $ 4,246,788.9 |
| | **Unclassified Total** | | **$ 1,377,061.6** | **$ 1,400,982.6** | **$ 1,468,744.7** | **$ 4,246,788.9** |
| | Utilities | Electric | $ 26,076,471.5 | $ 27,336,429.9 | $ 27,139,754.1 | $ 80,552,655.5 |
| | | Water & Sewage | $ 9,364,227.0 | $ 8,853,683.4 | $ 12,180,947.4 | $ 30,398,857.8 |
| | | Waste | $ 5,750,191.2 | $ 5,413,286.6 | $ 5,358,940.9 | $ 16,522,418.7 |
| | | Gas | $ 198,209.2 | $ 174,806.9 | $ 228,326.5 | $ 601,342.6 |
| | **Utilities Total** | | **$ 41,389,098.9** | **$ 41,778,206.8** | **$ 44,907,968.9** | **$ 128,075,274.6** |
| **Direct Control Total** | | | **$ 434,690,181.2** | **$ 407,330,765.0** | **$ 479,929,223.4** | **$ 1,321,950,169.5** |
| Indirect Control | Contributions & Transfers to Other Entities | Sheriff | $ 496,782,890.9 | $ 522,513,580.0 | $ 546,812,474.7 | $ 1,566,108,945.6 |
| | | Government | $ 173,028,349.1 | $ 152,848,418.1 | $ 170,275,924.8 | $ 496,152,692.0 |
| | | Non-Government | $ 71,548,435.1 | $ 60,046,471.6 | $ 49,058,237.4 | $ 180,653,144.0 |
| | **Contributions & Transfers to Other Entities Total** | | **$ 741,359,675.1** | **$ 735,408,469.6** | **$ 766,146,636.9** | **$ 2,242,914,781.6** |
| | **Items For Resale** | Items For Resale | $ 2,106,258.8 | $ 2,217,595.8 | $ 2,600,857.6 | $ 6,924,712.2 |
| | **Items For Resale Total** | | **$ 2,106,258.8** | **$ 2,217,595.8** | **$ 2,600,857.6** | **$ 6,924,712.2** |
| | **Personnel** | Personnel | $ 80,517,580.3 | $ 92,017,801.1 | $ 95,744,341.1 | $ 268,279,722.6 |
| | **Personnel Total** | | **$ 80,517,580.3** | **$ 92,017,801.1** | **$ 95,744,341.1** | **$ 268,279,722.6** |
| **Indirect Control Total** | | | **$ 823,983,514.2** | **$ 829,643,866.5** | **$ 864,491,835.6** | **$ 2,518,119,216.4** |
| Non-Controllable | Financial Transactions | Taxes | $ 259,841,017.5 | $ 116,998,019.7 | $ 118,461,233.6 | $ 495,300,270.9 |
| | | Debt Service/Bonds/Interest/Settlements | $ 144,929,920.8 | $ 143,167,665.2 | $ 143,514,185.0 | $ 431,611,770.9 |
| | **Financial Transactions Total** | | **$ 404,770,938.2** | **$ 260,165,684.9** | **$ 261,975,418.6** | **$ 926,912,041.8** |
| **Non-Controllable Total** | | | **$ 404,770,938.2** | **$ 260,165,684.9** | **$ 261,975,418.6** | **$ 926,912,041.8** |
| **Grand Total** | | | **$ 1,663,444,633.6** | **$ 1,497,140,316.4** | **$ 1,606,396,477.7** | **$ 4,766,981,427.7** |

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# Annual Spend by Sourcing Category
## General Fund Spend

| Sourcing Type | Sourcing Group | Sourcing Category | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|---|---|
| Direct Control | Admin & Support | Dues, Memberships, Permits & Registration Fees | $ 871,902.9 | $ 920,953.7 | $ 976,854.0 | $ 2,769,710.5 |
| | | Food & Food Service | $ 202,825.0 | $ 1,246,500.1 | $ 813,245.1 | $ 2,262,570.2 |
| | | Postage & Freight | $ 529,709.5 | $ 521,848.2 | $ 603,489.2 | $ 1,655,046.9 |
| | | Travel | $ 344,782.3 | $ 412,999.2 | $ 471,643.0 | $ 1,229,424.6 |
| | | Land & Rent | $ 371,171.6 | $ 332,369.9 | $ 361,990.0 | $ 1,065,531.5 |
| | | Advertising, Marketing & Promotions | $ 209,321.5 | $ 230,879.1 | $ 285,371.5 | $ 725,572.0 |
| | | Training & Education | $ 145,120.4 | $ 151,219.9 | $ 234,343.6 | $ 530,683.8 |
| | | Insurance | $ 111,355.0 | $ 101,984.9 | $ 96,696.3 | $ 310,036.3 |
| | | Title & Escrow | $ 2,204.0 | $ 3,639.9 | $ 4,880.6 | $ 10,724.6 |
| | **Admin & Support Total** | | **$ 2,788,392.2** | **$ 3,922,394.8** | **$ 3,848,513.3** | **$ 10,559,300.4** |
| | Construction | Construction & Building Materials | $ 582,522.7 | $ 654,672.6 | $ 440,407.4 | $ 1,677,602.7 |
| | | Roads, Highway, Bridges, Pavement & Surfacing | $ 76,288.9 | $ 11,895.4 | $ 706.6 | $ 88,890.9 |
| | | Road Signals & Markers | $ 5,435.4 | $ 1,537.0 | $ 2,530.7 | $ 9,503.1 |
| | **Construction Total** | | **$ 664,247.0** | **$ 668,105.0** | **$ 443,644.6** | **$ 1,775,996.6** |
| | Equipment | Office Equipment | $ 769,780.2 | $ 705,476.1 | $ 753,764.3 | $ 2,229,020.5 |
| | | Furniture & Furnishings | $ 246,683.8 | $ 301,539.8 | $ 281,864.7 | $ 830,088.3 |
| | | Heavy Equipment & Machinery | $ 59,986.4 | $ 128,454.6 | $ 162,546.7 | $ 350,987.7 |
| | **Equipment Total** | | **$ 1,076,450.3** | **$ 1,135,470.5** | **$ 1,198,175.7** | **$ 3,410,096.5** |
| | Fleet | Vehicles | | $ 23,634.3 | $ 110,553.4 | $ 134,187.6 |
| | | Automotive Supplies, Parts & Service | $ 17,078.7 | $ 21,628.6 | $ 21,132.7 | $ 59,840.0 |
| | | Fuel & Gasoline | $ 7,841.1 | $ 4,617.6 | $ 5,761.8 | $ 18,220.5 |
| | **Fleet Total** | | **$ 24,919.8** | **$ 49,880.4** | **$ 137,447.9** | **$ 212,248.1** |
| | IT & Telecom | Computer Hardware & Software | $ 4,338,556.0 | $ 4,625,906.8 | $ 4,963,153.8 | $ 13,927,616.6 |
| | | Telephone, Wireless, Cable & Broadband | $ 4,752,953.2 | $ 4,180,771.3 | $ 4,577,620.3 | $ 13,511,344.7 |
| | | Radios & Supplies | $ 291,922.0 | $ 127,655.7 | $ 1,451,055.2 | $ 1,870,632.9 |
| | **IT & Telecom Total** | | **$ 9,383,431.2** | **$ 8,934,333.8** | **$ 10,991,829.3** | **$ 29,309,594.2** |
| | Maintenance & Repairs | Maintenance & Repairs | $ 5,068,438.7 | $ 4,692,102.2 | $ 5,074,432.7 | $ 14,834,973.6 |
| | | Janitorial Service & Supplies | $ 3,518,586.2 | $ 3,293,722.6 | $ 3,485,123.8 | $ 10,297,432.5 |
| | | Landscaping Service & Supplies | $ 1,642,289.0 | $ 1,713,274.2 | $ 1,542,675.0 | $ 4,898,238.1 |
| | | Chemicals & Supplies | $ 778,661.5 | $ 955,375.2 | $ 1,084,181.8 | $ 2,818,218.5 |
| | | Specialty Services | $ 164,903.6 | $ 145,200.8 | $ 172,550.4 | $ 482,654.8 |
| | **Maintenance & Repairs Total** | | **$ 11,172,879.0** | **$ 10,799,674.9** | **$ 11,358,963.6** | **$ 33,331,517.4** |



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# Annual Spend by Sourcing Category
## General Fund Spend (Con't)

| Sourcing Type | Sourcing Group | Sourcing Category | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|---|---|
| Direct Control | Outsourced Services | Security | $ 2,536,651.7 | $ 2,846,423.9 | $ 3,015,055.5 | $ 8,398,131.0 |
| | | Engineering, Architecture, Consulting & Professional Services | $ 2,360,221.6 | $ 2,444,125.5 | $ 2,576,225.5 | $ 7,380,572.5 |
| | | Temporary Labor | $ 1,106,879.1 | $ 1,225,292.3 | $ 1,686,212.0 | $ 4,018,383.4 |
| | | Management Services | $ 977,994.4 | $ 924,400.4 | $ 927,558.4 | $ 2,829,953.1 |
| | | Outsourced Transportation | $ 317,154.5 | $ 294,010.9 | $ 270,397.6 | $ 881,563.0 |
| | | Specialty/Unique Services | $ 182,953.3 | $ 94,868.9 | $ 112,995.4 | $ 390,817.6 |
| | | Medical Care | $ 119,028.0 | $ 88,915.5 | $ 126,543.1 | $ 334,486.6 |
| | **Outsourced Services Total** | | **$ 7,600,882.4** | **$ 7,918,037.4** | **$ 8,714,987.4** | **$ 24,233,907.2** |
| | Supplies | MRO Supplies | $ 2,848,291.4 | $ 2,696,536.0 | $ 3,240,742.8 | $ 8,785,570.3 |
| | | Office Supplies & Printing | $ 826,486.2 | $ 843,944.2 | $ 809,490.3 | $ 2,479,920.8 |
| | | Medical, Dental & Vet Supplies | $ 492,174.9 | $ 494,814.1 | $ 574,938.0 | $ 1,561,927.0 |
| | | Clothing & Uniforms | $ 166,373.3 | $ 184,865.2 | $ 195,392.8 | $ 546,631.2 |
| | | Books & Educational Supplies | $ 155,605.0 | $ 150,092.6 | $ 218,437.2 | $ 524,134.8 |
| | **Supplies Total** | | **$ 4,488,930.9** | **$ 4,370,252.2** | **$ 5,039,001.1** | **$ 13,898,184.2** |
| | **Unclassified** | Products & Services not classified elsewhere | $ 329,656.8 | $ 349,045.0 | $ 579,663.4 | $ 1,258,365.2 |
| | **Unclassified Total** | | **$ 329,656.8** | **$ 349,045.0** | **$ 579,663.4** | **$ 1,258,365.2** |
| | Utilities | Electric | $ 8,288,844.6 | $ 8,599,454.8 | $ 8,537,367.2 | $ 25,425,666.5 |
| | | Water & Sewage | $ 1,653,420.2 | $ 1,477,757.5 | $ 1,560,709.2 | $ 4,691,886.9 |
| | | Waste | $ 1,375,482.3 | $ 1,345,368.7 | $ 1,454,221.7 | $ 4,175,072.7 |
| | | Gas | $ 145,367.0 | $ 117,009.1 | $ 118,904.3 | $ 381,280.4 |
| | **Utilities Total** | | **$ 11,463,114.0** | **$ 11,539,590.1** | **$ 11,671,202.3** | **$ 34,673,906.4** |
| **Direct Control Total** | | | **$ 48,992,903.5** | **$ 49,686,784.0** | **$ 53,983,428.8** | **$ 152,663,116.3** |
| Indirect Control | Contributions & Transfers to Other Entities | Government | $ 92,227,421.3 | $ 94,372,695.7 | $ 94,963,548.1 | $ 281,563,665.0 |
| | | Non-Government | $ 21,818,002.4 | $ 18,893,238.6 | $ 24,065,249.1 | $ 64,776,490.1 |
| | | Sheriff | $ 391,055.1 | $ 380,451.0 | $ 376,890.5 | $ 1,148,396.6 |
| | **Contributions & Transfers to Other Entities Total** | | **$ 114,436,478.8** | **$ 113,646,385.2** | **$ 119,405,687.7** | **$ 347,488,551.7** |
| | **Items For Resale** | Items For Resale | $ 153,911.3 | $ 165,651.7 | $ 220,663.5 | $ 540,226.4 |
| | **Items For Resale Total** | | **$ 153,911.3** | **$ 165,651.7** | **$ 220,663.5** | **$ 540,226.4** |
| | **Personnel** | Personnel | $ 43,451.5 | $ 38,241.4 | $ 261,464.5 | $ 343,157.4 |
| | **Personnel Total** | | **$ 43,451.5** | **$ 38,241.4** | **$ 261,464.5** | **$ 343,157.4** |
| **Indirect Control Total** | | | **$ 114,633,841.6** | **$ 113,850,278.2** | **$ 119,887,815.7** | **$ 348,371,935.6** |
| Non-Controllable | Financial Transactions | Taxes | $ 33,989,860.7 | $ 35,025,166.6 | $ 36,632,034.7 | $ 105,647,062.1 |
| | | Debt Service/Bonds/Interest/Settlements | $ 211,005.7 | $ 212,093.0 | $ 302,578.5 | $ 725,677.2 |
| | **Financial Transactions Total** | | **$ 34,200,866.5** | **$ 35,237,259.6** | **$ 36,934,613.2** | **$ 106,372,739.3** |
| **Non-Controllable Total** | | | **$ 34,200,866.5** | **$ 35,237,259.6** | **$ 36,934,613.2** | **$ 106,372,739.3** |
| **Grand Total** | | | **$ 197,827,611.6** | **$ 198,774,321.8** | **$ 210,805,857.7** | **$ 607,407,791.1** |

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# SPEND APPENDIX

Spend Category supplier breakdown and opportunity assessment



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# Admin & Support
## Insurance

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Arthur J. Gallagher Risk Management Services, Inc. | $ 12,088,414 | $ 11,025,733 | $ 10,644,660 | $ 33,758,807 |
| Gallagher Bassett Services Inc. | $ 2,603,941 | $ 1,768,402 | $ 2,921,583 | $ 7,293,925 |
| CIGNA HEALTHCARE | $ 1,975,173 | $ 2,292,535 | $ 2,228,552 | $ 6,496,260 |
| MINNESOTA LIFE INSURANCE COMPANY | $ 1,484,185 | $ 987,148 | $ 985,221 | $ 3,456,553 |
| P&A Administrative Services, Inc. | $ - | $ 1,327,613 | $ 1,810,927 | $ 3,138,540 |
| Life Insurance Company of North America | $ 1,190,777 | $ 987,302 | $ 875,393 | $ 3,053,472 |
| UnitedHealthcare Insurance Company | $ 834,614 | $ 1,109,728 | $ 1,019,340 | $ 2,963,683 |
| AFLAC ATTN: CASHIERS | $ 789,506 | $ 837,568 | $ 813,110 | $ 2,440,185 |
| Total Administrative Services Corporation | $ 1,651,324 | $ 347,113 | $ 44,255 | $ 2,042,691 |
| Preferred Governmental Claim Solutions, Inc. | $ 188,762 | $ 186,352 | $ 282,000 | $ 657,114 |
| Other (121) | $ 1,686,120 | $ 862,231 | $ 607,454 | $ 3,155,805 |
| **Insurance Total** | **$ 24,492,816** | **$ 21,731,724** | **$ 22,232,496** | **$ 68,457,036** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Careful evaluation of plans based on organization needs. Review coverage levels and rebid administration periodically. Evaluate self insurance vs fully insured |
| Opportunity | Limited – Define standard review period for rebid of administrative cost. Audit of dependents |
| Observations | Self insured. Many different policies needed across a varied employee pool |



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# Admin & Support
## Food & Food Service

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| ILS Group, LLC | $ 680,485 | $ 1,574,470 | $ 1,027,302 | $ 3,282,258 |
| G A FOOD SERVICE INC | $ 1,084,026 | $ 1,198,556 | $ 568,588 | $ 2,851,170 |
| SYSCO SOUTHEAST FLORIDA, LLC | $ 89,443 | $ 95,205 | $ 112,087 | $ 296,735 |
| PRIMA FOOD CORPORATION | $ 202,837 | $ 18,358 | $ - | $ 221,195 |
| Cheney Brothers Inc. | $ 45,350 | $ 59,970 | $ 73,042 | $ 178,363 |
| MORSE LIFE INC | $ 35,454 | $ 29,329 | $ 16,706 | $ 81,489 |
| Calico Industries of Florida LLC | $ - | $ 3,718 | $ 53,689 | $ 57,407 |
| US Foods Inc. | $ 21,194 | $ 17,607 | $ 11,881 | $ 50,681 |
| Sam Tell and Son, Inc. | $ - | $ 16,392 | $ 24,035 | $ 40,427 |
| Gordon Food Service | $ 10,738 | $ 8,494 | $ 4,249 | $ 23,482 |
| Other (24) | $ 19,147 | $ 9,654 | $ 15,829 | $ 44,630 |
| **Food & Food Service Total** | **$ 2,188,675** | **$ 3,031,752** | **$ 1,907,409** | **$ 7,127,836** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Tightly managed well audited contracts with well defined contract terms |
| Opportunity | Opportunity to consolidate spend with traditional food suppliers (GA, Sysco, Cheney, US Foods) |
| Observations | Top supplier is food service in a managed care facility |



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# Admin & Support
## Postage & Freight

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| UNITED STATES POSTAL SERVICE | $ 1,186,015 | $ 1,187,022 | $ 1,264,405 | $ 3,637,442 |
| PITNEY BOWES INC | $ 373,416 | $ 311,833 | $ 331,207 | $ 1,016,456 |
| Certified Mailing Solutions, Inc. | $ 90,036 | $ 100,959 | $ 150,188 | $ 341,182 |
| All Points Trucking & Courier Service Inc. | $ 84,278 | $ 93,096 | $ 94,780 | $ 272,154 |
| FEDERAL EXPRESS CORPORATION | $ 29,351 | $ 28,886 | $ 28,916 | $ 87,152 |
| Mailfinance, Inc. | $ 5,002 | $ 10,120 | $ 8,187 | $ 23,309 |
| Transportation Consultants of America, Inc. | $ 10,400 | $ - | $ - | $ 10,400 |
| Old Dominion Freight Line, Inc. | $ 543 | $ 1,458 | $ 2,511 | $ 4,512 |
| Other (143) | $ 9,052 | $ 5,660 | $ 7,557 | $ 22,269 |
| **Postage & Freight Total** | **$ 1,788,092** | **$ 1,739,033** | **$ 1,887,751** | **$ 5,414,877** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | Low |

| | |
|---|---|
| Leading Practice | Pre-sort standard mail. Minimize courier service and overnight/next day parcel service |
| Opportunity | Opportunity to consolidate Pitney, Certified Mailing Solutions and Mailfinance can simplify county wide service but not likely to reduce price. Pre-sorting is an opportunity if not practiced currently |
| Observations | Low annual spend with courier and parcel reduces opportunity for standard efficiency areas |



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# Admin & Support
## Parking Systems

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| USA Parking Associates IV | $ 1,411,199 | $ 1,509,883 | $ 1,644,589 | $ 4,565,672 |
| CTR SYSTEMS INC | $ 216,113 | $ 223,305 | $ 40,578 | $ 479,997 |
| HUB Parking Technology USA Inc | $ - | $ - | $ 47,096 | $ 47,096 |
| **Parking Systems Total** | **$ 1,627,313** | **$ 1,733,189** | **$ 1,732,263** | **$ 5,092,764** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Low |

| | |
|---|---|
| Leading Practice | Tightly managed organization wide provider |
| Opportunity | None |
| Observations | County is contracted with all vendors |



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# Admin & Support
## Land & Rent

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| REGIONS FINANCIAL TOWER LLLP | $ 486,078 | $ 486,078 | $ 486,078 | $ 1,458,234 |
| MIL LAKE ANNEX LLC | $ 305,696 | $ 310,269 | $ 165,680 | $ 781,646 |
| The BG Group, LLC | $ 4,744 | $ - | $ 386,809 | $ 391,553 |
| FLORIDA DEPARTMENT OF TRANSPORATION | $ 90,000 | $ 288,933 | $ - | $ 378,933 |
| PALM COAST PLAZA INC | $ 237,660 | $ 118,830 | $ - | $ 356,490 |
| U & ME TRANSFER INC | $ 104,454 | $ 112,929 | $ 135,682 | $ 353,065 |
| KRG Atlantic Delray Beach LLC | $ - | $ 290,150 | $ - | $ 290,150 |
| FWI 20 LLC | $ 136,954 | $ 141,748 | $ - | $ 278,702 |
| JONES FOSTER JOHNSTON & STUBBS PA TRUST ACCOUNT | $ - | $ 190,045 | $ 88,405 | $ 278,450 |
| TALLMAN, LLC | $ 89,953 | $ 84,000 | $ 84,000 | $ 257,953 |
| Other (101) | $ 757,578 | $ 595,104 | $ 1,200,834 | $ 2,553,515 |
| **Land & Rent Total** | **$ 2,213,118** | **$ 2,618,086** | **$ 2,547,488** | **$ 7,378,691** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Review and optimization of space needs. Lease vs buy. Review of CAM and other associated costs |
| Opportunity | Continual review of space needs and renegotiation of contracts based on current prevalent cost per square foot. Study trends for long term leases to mitigate rent cost increases |
| Observations | Rent includes additional storage space for various county needs and assets |



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# Admin & Support
## Dues, Memberships, Permits & Registration Fees

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| TREASURE COAST REGIONAL PLANNING COUNCIL | $ 661,682 | $ 651,710 | $ 747,895 | $ 2,061,287 |
| FLORIDA ASSOCIATION OF COUNTIES | $ 107,130 | $ 109,273 | $ 111,833 | $ 328,236 |
| Wells Fargo Bank, N.A. | $ 18,768 | $ 93,800 | $ 166,325 | $ 278,893 |
| FDG FLAGLER STATION II LLC | $ 29,963 | $ 79,452 | $ 87,575 | $ 196,989 |
| PALM BEACH COUNTY BAR ASSOCIATION | $ 36,354 | $ 39,635 | $ 52,897 | $ 128,885 |
| FLORIDA STATE OF DEPT ENVIRONMENTAL PROTECTION | $ 46,225 | $ 35,600 | $ 18,800 | $ 100,625 |
| FLORIDA STATE OF DEPARTMENT OF HEALTH | $ 41,770 | $ - | $ 53,115 | $ 94,885 |
| SEFLIN INC | $ 36,400 | $ 36,000 | $ 19,395 | $ 91,795 |
| Water Research Foundation | $ 85,830 | $ - | $ - | $ 85,830 |
| AMERICAN PUBLIC TRANSPORTATION ASSOCIATION | $ 38,120 | $ - | $ 38,691 | $ 76,811 |
| Other (1,244) | $ 607,850 | $ 680,019 | $ 669,801 | $ 1,957,669 |
| **Dues, Memberships, Permits & Registration Fees Total** | **$ 1,710,091** | **$ 1,725,488** | **$ 1,966,326** | **$ 5,401,905** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Perform annual audit of dues & memberships to determine value. Reduce or eliminate where unused |
| Opportunity | Very limited – Memberships are largely with required government associations. Time consuming review across the county will like produce very limited efficiencies |
| Observations | Majority of high dollar spend with government associations, remaining spend with small individual memberships, permits and registration fees |



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# Admin & Support
## Training & Education

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| HEALTH CAREER INSTITUTE INC | $ 138,824 | $ 417,538 | $ 643,926 | $ 1,200,288 |
| TEACHING STRATEGIES INC | $ 108,000 | $ 218,782 | $ - | $ 326,782 |
| PALM BEACH VOCATIONAL INSTITUTE INC | $ - | $ 188,225 | $ 86,404 | $ 274,630 |
| PALM BEACH STATE COLLEGE | $ 131,667 | $ 43,171 | $ 16,567 | $ 191,405 |
| EMERGENCY MEDICAL CONSULTANTS | $ 19,620 | $ 47,530 | $ 104,120 | $ 171,270 |
| Burton W. Thorpe | $ 40,000 | $ 43,800 | $ 41,300 | $ 125,100 |
| Iowa College Acquisition Corporation | $ 110,500 | $ - | $ - | $ 110,500 |
| Invictus Inc. | $ - | $ 41,303 | $ 40,037 | $ 81,340 |
| KAPLAN EARLY LEARNING COMPANY | $ - | $ 73,782 | $ - | $ 73,782 |
| BACH TRAINING & DEVELOPMENT CORP | $ 23,040 | $ 9,900 | $ 37,800 | $ 70,740 |
| Other (721) | $ 672,244 | $ 1,011,512 | $ 924,998 | $ 2,608,754 |
| **Training & Education Total** | **$ 1,243,894** | **$ 2,095,543** | **$ 1,895,153** | **$ 5,234,590** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Low |

| | |
|---|---|
| Leading Practice | Policy definition and enforcement. Defined requirements for continued education and job required training with policy for supplemental courses |
| Opportunity | Review policy and enforcement |
| Observations | Tied directly to job requirements or safety |



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# Admin & Support
## Advertising, Marketing & Promotions

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| WFTV INC | $ 22,577 | $ 254,060 | $ 257,854 | $ 534,492 |
| PALM BEACH NEWSPAPERS INC | $ 229,293 | $ - | $ - | $ 229,293 |
| WPTV-TV 5 DIV E W SCRIPPS | $ 3,000 | $ 51,795 | $ 171,815 | $ 226,610 |
| DAVID GROUP THE | $ 26,079 | $ 30,540 | $ 67,279 | $ 123,898 |
| SUN SENTINEL | $ 40,896 | $ 37,414 | $ 39,800 | $ 118,109 |
| Palm Beach Broadcasting LLC | $ - | $ 31,950 | $ 65,009 | $ 96,959 |
| CTM Media Group, Inc. | $ 34,300 | $ 27,529 | $ 29,402 | $ 91,232 |
| WPBF TV COMPANY CHANNEL 25 | $ - | $ 26,880 | $ 46,283 | $ 73,163 |
| CBS Outdoor Group, Inc. | $ 26,502 | $ 45,000 | $ - | $ 71,502 |
| GOOD KARMA BROADCASTING LLC | $ - | $ 7,500 | $ 40,000 | $ 47,500 |
| Other (432) | $ 226,767 | $ 343,055 | $ 385,757 | $ 955,578 |
| **Advertising, Marketing & Promotions Total** | **$ 609,414** | **$ 855,723** | **$ 1,103,200** | **$ 2,568,336** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | Low |

| | |
|---|---|
| Leading Practice | Pre-negotiated pricing based on volume. 3rd party media buy companies can reduce pricing but limits control. Efficiency and savings drive primarily by volume |
| Opportunity | Review pricing with local media and determine volume based on outcomes |
| Observations | Spend with Discover Palm Beach is in Indirect Control. |



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# Admin & Support
## Travel

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Southwest Airlines Co. | $ - | $ - | $ 490,938 | $ 490,938 |
| Wells Fargo Bank, N.A. | $ 11,696 | $ 90,274 | $ 144,741 | $ 246,711 |
| AMERICAN EXPRESS TRS | $ 31,636 | $ 34,150 | $ 35,634 | $ 101,420 |
| SUNPASS ELECTRONIC TOLL COLLECTION | $ 18,278 | $ 21,879 | $ 26,302 | $ 66,459 |
| Other (2,151) | $ 860,566 | $ 902,123 | $ 1,377,751 | $ 3,140,441 |
| **Travel Total** | **$ 922,177** | **$ 1,048,426** | **$ 1,584,428** | **$ 3,555,031** |

| | |
|---|---|
| Industry Opportunity | High |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Efficiencies driven by policy and enforcement |
| Opportunity | Periodic review of travel policy and tight controls around expense reimbursement |
| Observations | Southwest Airlines spend likely not true travel expense (additional detail needed). Other reimbursed travel expenses like hidden in personnel expense and/or corporate card expenses |



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# Admin & Support
## Title & Escrow

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Southeast Guaranty & Title Inc. | $ 3,661 | $ 919,453 | $ 6,257 | $ 929,370 |
| Weston Title & Escrow, Inc. | $ 10,125 | $ 7,700 | $ 11,425 | $ 29,250 |
| Attorneys' Title Insurance Fund, Inc. | $ 9,094 | $ 9,850 | $ 9,250 | $ 28,194 |
| Other (43) | $ 4,798 | $ 5,742 | $ 12,125 | $ 22,665 |
| **Title & Escrow Total** | **$ 27,677** | **$ 942,745** | **$ 39,057** | **$ 1,009,479** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Low |

| | |
|---|---|
| Leading Practice | N/A |
| Opportunity | N/A |
| Observations | Expenses will ebb and flow based on county acquisitions |



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# Construction
## Construction & Building Materials

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| The Whiting-Turner Contracting Co. | $ 292,653 | $ 136,872 | $ 16,581,815 | $ 17,011,340 |
| THE WEITZ COMPANY INC | $ 4,306,728 | $ 3,446,996 | $ 8,460,985 | $ 16,214,709 |
| Eastman Aggregate Enterprises, LLC | $ 2,096,654 | $ 1,277,449 | $ 10,818,893 | $ 14,192,996 |
| WYNN & SONS ENVIRONMENTAL CONSTRUCTION CO INC | $ 2,558,528 | $ 4,478,792 | $ 4,160,019 | $ 11,197,338 |
| MWH Americas, Inc. | $ - | $ 1,372,582 | $ 9,181,788 | $ 10,554,370 |
| GLOBALTECH INC | $ 3,418,385 | $ 2,461,782 | $ 3,229,569 | $ 9,109,736 |
| HEDRICK BROS CONSTRUCTION CO | $ 2,599,127 | $ 3,806,788 | $ 2,248,784 | $ 8,654,699 |
| Trillium Construction Inc. | $ 1,356,760 | $ 3,664,483 | $ 3,550,281 | $ 8,571,525 |
| JOHNSON DAVIS INC | $ 2,328,622 | $ 3,823,729 | $ 2,030,768 | $ 8,183,119 |
| THE MORGANTI GROUP INC | $ 1,586,749 | $ 2,563,946 | $ 3,476,759 | $ 7,627,454 |
| Other (206) | $ 32,891,442 | $ 26,061,307 | $ 27,565,801 | $ 86,518,550 |
| **Construction & Building Materials Total** | **$ 53,435,648** | **$ 53,094,726** | **$ 91,305,463** | **$ 197,835,836** |

| | |
|---|---|
| Industry Opportunity | High |
| County Opportunity | High |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Audit of contracts and billings for errors, change orders not previously agreed to, non-standard mark-ups, and unapproved administrative expenses |
| Opportunity | Potential for significant cost recovery based on size and scale of construction spend |
| Observations | Cost recovery potential based on industry standard. High opportunity does not imply county contracts are poorly negotiated. Billing error rates in industry are high and should be reviewed periodically |



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# Construction
## Roads, Highway, Bridges, Pavement & Surfacing

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| COMMUNITY ASPHALT CORP | $ 13,031,649 | $ 5,392,579 | $ 6,190,954 | $ 24,615,182 |
| J W CHEATHAM LLC | $ 12,149,715 | $ 7,938,844 | $ 3,975,233 | $ 24,063,792 |
| GLF CONSTRUCTION CORPORATION | $ 16,879,784 | $ 3,903,642 | $ - | $ 20,783,427 |
| MURPHY CONSTRUCTION COMPANY DIV JAMCO INC | $ 2,629,926 | $ 1,201,980 | $ - | $ 3,831,905 |
| WYNN & SONS ENVIRONMENTAL CONSTRUCTION CO INC | $ 1,158,297 | $ 917,026 | $ 967,955 | $ 3,043,278 |
| Rosso Site Development, INC | $ 108,126 | $ 1,420,818 | $ 1,313,877 | $ 2,842,821 |
| RUSSELL ENGINEERING, INC | $ 1,523,824 | $ 598,381 | $ - | $ 2,122,205 |
| Southwide Industries Inc. | $ 449,174 | $ 601,090 | $ 1,063,119 | $ 2,113,383 |
| ROSSO PAVING & DRAINAGE INC | $ 1,646,286 | $ 134,996 | $ - | $ 1,781,282 |
| SHORELINE FOUNDATION, INC | $ - | $ - | $ 1,592,803 | $ 1,592,803 |
| Other (54) | $ 4,384,945 | $ 2,848,831 | $ 1,742,062 | $ 8,975,838 |
| **Roads, Highway, Bridges, Pavement & Surfacing Total** | **$ 53,961,726** | **$ 24,958,187** | **$ 16,846,002** | **$ 95,765,915** |

| | |
|---|---|
| Industry Opportunity | High |
| County Opportunity | Med |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Audit of contracts and billings for errors, change orders not previously agreed to, non-standard mark-ups, and unapproved administrative expenses |
| Opportunity | Potential for significant cost recovery based on size and scale of construction spend |
| Observations | Cost recovery potential based on industry standard. High opportunity does not imply county contracts are poorly negotiated. Billing error rates in industry are high and should be reviewed periodically |



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# Construction
## Road Signals & Markers

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| World Fiber Technologies, INC | $ 1,629,779 | $ 913,370 | $ - | $ 2,543,148 |
| Gerelco Traffic Controls, INC | $ 393,757 | $ 358,446 | $ 607,099 | $ 1,359,301 |
| Trafficware Group, Inc. | $ - | $ 379,347 | $ 469,651 | $ 848,998 |
| American Traffic Solutions, Inc. | $ 316,018 | $ 323,607 | $ 33,215 | $ 672,840 |
| Naztec Inc. | $ 649,050 | $ 10,750 | $ - | $ 659,800 |
| Transportation Control Systems, Inc. | $ 70,852 | $ 149,258 | $ 210,977 | $ 431,087 |
| GANNETT FLEMING, INC | $ 293,077 | $ 135,805 | $ - | $ 428,882 |
| Potters Industries, LLC | $ 110,459 | $ 96,520 | $ 144,614 | $ 351,593 |
| Palmer Engineering International LLC | $ 49,851 | $ 101,095 | $ 111,233 | $ 262,180 |
| THE SHERWIN WILLIAMS COMPANY | $ 125 | $ 92,915 | $ 157,721 | $ 250,761 |
| Other (159) | $ 1,164,898 | $ 1,258,723 | $ 994,036 | $ 3,417,657 |
| **Road Signals & Markers Total** | **$ 4,677,866** | **$ 3,819,835** | **$ 2,728,547** | **$ 11,226,248** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Negotiated pricing on standard signs/signals and high volume replacement parts |
| Opportunity | Define standard high volume price and consolidate suppliers to reduce costs |
| Observations | Spend is highly variable based on nature of projects (high tech electronic monitoring systems vs. road markers and signals) |



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# Equipment
## Heavy Equipment & Machinery

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Tesco South, Inc. | $ 829,259 | $ 1,038,302 | $ 1,672,074 | $ 3,539,635 |
| KELLY TRACTOR CO | $ 549,101 | $ 684,920 | $ 542,378 | $ 1,776,399 |
| TRADEWINDS POWER CORP | $ 212,868 | $ 97,987 | $ 1,359,003 | $ 1,669,858 |
| ACF Powergen, LLC | $ - | $ 1,006,198 | $ - | $ 1,006,198 |
| Nortrax, Inc. | $ - | $ - | $ 858,477 | $ 858,477 |
| MENZI USA SALES INC | $ 2,548 | $ 817,224 | $ 22,143 | $ 841,915 |
| M A C CONSTRUCTION INC | $ 816,890 | $ 21,660 | $ - | $ 838,550 |
| THOMPSON PUMP & MANUFACTURING CO INC | $ - | $ - | $ 717,020 | $ 717,020 |
| Adams SFC, Inc. | $ - | $ - | $ 476,417 | $ 476,417 |
| FLORIDA OUTDOOR EQUIPMENT INC | $ 133,585 | $ 26,815 | $ 244,194 | $ 404,594 |
| Other (117) | $ 1,055,959 | $ 1,505,099 | $ 3,090,075 | $ 5,651,133 |
| **Heavy Equipment & Machinery Total** | **$ 3,600,209** | **$ 5,198,207** | **$ 8,981,780** | **$ 17,780,195** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Tightly managed negotiations and bid process for all high dollar capital purchases |
| Opportunity | N/A |
| Observations | Heavy Equipment and Machinery generally tied to specific department and highly specific (Aviation, Pumping, Land/farm, etc..) |



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# Equipment
## Furniture & Furnishings

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Berwin Inc. | $ 354,328 | $ 647,035 | $ 753,772 | $ 1,755,135 |
| Stageright Corporation | $ - | $ - | $ 598,302 | $ 598,302 |
| R. George & Asssociates, Inc. | $ 213,998 | $ 74,742 | $ 38,450 | $ 327,190 |
| LIBRARY INTERIORS OF FL INC | $ 189,410 | $ 76,289 | $ 4,046 | $ 269,745 |
| OFFICE ELEMENTS INC | $ 142,125 | $ 51,086 | $ 24,210 | $ 217,420 |
| Empire Office, Inc. | $ 42,358 | $ 39,405 | $ 131,327 | $ 213,090 |
| REP SERVICES INC | $ 112,076 | $ 45,476 | $ 42,531 | $ 200,083 |
| E J SCHRADER CO INC | $ 39,320 | $ 52,270 | $ 14,740 | $ 106,330 |
| AUDIO VISUAL INNOVATIONS, INC. | $ 24,254 | $ 45,259 | $ 5,761 | $ 75,274 |
| Other (276) | $ 383,583 | $ 360,892 | $ 353,454 | $ 1,097,928 |
| **Furniture & Furnishings Total** | **$ 1,501,452** | **$ 1,392,454** | **$ 1,966,592** | **$ 4,860,498** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Well defined specs and competitive bid process |
| Opportunity | N/A |
| Observations | Expenditures generally tied to capital buildouts or new construction. Limited repeat purchases or year over year consistency |



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# Equipment
## Office Equipment

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Ricoh USA, Inc. | $ 446,055 | $ 317,948 | $ 407,185 | $ 1,171,188 |
| XEROX CORPORATION | $ 227,039 | $ 477,287 | $ 385,815 | $ 1,090,141 |
| Konica Minolta Business Solutions U.S. A., Inc. | $ 233,834 | $ 281,949 | $ 301,370 | $ 817,153 |
| Toshiba Business Solutions (USA) Inc. | $ 261,185 | $ 257,129 | $ 272,866 | $ 791,180 |
| HEWLETT PACKARD CO | $ 177,780 | $ 163,109 | $ 115,995 | $ 456,884 |
| Canon Financial Serivces, Inc. | $ 54,728 | $ 106,101 | $ 97,402 | $ 258,230 |
| MILNER, INC | $ 33,294 | $ 31,081 | $ 30,537 | $ 94,912 |
| MTS Software Solutions Inc. | $ 20,804 | $ 18,030 | $ 11,095 | $ 49,929 |
| Printer Properties Pro | $ 3,600 | $ 8,000 | $ - | $ 11,600 |
| Presstek, Inc. | $ 11,580 | $ - | $ - | $ 11,580 |
| Other (13) | $ 6,417 | $ 10,084 | $ 3,257 | $ 19,759 |
| **Office Equipment Total** | **$ 1,476,316** | **$ 1,670,718** | **$ 1,625,523** | **$ 4,772,557** |

| | |
|---|---|
| Industry Opportunity | High |
| County Opportunity | Med |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Comprehensive analysis of print/copy needs. “Right” size fleet. Negotiate lease vs own. Negotiate pricing model on consumables |
| Opportunity | Opportunity for consolidation across top vendors. Drive towards single provider to reduce cost per image as well as price of consumables and maintenance |
| Observations | All major suppliers represented. Ownership model is unknown and can complicate process for consolidation |



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# Fleet
## Vehicles

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Gillig LLC | $ 7,854,637 | $ 6,257,370 | $ 10,058,686 | $ 24,170,694 |
| Duval Motor Company | $ 4,202,988 | $ 1,564,067 | $ 5,339,816 | $ 11,106,870 |
| SUTPHEN CORPORATION | $ 5,550,108 | $ 4,825,751 | $ - | $ 10,375,859 |
| Navistar, Inc. | $ 1,455,400 | $ 4,568,144 | $ 1,451,885 | $ 7,475,429 |
| Creative Bus Sales, Inc. | $ - | $ - | $ 6,454,458 | $ 6,454,458 |
| NBS Acquisition Company | $ - | $ - | $ 6,079,380 | $ 6,079,380 |
| Alliance Bus Group, Inc | $ - | $ - | $ 2,582,712 | $ 2,582,712 |
| Florida Transportation Systems, Incorporated | $ - | $ - | $ 2,031,205 | $ 2,031,205 |
| DON REID FORD INC | $ 25,937 | $ 560,853 | $ 558,203 | $ 1,144,993 |
| Emergency Vehicles, Inc. | $ - | $ - | $ 1,118,170 | $ 1,118,170 |
| Other (16) | $ 1,141,752 | $ 1,031,650 | $ 1,474,239 | $ 3,647,641 |
| **Vehicles Total** | **$ 20,230,822** | **$ 18,807,835** | **$ 37,148,754** | **$ 76,187,410** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Pricing and efficiency based on spec and volume. Well defined refresh schedules with volume commitments reduce cost per unit |
| Opportunity | Review specs to determine appropriateness. Define refresh schedule to determine annual volume. Bid and negotiate based on long term volume where possible |
| Observations | Vehicles vary greatly by function. Standard automobiles represent high opportunity for efficiency |



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# Fleet
## Fuel & Gasoline

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| TRANS MONTAIGNE PRODUCT SERVICES, INC. | $ 20,384,333 | $ 20,206,745 | $ 14,883,252 | $ 55,474,331 |
| Ascent Aviation Group, Inc. | $ 388,666 | $ 407,084 | $ 293,224 | $ 1,088,974 |
| Palmdale Oil Company, Inc. | $ 243,038 | $ 201,719 | $ 203,561 | $ 648,317 |
| THE HILLER GROUP INC. | $ 50,076 | $ - | $ - | $ 50,076 |
| PALM BEACH YACHT CENTER | $ 3,361 | $ 1,428 | $ 3,495 | $ 8,284 |
| SHELL OIL COMPANY CREDIT CARD CENTER | $ 421 | $ 2,873 | $ 1,867 | $ 5,161 |
| CHEVRON USA INC | $ 857 | $ 1,912 | $ 1,579 | $ 4,347 |
| Macmillan Oil Company of Florida Inc. | $ 2,846 | $ - | $ - | $ 2,846 |
| BP OIL COMPANY | $ 672 | $ 1,400 | $ 653 | $ 2,725 |
| Clean Fuels of Florida, Inc. | $ - | $ - | $ 2,240 | $ 2,240 |
| Other (24) | $ 169 | $ 1,171 | $ 1,989 | $ 3,329 |
| **Fuel & Gasoline Total** | **$ 21,074,439** | **$ 20,824,332** | **$ 15,391,859** | **$ 57,290,630** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Comprehensive fuel management program. Negotiated rates and credit cards for field usage |
| Opportunity | Limited – Continual monitoring and negotiation of contracted suppliers |
| Observations | Already engaged in a comprehensive fuel supply chain management agreement |



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# Fleet
## Automotive Supplies, Parts & Service

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| The Goodyear Tire & Rubber Company | $ 514,395 | $ 558,366 | $ 588,602 | $ 1,661,363 |
| Rechtien International Trucks, Inc. | $ 403,311 | $ 503,076 | $ 450,637 | $ 1,357,024 |
| Earl W. Colvard Inc. | $ 369,772 | $ 496,779 | $ 461,701 | $ 1,328,253 |
| TP Investments Group South Florida | $ 125,095 | $ 392,779 | $ 671,555 | $ 1,189,429 |
| GENUINE PARTS COMPANY | $ 248,143 | $ 279,341 | $ 285,095 | $ 812,579 |
| TOTAL TRUCK PARTS INC | $ 186,440 | $ 153,683 | $ 188,558 | $ 528,682 |
| TIRESOLES OF BROWARD INC | $ 96,798 | $ 151,830 | $ 187,187 | $ 435,816 |
| TPH Acquisition LLLP | $ 62,302 | $ 63,991 | $ 48,008 | $ 174,301 |
| TIP TOP CAR WASH INC | $ 49,906 | $ 47,930 | $ 38,532 | $ 136,368 |
| Alvin Matthews Paint & Body, Auto Glass & Auto Sales | $ 29,057 | $ 48,486 | $ 48,302 | $ 125,845 |
| Other (33) | $ 346,903 | $ 259,891 | $ 206,841 | $ 813,634 |
| **Automotive Supplies, Parts & Service Total** | **$ 2,432,121** | **$ 2,956,152** | **$ 3,175,019** | **$ 8,563,292** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Negotiated pricing on high volume parts and service. Ongoing monitoring of maintenance cost to determine usable life of vehicles |
| Opportunity | Opportunity to consolidate or create standard pricing for parts and service |
| Observations | The county has a comprehensive fleet department to manage and maintain vehicles in the motor pool |



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# IT & Telecom
## Computer Hardware & Software

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| INSIGHT PUBLIC SECTOR INC. | $ 3,875,519 | $ 5,152,749 | $ 5,268,913 | $ 14,297,181 |
| DELL MARKETING LP | $ 2,933,065 | $ 2,556,750 | $ 1,988,290 | $ 7,478,106 |
| IBM CORPORATION | $ 1,720,229 | $ 1,023,271 | $ 1,345,431 | $ 4,088,931 |
| SHI International Corp | $ 673,233 | $ 601,901 | $ 733,875 | $ 2,009,010 |
| CDW GOVERNMENT LLC | $ 576,080 | $ 683,922 | $ 713,326 | $ 1,973,327 |
| TRAPEZE SOFTWARE GROUP INC | $ 446,602 | $ 465,549 | $ 1,033,448 | $ 1,945,599 |
| CGI Technologies and Solutions | $ 626,105 | $ 623,362 | $ 668,223 | $ 1,917,690 |
| Unify Inc. | $ - | $ - | $ 1,753,367 | $ 1,753,367 |
| Precision Contracting Services, Inc. | $ 365,520 | $ 240,884 | $ 547,357 | $ 1,153,761 |
| Avail Technologies, Inc. | $ 31,407 | $ 385,476 | $ 457,075 | $ 873,958 |
| Other (345) | $ 6,165,973 | $ 5,167,558 | $ 5,306,341 | $ 16,639,872 |
| **Computer Hardware & Software Total** | **$ 17,413,734** | **$ 16,901,423** | **$ 19,815,645** | **$ 54,130,802** |

| | |
|---|---|
| Industry Opportunity | High |
| County Opportunity | Med |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Efficiency driven by spec and volume. Limit customization and number of SKUs and images to deliver maximum pricing leverage |
| Opportunity | Consolidation of top hardware and standard software vendors (Insight, Dell, IBM, SHI, CDW). Spec reduction can deliver significant cost reductions |
| Observations | Likely Similar pricing based on gov't contracts across all suppliers but volume will still be significant driver in price reduction |



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# IT & Telecom
## Telephone, Wireless, Cable & Broadband

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| AT & T | $ 7,160,586 | $ 6,603,731 | $ 7,603,069 | $ 21,367,386 |
| INTRADO INC | $ 451,698 | $ 3,766,537 | $ 998,920 | $ 5,217,155 |
| BellSouth Telecommunications, Inc. | $ 1,388,481 | $ 1,177,839 | $ 1,109,699 | $ 3,676,020 |
| Verizon Wireless Services LLC | $ 414,378 | $ 488,578 | $ 573,581 | $ 1,476,537 |
| AVAYA INC | $ 400,262 | $ 269,575 | $ 271,399 | $ 941,236 |
| FLORIDA LAMBDARAIL LLC | $ 171,576 | $ 174,876 | $ 189,063 | $ 535,515 |
| NEC Corporation of America | $ 108,373 | $ 52,605 | $ 85,141 | $ 246,119 |
| LANGUAGE LINE LLC | $ 56,859 | $ 76,172 | $ 65,905 | $ 198,936 |
| Tessco Incorporated | $ - | $ 1,984 | $ 151,535 | $ 153,519 |
| North American Communications Resource, Inc. | $ 97,769 | $ 43,918 | $ 3,576 | $ 145,263 |
| Other (43) | $ 232,058 | $ 195,007 | $ 215,694 | $ 642,760 |
| **Telephone, Wireless, Cable & Broadband Total** | **$ 10,482,040** | **$ 12,850,822** | **$ 11,267,582** | **$ 34,600,445** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Contracted rates per line. Billing and usage audit. Share pools for wireless plans. |
| Opportunity | Limited – Audit billing on a regular basis. Audit usage of service lines to determine if line is still in use. Evaluate wireless plan levels and/or shared minute pools. |
| Observations | Service is tightly managed currently with a single provider of most services |



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# IT & Telecom
## Radios & Supplies

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Motorola Solutions, Inc. | $ 6,233,259 | $ 2,976,035 | $ 2,014,325 | $ 11,223,619 |
| KIRMS COMMUNICATIONS INC | $ 173,087 | $ 13,640 | $ 256,796 | $ 443,522 |
| HUTTON COMMUNICATIONS INC | $ 5,809 | $ 185,838 | $ 3,478 | $ 195,124 |
| E F JOHNSON COMPANY | $ - | $ 40,255 | $ 2,375 | $ 42,630 |
| WEST PALM BEACH CITY OF | $ 41,518 | $ - | $ - | $ 41,518 |
| Edge Technology Distributors, INC | $ 11,457 | $ 12,363 | $ 8,845 | $ 32,665 |
| Weissco Solutions LLC | $ - | $ 30,301 | $ - | $ 30,301 |
| CONTINENTAL WIRELESS | $ - | $ - | $ 24,641 | $ 24,641 |
| CONTROL COMMUNICATIONS INC | $ - | $ 5,900 | $ 17,508 | $ 23,407 |
| Batteries By Fisher Inc. | $ 7,881 | $ 11,454 | $ 420 | $ 19,755 |
| Other (18) | $ 8,266 | $ 8,620 | $ 16,671 | $ 33,557 |
| **Radios & Supplies Total** | **$ 6,481,276** | **$ 3,284,404** | **$ 2,345,058** | **$ 12,110,738** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Efficiencies based on spec and volume. Negotiate cost per unit and manage replacement and service fees |
| Opportunity | Monitor and maintain |
| Observations | Service provided primarily by industry leader |



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# Maintenance & Repairs
## Specialty Services

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| AQUATIC VEGETATION CONTROL INC | $ 4,592,333 | $ 5,027,020 | $ 4,276,622 | $ 13,895,975 |
| Hinterland Group, INC | $ 1,600,272 | $ 2,982,717 | $ 4,063,916 | $ 8,646,905 |
| FAO USAED JACKSONVILLE DIST US ARMY CORPS OF ENGINEERS | $ 5,373,844 | $ - | $ - | $ 5,373,844 |
| All Webbs Enterprises, inc. | $ - | $ 779,330 | $ 2,376,299 | $ 3,155,629 |
| T. V. Diversified INC | $ - | $ 492,415 | $ 1,451,459 | $ 1,943,874 |
| SOUTHEAST DRILLING SERVICES INC | $ 33,151 | $ 1,160,619 | $ 659,194 | $ 1,852,964 |
| Center Marine Contracting, LLC | $ 997,591 | $ 350,411 | $ 146,164 | $ 1,494,166 |
| Florida Design Drilling Corporation | $ - | $ - | $ 1,357,722 | $ 1,357,722 |
| LANZO LINING SERVICES INC | $ 20,297 | $ 756,978 | $ 173,283 | $ 950,558 |
| B Ellis Enterprises Inc. | $ 263,185 | $ 189,841 | $ 426,407 | $ 879,433 |
| Other (47) | $ 1,023,627 | $ 655,967 | $ 537,074 | $ 2,216,668 |
| **Specialty Services Total** | **$ 13,904,301** | **$ 12,395,297** | **$ 15,468,141** | **$ 41,767,739** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Standard bid and negotiation process. Monitor, maintain and audit contracts and billing |
| Opportunity | N/A |
| Observations | Non-standard services such as aquatic vegetation control, sand dune mitigation, commercial diving, etc.. The specialty nature of these suppliers makes the bid process more important as non-commodity services can become expensive if not closely managed |



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# Maintenance & Repairs
## Maintenance & Repairs

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Tencarva Machinery Co. | $ 1,676,711 | $ 1,762,700 | $ 1,426,863 | $ 4,866,274 |
| AKA SERVICES INC | $ 1,423,324 | $ 2,654,111 | $ 264,039 | $ 4,341,474 |
| Centerline Utilities, Inc. | $ - | $ 908,090 | $ 2,734,265 | $ 3,642,354 |
| Aviat U.S., Inc. | $ - | $ 1,699,473 | $ 544,358 | $ 2,243,831 |
| CUMMINS POWER SOUTH, LLC | $ 1,814,645 | $ 160,804 | $ 250,397 | $ 2,225,846 |
| KESHAVARZ & ASSOCIATES INC | $ 304,658 | $ 923,943 | $ 646,586 | $ 1,875,187 |
| Power Pro-Tech Services, Inc. | $ 470,559 | $ 634,944 | $ 752,641 | $ 1,858,144 |
| Jupiter Stadium LTD | $ - | $ - | $ 1,822,438 | $ 1,822,438 |
| Hinterland Group, INC | $ 1,412,012 | $ 133,302 | $ 248,703 | $ 1,794,017 |
| Cedars Electro-Mechanical, Inc. | $ 14,810 | $ 870,059 | $ 818,794 | $ 1,703,662 |
| Other (981) | $ 22,476,757 | $ 22,941,512 | $ 29,512,378 | $ 74,930,648 |
| **Maintenance & Repairs Total** | **$ 29,593,476** | **$ 32,688,937** | **$ 39,021,463** | **$ 101,303,876** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Med |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Consolidate like services to standard provided with negotiated hourly bill rate. Evaluate OEM vs aftermarket providers. Create rate cards to standardize hourly costs |
| Opportunity | Comprehensive review of service types to create standard provider types. Negotiate standard rates with small pool within each service type. Negotiate pricing or markup and parts and supplies |
| Observations | The breadth of industries and specialty services (Waste water, fleet, EMS etc..) creates a burden when trying to consolidate service providers |



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# Maintenance & Repairs
## Chemicals & Supplies

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| ALLIED UNIVERSAL CORP | $ 2,739,557 | $ 2,639,011 | $ 2,795,401 | $ 8,173,970 |
| Lhoist North America of Alabama, LLC | $ 2,107,397 | $ 1,938,028 | $ 2,076,499 | $ 6,121,924 |
| SULPHERIC ACID TRADING COMPANY, INC. | $ 1,420,931 | $ 1,159,583 | $ 1,160,728 | $ 3,741,241 |
| Siemens | $ 841,550 | $ 505,579 | $ 172,049 | $ 1,519,178 |
| Fisher Scientific Company, L.L.C. | $ 241,683 | $ 368,024 | $ 488,955 | $ 1,098,661 |
| POLYDYNE INC | $ 376,940 | $ 276,210 | $ 339,370 | $ 992,520 |
| Application Dynamics LLC | $ 198,000 | $ 396,000 | $ 396,000 | $ 990,000 |
| Morton Salt, Inc. | $ 233,155 | $ 334,208 | $ 386,155 | $ 953,519 |
| Kemira Water Solutions Inc. | $ 22,340 | $ 180,349 | $ 539,311 | $ 742,000 |
| Evoqua Water Technologies LLC | $ - | $ 329,333 | $ 316,662 | $ 645,994 |
| Other (93) | $ 2,055,427 | $ 2,385,218 | $ 1,998,310 | $ 6,438,955 |
| **Chemicals & Supplies Total** | **$ 10,236,980** | **$ 10,511,544** | **$ 10,669,440** | **$ 31,417,964** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Bid process and contract negotiation |
| Opportunity | Limited – Maintain and monitor contracts with re-bid done on a standard cycle |
| Observations | Primarily water treatment chemicals |



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# Maintenance & Repairs
## Janitorial Service & Supplies

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| STOCKTON MAINTENANCE GROUP, INC. | $ 2,623,476 | $ 2,590,066 | $ 2,574,592 | $ 7,788,133 |
| SUNSHINE CLEANING SYSTEMS INC | $ 2,106,426 | $ 2,124,294 | $ 2,186,732 | $ 6,417,451 |
| SUPERIOR SERVICE MANAGEMENT INC | $ 1,455,623 | $ 1,231,453 | $ 1,343,799 | $ 4,030,875 |
| ERMC IV | $ 704,769 | $ 712,224 | $ 664,982 | $ 2,081,975 |
| Neeld Paper and Supplies, Inc. | $ 254,257 | $ 257,546 | $ 282,840 | $ 794,643 |
| Interline Brands, Inc. | $ 112,211 | $ 67,653 | $ 55,894 | $ 235,759 |
| Distinction Services, LLC | $ 34,201 | $ 40,332 | $ 11,625 | $ 86,158 |
| SOUTHERN JANITOR SUPPLY AND SERVICE, INC. | $ - | $ 26,501 | $ 32,032 | $ 58,533 |
| Unipak Corporation | $ 25,035 | $ 23,250 | $ - | $ 48,285 |
| Palm Beach Habilitation Center, Inc. | $ - | $ 8,231 | $ 39,483 | $ 47,713 |
| Other (53) | $ 87,242 | $ 68,429 | $ 89,158 | $ 244,829 |
| **Janitorial Service & Supplies Total** | **$ 7,403,241** | **$ 7,149,977** | **$ 7,281,136** | **$ 21,834,354** |

| | |
|---|---|
| Industry Opportunity | High |
| County Opportunity | Low |
| Complexity | Low |

| | |
|---|---|
| Leading Practice | Bid and negotiate service and supplies. Determine best pricing with combined or separate supplies and consumables. Create rate card per sq/ft to limit regional variability |
| Opportunity | Limited – Contract monitor and maintain with standard re-bid process. Create standard cost per sq/ft with and without supplies and consumables. |
| Observations | Geography limits ability to consolidate within the industry. Careful review of costs associated with consumables can produce savings if sourced independently |



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# Maintenance & Repairs
## Landscaping Service & Supplies

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Arbor Tree & Land, Inc. | $ 3,363,536 | $ 3,275,367 | $ - | $ 6,638,902 |
| Maia Lawn & Landscape Services, Inc. | $ 864,286 | $ 694,400 | $ 700,435 | $ 2,259,121 |
| All Florida Tree & Landscape Inc. | $ 469,032 | $ 617,710 | $ 681,318 | $ 1,768,060 |
| JOHN BROWN & SONS, INC. | $ 403,406 | $ 450,156 | $ 634,481 | $ 1,488,044 |
| OL'MAN & SONS INC | $ 407,883 | $ 427,689 | $ 448,272 | $ 1,283,844 |
| Powell Landscaping & Design, Inc. | $ 388,358 | $ 362,486 | $ 379,863 | $ 1,130,707 |
| L. V. Superior Landscaping, Inc. | $ 197,826 | $ 173,876 | $ 139,278 | $ 510,980 |
| Palm Beach Landscape and Maintenance, Inc. | $ 149,679 | $ 155,786 | $ 162,079 | $ 467,544 |
| Golf Ventures Inc. | $ 85,332 | $ 272,595 | $ 50,663 | $ 408,590 |
| Diamond R Fertilizer Co Inc | $ 60,053 | $ 123,570 | $ 134,419 | $ 318,042 |
| Other (310) | $ 2,090,375 | $ 1,780,393 | $ 1,455,922 | $ 5,326,690 |
| **Landscaping Service & Supplies Total** | **$ 8,479,764** | **$ 8,334,028** | **$ 4,786,730** | **$ 21,600,523** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Low |

| | |
|---|---|
| Leading Practice | Bid and negotiation contracts for single events and standard upkeep. Create standard pricing on high volume supplies such as fertilizer, seed, etc.. |
| Opportunity | Limited – Negotiate pricing on high volume supplies. Bid and monitor contracts for one time large projects. Create county wide standard pricing for basic (mow & blow) services |
| Observations | Significant annual spend driven based on improvement and construction projects |



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# Outsourced Services
## Outsourced Transportation

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| METRO MOBILITY MANAGEMENT GROUP, LLC | $ 19,038,842 | $ 19,138,959 | $ 8,189,239 | $ 46,367,040 |
| First Transit, Inc. | $ - | $ - | $ 5,929,323 | $ 5,929,323 |
| MV TRANSPORTATION INC | $ - | $ - | $ 5,683,790 | $ 5,683,790 |
| Maruti Fleet and Management,LLC | $ - | $ - | $ 2,789,266 | $ 2,789,266 |
| SEAGULL INDUSTRIES FOR THE DISABLED INC | $ 444,370 | $ 409,598 | $ 402,284 | $ 1,256,252 |
| FEDERATION TRANSPORTATION SERVICES INC | $ 94,951 | $ 100,619 | $ 78,507 | $ 274,077 |
| Southeastern Florida Transportation Group, LLC | $ 5,667 | $ 1,104 | $ 301 | $ 7,072 |
| **Outsourced Transportation Total** | **$ 19,583,830** | **$ 19,650,280** | **$ 23,072,710** | **$ 62,306,820** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Bid, monitor and maintain contracts |
| Opportunity | Monitor and maintain county contracts. Audit billing on regular basis |
| Observations | Managed county contracts are bid regularly |



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# Outsourced Services
## Engineering, Architecture, Consulting & Professional Services

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| CH2M HILL | $ 1,656,964 | $ 2,356,356 | $ 2,460,605 | $ 6,473,925 |
| MWH Americas, Inc. | $ 561,523 | $ 969,536 | $ 3,778,203 | $ 5,309,261 |
| MATHEWS CONSULTING INC | $ 1,144,736 | $ 779,737 | $ 1,616,351 | $ 3,540,824 |
| ROBLING ARCHITECTURE CONSTRUCTION INC. | $ 859,692 | $ 1,070,318 | $ 1,393,510 | $ 3,323,521 |
| RICONDO & ASSOCIATES INC | $ 1,689,101 | $ 890,582 | $ 686,808 | $ 3,266,491 |
| Hillers Electrical Engineering, Inc. | $ 712,121 | $ 1,024,203 | $ 1,027,942 | $ 2,764,266 |
| Leo A Daly Company | $ 377,090 | $ 373,912 | $ 1,990,243 | $ 2,741,245 |
| Aecom Technical Services, Inc. | $ - | $ 533,145 | $ 2,152,486 | $ 2,685,631 |
| Electron Corp. of South Florida | $ 853,912 | $ 1,202,933 | $ 212,975 | $ 2,269,820 |
| McGladrey LLP | $ 701,300 | $ 739,750 | $ 749,550 | $ 2,190,600 |
| Other (311) | $ 13,053,985 | $ 10,984,127 | $ 13,906,377 | $ 37,944,489 |
| **Engineering, Architecture, Consulting & Professional Services Total** | **$ 21,610,423** | **$ 20,924,599** | **$ 29,975,051** | **$ 72,510,073** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Med |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Bid and negotiated contracts for significant services. Pre-negotiated rate cards for standard services |
| Opportunity | Historically a very difficult area to manage across industries/sectors. Create standard rate cards and requiring a business case for all professional services. Audit billings for superfluous administrative costs |
| Observations | Pre-approval of vendors with pre-negotiated rates will reduce time and effort as well as cost (many Gov't agencies follow this model) |



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# Outsourced Services
## Management Services

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| GLOBAL SPECTRUM LP | $ 3,820,176 | $ 3,833,361 | $ 4,126,198 | $ 11,779,735 |
| ValleyCrest Golf Course Maintenance, Inc. | $ 3,067,096 | $ 2,754,554 | $ 3,053,670 | $ 8,875,320 |
| J C D CARIBBEAN INC | $ 792,154 | $ 816,165 | $ 794,590 | $ 2,402,909 |
| NATIONSBANK WELLINGTON CR GOLF PROFESSIONAL SVCS INC | $ 629,639 | $ 628,597 | $ 671,542 | $ 1,929,778 |
| Dondee Golf Enterprises | $ 318,273 | $ 303,010 | $ 256,115 | $ 877,397 |
| ZAHARIEV KIRIL | $ 143,816 | $ 141,380 | $ 138,436 | $ 423,632 |
| ANDREWS GORDON | $ 102,696 | $ 89,144 | $ 55,648 | $ 247,488 |
| 1ST NATIONAL OUTSOURCING PROPERTY MAINTENANCE SERVICE I | $ 78,563 | $ 78,430 | $ 42,226 | $ 199,219 |
| PALM BEACH COUNTY OFFICIALS ASSOCIATION INC | $ 63,260 | $ 55,630 | $ 64,259 | $ 183,148 |
| GOLF PROFESSIONAL SERVICES INC | $ 65,275 | $ 60,000 | $ 55,774 | $ 181,049 |
| Other (57) | $ 271,674 | $ 275,837 | $ 281,142 | $ 828,652 |
| **Management Services Total** | **$ 9,352,621** | **$ 9,036,108** | **$ 9,539,598** | **$ 27,928,327** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Bid, monitor and maintain contracts |
| Opportunity | Monitor and maintain county contracts. Audit billing on regular basis |
| Observations | Majority of services have revenue offset |



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# Outsourced Services
## Security

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Norred & Associates, Inc. | $ - | $ 2,104,509 | $ 2,475,953 | $ 4,580,462 |
| WEISER SECURITY SERVICES INC | $ 3,403,831 | $ 274,515 | $ - | $ 3,678,346 |
| A & Associates, Inc. | $ 618,501 | $ 1,298,596 | $ 906,385 | $ 2,823,482 |
| USI Security Services Inc | $ - | $ 695,096 | $ 1,320,972 | $ 2,016,068 |
| Southeastern Security Consultants, Inc. | $ 17,360 | $ 13,738 | $ 10,395 | $ 41,493 |
| Other (51) | $ 4,301 | $ 14,912 | $ 17,608 | $ 36,821 |
| **Security Total** | **$ 4,043,993** | **$ 4,401,366** | **$ 4,731,313** | **$ 13,176,672** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Negotiate standard hourly rates. Limit contracts with high overtime or with cost plus mark-ups |
| Opportunity | Limited – Consider consolidation of primary vendors. Negotiate standard rates county wide. Audit billing for unapproved services |
| Observations | County contracts are bid and maintained regularly |



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# Outsourced Services
## Medical Care

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Dimi Nursing Inc. | $ 742,798 | $ 790,392 | $ 901,836 | $ 2,435,026 |
| CSI Private Duty Services Inc. | $ 840,622 | $ 747,564 | $ 639,510 | $ 2,227,696 |
| MEGA NURSING SERVICES INC | $ 342,014 | $ 358,820 | $ 434,526 | $ 1,135,360 |
| ISLAND MEDICAL CARE LLC | $ 135,200 | $ 150,973 | $ 162,240 | $ 448,413 |
| EMERGENCY SPECIALISTS OF WELLINGTON | $ 102,463 | $ 130,605 | $ 32,084 | $ 265,152 |
| CHILDRENS HEALTHCARE ASSOC PA | $ 54,000 | $ 54,000 | $ 58,500 | $ 166,500 |
| Hope Health & Wellness, Inc. | $ 146,936 | $ - | $ - | $ 146,936 |
| Marriage & Family Services, Inc. | $ 35,130 | $ 38,260 | $ - | $ 73,390 |
| BOCA REGIONAL HOSPITAL | $ - | $ 61,118 | $ - | $ 61,118 |
| NMS MANAGEMENT SERVICES INC | $ 18,140 | $ 19,545 | $ 20,870 | $ 58,555 |
| Other (19) | $ 103,157 | $ 51,311 | $ 42,268 | $ 196,737 |
| **Medical Care Total** | **$ 2,520,460** | **$ 2,402,589** | **$ 2,291,834** | **$ 7,214,883** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Bid, monitor and maintain contracts |
| Opportunity | Monitor and maintain contracts |
| Observations | Contracts are bid and maintained regularly |



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# Outsourced Services
## Temporary Labor

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Naztec International Group, LLC | $ 350,188 | $ 417,247 | $ 566,285 | $ 1,333,720 |
| SRR International, Inc. | $ 431,236 | $ 360,714 | $ 419,339 | $ 1,211,288 |
| TEKSYSTEMS INC | $ 223,849 | $ 450,154 | $ 314,215 | $ 988,218 |
| TRG, Inc. | $ 216,619 | $ 233,552 | $ 339,828 | $ 789,998 |
| 22nd Century Staffing, Inc | $ 85,004 | $ 217,072 | $ 444,737 | $ 746,813 |
| Radise International, L.C. | $ 28,677 | $ 200,916 | $ 174,668 | $ 404,260 |
| 22nd Century Technologies, Inc. | $ 156,313 | $ - | $ - | $ 156,313 |
| Cochhbha Enterprises, Inc. | $ 9,224 | $ 18,411 | $ 23,934 | $ 51,569 |
| Elegant Enterprise-Wide Solutions, INC | $ - | $ 15,056 | $ - | $ 15,056 |
| Academy Design & Technical Services, Inc. | $ 13,718 | $ - | $ - | $ 13,718 |
| Other (1) | $ 6,814 | $ (0) | $ (0) | $ 6,814 |
| **Temporary Labor Total** | **$ 1,521,639** | **$ 1,913,122** | **$ 2,283,005** | **$ 5,717,765** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Negotiate standard hourly rates. Limit contracts with high overtime or with cost plus mark-ups |
| Opportunity | Limited – Consider consolidation of primary vendors. Negotiate standard rates county wide. Audit billing for unapproved services |
| Observations | Temp labor driven by IT & technical support |



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# Outsourced Services
## Specialty/Unique Services

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| ADVANCED DATA PROCESSING | $ 988,059 | $ 1,156,153 | $ 1,146,980 | $ 3,291,192 |
| Pictometry International Corp. | $ 137,104 | $ 154,000 | $ 154,000 | $ 445,103 |
| Advanced Wildlife Solutions LLC | $ 91,160 | $ 121,317 | $ 112,678 | $ 325,155 |
| SURDEX CORPORATION | $ 156,180 | $ - | $ 94,750 | $ 250,930 |
| Runbeck Election Services, Inc. | $ 128,644 | $ - | $ - | $ 128,644 |
| Industrial Divers Corp. Inc. | $ 57,354 | $ 12,894 | $ 26,130 | $ 96,378 |
| National Library Relocations, Inc. | $ 45,700 | $ 29,753 | $ - | $ 75,453 |
| Bergeron Emergency Services, Inc. | $ 70,001 | $ - | $ - | $ 70,001 |
| Beltmann Group Incorporated | $ 10,835 | $ 4,488 | $ 51,852 | $ 67,175 |
| JASMOV, INC. | $ 25,163 | $ 18,440 | $ 16,327 | $ 59,930 |
| Other (24) | $ 207,210 | $ 97,567 | $ 153,474 | $ 458,250 |
| **Specialty/Unique Services Total** | **$ 1,917,408** | **$ 1,594,611** | **$ 1,756,190** | **$ 5,268,209** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Bid, monitor and maintain contracts |
| Opportunity | Monitor and maintain contracts |
| Observations | Unique nature of vendors limits traditional sourcing techniques. Contracts are bid and maintained regularly |



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# Supplies
## MRO Supplies

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| HD Supply | $ 1,642,059 | $ 2,206,177 | $ 2,160,001 | $ 6,008,237 |
| W W GRAINGER INC | $ 1,549,370 | $ 1,826,243 | $ 2,080,541 | $ 5,456,155 |
| GRAYBAR ELECTRIC CO., INC. | $ 809,686 | $ 988,964 | $ 948,615 | $ 2,747,265 |
| KAMAN INDUSTRIAL TECHNOLOGIES CORPORATION | $ 596,004 | $ 835,157 | $ 1,286,646 | $ 2,717,807 |
| SOUTHERN ELECTRIC SUPPLY CO. INC. | $ 1,040,713 | $ 1,247,188 | $ 48,536 | $ 2,336,436 |
| Utility Supply Associates, Inc. | $ 484,762 | $ 505,600 | $ 1,198,894 | $ 2,189,255 |
| Municipal Equipment Company LLC | $ 339,233 | $ 655,760 | $ 970,807 | $ 1,965,800 |
| MAYER ELECTRIC SUPPLY COMPANY, INC. | $ 551,495 | $ 450,119 | $ 401,885 | $ 1,403,500 |
| FERGUSON ENTERPRISES INC | $ 119,413 | $ 486,231 | $ 565,502 | $ 1,171,146 |
| FLUID CONTROL SPECIALTIES INC | $ 371,923 | $ 353,033 | $ 295,485 | $ 1,020,441 |
| Other (1,306) | $ 8,530,459 | $ 8,246,338 | $ 10,256,677 | $ 27,033,475 |
| **MRO Supplies Total** | **$ 16,035,117** | **$ 17,800,812** | **$ 20,213,590** | **$ 54,049,518** |

| | |
|---|---|
| Industry Opportunity | High |
| County Opportunity | Med |
| Complexity | Low |

| | |
|---|---|
| Leading Practice | Negotiate and maintain contract for standard supplies. Bid specific item cost for all high volume items. Limit catalog to specific items. OEM vs aftermarket |
| Opportunity | Consolidate major suppliers. Negotiate item cost for high volume items. Manage “maverick” spend outside of preferred vendors |
| Observations | Considerable usage of multiple national suppliers. Breadth of services provided will always create a larger vendor pool, but opportunity to consolidate exists |



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# Supplies
## Books & Educational Supplies

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| BAKER & TAYLOR INC. | $ 2,356,460 | $ 2,476,916 | $ 3,490,532 | $ 8,323,908 |
| BRODART CO | $ 1,359,495 | $ 1,412,877 | $ 451,943 | $ 3,224,315 |
| MIDWEST TAPE, L.L.C. | $ 860,417 | $ 1,045,340 | $ 1,056,045 | $ 2,961,802 |
| Cox Subscriptions | $ 686,053 | $ 530,061 | $ 564,906 | $ 1,781,019 |
| OverDrive, Inc. | $ 330,433 | $ 341,557 | $ 413,342 | $ 1,085,332 |
| Ebsco Industries Inc. | $ 138,124 | $ 79,155 | $ 158,436 | $ 375,715 |
| Cengage Learning | $ 16,369 | $ 169,160 | $ 121,189 | $ 306,718 |
| INGRAM LIBRARY SERVICES INC | $ 82,327 | $ 74,998 | $ 102,030 | $ 259,356 |
| ProQuest LLC | $ 69,363 | $ 50,863 | $ 121,002 | $ 241,229 |
| Library Ideas, LLC | $ 69,264 | $ 69,500 | $ 90,300 | $ 229,064 |
| Other (357) | $ 1,202,179 | $ 845,503 | $ 884,568 | $ 2,932,251 |
| **Books & Educational Supplies Total** | **$ 7,170,484** | **$ 7,095,930** | **$ 7,454,295** | **$ 21,720,708** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Bid, monitor and maintain contracts |
| Opportunity | Monitor and maintain contracts |
| Observations | Specialty library services and subscriptions drive majority of spend |



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# Supplies
## Medical, Dental & Vet Supplies

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Physio-Control, Inc. | $ 409,692 | $ 446,627 | $ 369,291 | $ 1,225,610 |
| HENRY SCHEIN INC | $ 282,427 | $ 311,744 | $ 350,851 | $ 945,022 |
| BOUND TREE MEDICAL LLC | $ 222,784 | $ 234,835 | $ 377,398 | $ 835,017 |
| ROCKLEDGE HMA LLC | $ 177,954 | $ 187,595 | $ 228,827 | $ 594,375 |
| PACE Analytical Services, INC | $ 141,197 | $ 121,637 | $ 139,708 | $ 402,541 |
| Merritt Veterinary Supplies, Inc. | $ 134,008 | $ 116,883 | $ 114,334 | $ 365,225 |
| QUADMED INC | $ 102,488 | $ 105,030 | $ 134,863 | $ 342,380 |
| Patterson Veterinary Supply, Inc | $ 52,401 | $ 79,575 | $ 79,291 | $ 211,268 |
| KENTRON HEALTHCARE | $ 71,146 | $ 55,537 | $ 43,265 | $ 169,948 |
| SOUTHEASTERN EMERGENCY EQUIPMENT CO INC | $ 63,633 | $ 71,102 | $ 34,138 | $ 168,872 |
| Other (135) | $ 392,092 | $ 345,179 | $ 579,301 | $ 1,316,572 |
| **Medical, Dental & Vet Supplies Total** | **$ 2,049,820** | **$ 2,075,742** | **$ 2,451,267** | **$ 6,576,829** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Bid, monitor and maintain contracts |
| Opportunity | Monitor and maintain contracts |
| Observations | Spend across vendors is varied, limited standard med/surg supplies purchased limit efficiency opportunities |



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# Supplies
## Office Supplies & Printing

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| OFFICE DEPOT INC | $ 1,013,500 | $ 1,053,826 | $ 1,120,653 | $ 3,187,979 |
| MAC PAPERS INC | $ 381,637 | $ 419,161 | $ 372,428 | $ 1,173,225 |
| NEWSPAPER PRINTING | $ 49,207 | $ 54,221 | $ 72,870 | $ 176,298 |
| Prison Rehabilitative Industries & Diversified Enterprises | $ 39,018 | $ 77,394 | $ 28,969 | $ 145,381 |
| Solution4Sure.Com, Inc. | $ 126,245 | $ - | $ - | $ 126,245 |
| Electronic Data Magnetics, Inc. | $ 20,025 | $ 31,180 | $ 43,625 | $ 94,830 |
| Drugstore Products, Inc. | $ 15,821 | $ 26,746 | $ 29,193 | $ 71,759 |
| Graphics Designer Inc. | $ 18,153 | $ 19,344 | $ 26,708 | $ 64,205 |
| Micheal James Raffetto | $ 6,996 | $ 25,015 | $ 12,210 | $ 44,221 |
| Tab Products Company, LLC | $ 32 | $ 19,532 | $ 21,032 | $ 40,597 |
| Other (257) | $ 169,175 | $ 153,065 | $ 210,710 | $ 532,950 |
| **Office Supplies & Printing Total** | **$ 1,839,808** | **$ 1,879,484** | **$ 1,938,398** | **$ 5,657,690** |

| | |
|---|---|
| Industry Opportunity | High |
| County Opportunity | Low |
| Complexity | Low |

| | |
|---|---|
| Leading Practice | Negotiate specific pricing for high volume items. OEM vs Aftermarket. Rebate potential |
| Opportunity | Consider consolidation of Office Depot and Mac Papers. Negotiate specific pricing for county catalog. Limit items available for purchase and drive usage to store brand/white label |
| Observations | Spend concentrated within primary vendors. Secondary vendors provide non-standard or unique services |



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# Supplies
## Clothing & Uniforms

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| Designlab, Inc. | $ 563,163 | $ 428,081 | $ 485,706 | $ 1,476,950 |
| UNIFIRST CORPORATION | $ 16,126 | $ 194,176 | $ 204,421 | $ 414,723 |
| Aramark Uniform & Career Apparel, LLC | $ 232,805 | $ 11,106 | $ 497 | $ 244,408 |
| Municipal Emergency Services, Inc. | $ - | $ 113,264 | $ 118,288 | $ 231,552 |
| Alsco, INC | $ 45,496 | $ 43,114 | $ 42,792 | $ 131,401 |
| BIG ALS SPORTING GOODS EMPORIUM INC | $ 35,076 | $ 37,757 | $ 28,551 | $ 101,385 |
| EAST COAST FIRE EQUIPMENT INC | $ 34,819 | $ 21,453 | $ 43,791 | $ 100,063 |
| Palm Beach Embroidery USA, Inc. | $ - | $ 28,630 | $ 59,710 | $ 88,340 |
| Hi Tech Optical, Inc. | $ 28,126 | $ 28,441 | $ 30,350 | $ 86,917 |
| Coonerty's Sole Mates, Inc. | $ 22,053 | $ 26,819 | $ 29,017 | $ 77,889 |
| Other (42) | $ 92,075 | $ 83,508 | $ 81,831 | $ 257,415 |
| **Clothing & Uniforms Total** | **$ 1,069,740** | **$ 1,016,348** | **$ 1,124,955** | **$ 3,211,043** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Bid, monitor and maintain contracts |
| Opportunity | Standardize workwear and limit SKUs. Bid and cost all uniforms at the item level. Uniform rental contracts can have significant penalties and fees if not monitored closely |
| Observations | Category consists of standard uniforms as well as specialty workwear and safety equipment |



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# Unclassified
## Products & Services not classified elsewhere

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| MICHAEL SINGER | $ - | $ 8,500 | $ 58,000 | $ 66,500 |
| VILLAS ON ANTIQUE ROW LLC | $ 62,959 | $ - | $ - | $ 62,959 |
| S2000 Corp | $ 38,090 | $ 21,945 | $ - | $ 60,035 |
| Miriam Potocky | $ 25,000 | $ 25,000 | $ - | $ 50,000 |
| Herbert Marlowe | $ - | $ - | $ 49,750 | $ 49,750 |
| DELRAY BEACH REALTY LLC | $ - | $ 43,824 | $ - | $ 43,824 |
| BRIDGEWATER LAKE OSBORNE LLC | $ 40,038 | $ - | $ - | $ 40,038 |
| GAYLE WOODS | $ - | $ 39,466 | $ - | $ 39,466 |
| Open incorporated | $ - | $ - | $ 37,430 | $ 37,430 |
| BUNNELL FUNDATION INC | $ 35,000 | $ - | $ - | $ 35,000 |
| Other (6,397) | $ 1,175,975 | $ 1,262,248 | $ 1,323,564 | $ 3,761,787 |
| **Products & Services not classified elsewhere Total** | **$ 1,377,062** | **$ 1,400,983** | **$ 1,468,745** | **$ 4,246,789** |

| | |
|---|---|
| Industry Opportunity | Low |
| County Opportunity | Low |
| Complexity | High |

| | |
|---|---|
| Leading Practice | Low volume, lower dollar, one off goods and services are traditionally hard to manage and maintain. Strong police and enforcement with appropriate approvals drive compliance and cost control. Education of available alternative solutions drive spend to existing vendors as opposed to sourcing new relationships |
| Opportunity | Maintain sourcing policies and procedures with required approvals. Educate users on available vendors |
| Observations | County unclassified spend <.001% |



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# Utilities
## Electric

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| FLORIDA POWER & LIGHT CO | $ 25,301,417 | $ 26,558,374 | $ 26,387,634 | $ 78,247,426 |
| LAKE WORTH CITY OF | $ 759,126 | $ 759,987 | $ 725,942 | $ 2,245,055 |
| LANTANA TOWN OF | $ 9,659 | $ 9,624 | $ 8,983 | $ 28,266 |
| PALM SPRINGS VILLAGE OF | $ 4,226 | $ 4,644 | $ 3,975 | $ 12,845 |
| CITY OF WEST PALM BEACH UTILITIES DEPARTMENT | $ - | $ - | $ 6,094 | $ 6,094 |
| SULLIVAN ELECTRIC & PUMP INC | $ 1,598 | $ 2,866 | $ - | $ 4,464 |
| RIVIERA BEACH CITY OF | $ - | $ - | $ 4,078 | $ 4,078 |
| Other (8) | $ 446 | $ 935 | $ 3,047 | $ 4,428 |
| **Electric Total** | **$ 26,076,472** | **$ 27,336,430** | **$ 27,139,754** | **$ 80,552,655** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Med |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Billing and usage audit. Validate that all services being charged are active and priced correctly |
| Opportunity | Perform audit annually/bi-annually dependent on audit clause in contract |
| Observations | Utility audits can be performed on a contingency basis to limit cost liability to the county |



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# Utilities
## Water & Sewage

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| CITY OF WEST PALM BEACH | $ 7,152,378 | $ 7,633,973 | $ 10,954,911 | $ 25,741,262 |
| SOLID WASTE AUTHORITY PALM BEACH COUNTY | $ 852,139 | $ 104,170 | $ 29,455 | $ 985,764 |
| TOWN OF JUPITER | $ 230,062 | $ 274,131 | $ 298,562 | $ 802,755 |
| LAKE WORTH CITY OF | $ 174,027 | $ 179,969 | $ 208,105 | $ 562,101 |
| PALM BEACH COUNTY WATER UTILITES DEPT | $ 193,713 | $ 89,310 | $ 66,094 | $ 349,116 |
| RIVIERA BEACH CITY OF | $ 85,799 | $ 126,504 | $ 132,016 | $ 344,320 |
| DELRAY BEACH CITY OF | $ 106,766 | $ 108,928 | $ 101,737 | $ 317,432 |
| GLADES UTILITY AUTHORITY | $ 252,274 | $ - | $ - | $ 252,274 |
| SEMINOLE IMPROVEMENT DISTRICT | $ 83,723 | $ 85,398 | $ 76,359 | $ 245,481 |
| BOYNTON BEACH, CITY OF | $ 51,470 | $ 58,621 | $ 84,752 | $ 194,843 |
| Other (25) | $ 317,068 | $ 336,698 | $ 390,068 | $ 1,043,834 |
| **Water & Sewage Total** | **$ 9,364,227** | **$ 8,853,683** | **$ 12,180,947** | **$ 30,398,858** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Med |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Billing and usage audit. Validate that all services being charged are active and priced correctly |
| Opportunity | Perform audit annually/bi-annually dependent on audit clause in contract |
| Observations | Utility audits can be performed on a contingency basis to limit cost liability to the county |



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# Utilities
## Waste

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| SOLID WASTE AUTHORITY | $ 2,758,837 | $ 3,018,733 | $ 2,774,127 | $ 8,551,696 |
| AUSTIN TUPLER TRUCKING INC | $ 422,123 | $ 755,031 | $ 883,135 | $ 2,060,290 |
| Waste Management Inc. | $ 1,118,839 | $ 300,318 | $ 254,527 | $ 1,673,685 |
| Palmwood Corporation, Inc | $ 526,825 | $ 511,840 | $ 561,560 | $ 1,600,225 |
| U.S. Water Services Corporation | $ 307,011 | $ 204,808 | $ 91,754 | $ 603,573 |
| WASTE PRO OF FLORIDA INC | $ 70,664 | $ 209,505 | $ 262,612 | $ 542,781 |
| REPUBLIC SERVICES OF FLORIDA #759 | $ 304,118 | $ 102,895 | $ 93,597 | $ 500,610 |
| ADVANCED DISPOSAL SOLID WASTE SE INC | $ 6,290 | $ 79,519 | $ 79,918 | $ 165,727 |
| Southern Waste Systems, L.L.C. | $ 1,036 | $ 57,489 | $ 85,508 | $ 144,033 |
| CITY OF WEST PALM BEACH | $ 73,132 | $ 69,710 | $ 1,160 | $ 144,002 |
| Other (36) | $ 161,315 | $ 103,439 | $ 271,043 | $ 535,798 |
| **Waste Total** | **$ 5,750,191** | **$ 5,413,287** | **$ 5,358,941** | **$ 16,522,419** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Med |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Billing and usage audit. Validate that all services being charged are active and priced correctly |
| Opportunity | Perform audit annually/bi-annually dependent on audit clause in contract |
| Observations | Utility audits can be performed on a contingency basis to limit cost liability to the county |



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# Utilities
## Gas

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| FLORIDA PUBLIC UTILITIES COMPANY | $ 93,326 | $ 57,211 | $ 115,702 | $ 266,240 |
| PIVOTAL HOLDINGS INC | $ 54,592 | $ 56,343 | $ 59,669 | $ 170,603 |
| AMERIGAS PROPANE LP | $ 50,223 | $ 57,422 | $ 50,595 | $ 158,240 |
| GLADES GAS & ELECTRIC CORP | $ 68 | $ 2,106 | $ 2,360 | $ 4,534 |
| CITY OF WEST PALM BEACH | $ - | $ 1,725 | $ - | $ 1,725 |
| **Gas Total** | **$ 198,209** | **$ 174,807** | **$ 228,327** | **$ 601,343** |

| | |
|---|---|
| Industry Opportunity | Med |
| County Opportunity | Low |
| Complexity | Med |

| | |
|---|---|
| Leading Practice | Billing and usage audit. Validate that all services being charged are active and priced correctly |
| Opportunity | Perform audit annually/bi-annually dependent on audit clause in contract |
| Observations | Utility audits can be performed on a contingency basis to limit cost liability to the county |



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# Indirect Controlled Expenses
## Contributions and transfers to other entities

Efficiencies within these categories generally rely on a reduction of service to the community, a budget modification or a change to an insourced model which would require additional workforce

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| PALM BEACH COUNTY SHERIFFS OFFICE | $ 496,782,891 | $ 522,513,580 | $ 546,812,475 | $ 1,566,108,946 |
| **Sheriff Total** | **$ 496,782,891** | **$ 522,513,580** | **$ 546,812,475** | **$ 1,566,108,946** |
| PROPERTY APPRAISER | $ 19,112,356 | $ 19,831,392 | $ 20,467,723 | $ 59,411,471 |
| HEALTH CARE DISTRICT OF PALM BEACH COUNTY | $ 14,552,929 | $ 16,748,844 | $ 14,530,943 | $ 45,832,716 |
| N A C O CLEARING ACCOUNT | $ 14,379,018 | $ 15,105,759 | $ 15,809,039 | $ 45,293,816 |
| CLERK & COMPTROLLER | $ 14,938,623 | $ 13,308,076 | $ 13,325,613 | $ 41,572,312 |
| DISCOVER PALM BEACH COUNTY | $ 8,568,355 | $ 10,156,104 | $ 11,696,193 | $ 30,420,653 |
| Supervisor Of Elections Palm Beach County | $ 10,110,000 | $ 9,252,989 | $ 9,219,250 | $ 28,582,239 |
| SCHOOL DISTRICT OF PALM BEACH COUNTY | $ 5,412 | $ 53,086 | $ 22,597,256 | $ 22,655,754 |
| WEST PALM BEACH COMMUNITY REDEVELOPMENT AGENCY | $ 7,201,556 | $ 7,317,311 | $ 7,803,393 | $ 22,322,260 |
| SCHOOL BOARD OF PALM BEACH COUNTY | $ 14,043,987 | $ 880,827 | $ 1,010,065 | $ 15,934,879 |
| DELRAY BEACH COMMUNITY REDEVELOPMENT AGENCY | $ 4,287,263 | $ 4,633,584 | $ 5,153,092 | $ 14,073,939 |
| Other (235) | $ 65,828,849 | $ 55,560,445 | $ 48,663,359 | $ 170,052,653 |
| **Government Total** | **$ 173,028,349** | **$ 152,848,418** | **$ 170,275,925** | **$ 496,152,692** |



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# Indirect Controlled Expenses
## Contributions and transfers to other entities

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| MAX PLANCK FLORIDA CORPORATION | $ - | $ 13,137,000 | $ - | $ 13,137,000 |
| GULFSTREAM GOODWILL INDUSTRIES, INC. | $ 2,755,662 | $ 2,716,036 | $ 2,865,243 | $ 8,336,940 |
| Foundcare Inc. | $ 695,556 | $ 1,620,661 | $ 3,839,756 | $ 6,155,974 |
| JEROME GOLDEN CENTER FOR BEHAVIORAL HEALTH INC | $ 2,326,361 | $ 1,895,326 | $ 1,873,523 | $ 6,095,211 |
| ADOPT A FAMILY OF THE PALM BEACHES INC | $ 1,938,688 | $ 1,901,189 | $ 1,739,897 | $ 5,579,775 |
| HTG PALM BEACH II, LLC | $ 5,536,818 | $ - | $ 1,616 | $ 5,538,434 |
| NEIGHBORHOOD RENAISSANCE, INC. | $ 4,857,145 | $ 227,550 | $ - | $ 5,084,695 |
| LEGAL AID SOCIETY OF PALM BEACH COUNTY INC | $ 1,316,733 | $ 1,733,326 | $ 1,639,522 | $ 4,689,581 |
| SOUTH COUNTY MENTAL HEALTH | $ 1,749,559 | $ 1,387,981 | $ 1,383,029 | $ 4,520,569 |
| CHILDRENS SERVICES COUNCIL | $ 99,164 | $ 170,880 | $ 4,100,000 | $ 4,370,044 |
| Other (1,262) | $ 50,272,747 | $ 35,256,523 | $ 31,615,651 | $ 117,144,921 |
| **Non-Government Total** | **$ 71,548,435** | **$ 60,046,472** | **$ 49,058,237** | **$ 180,653,144** |



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# Indirect Controlled Expenses
## Items for Resale and Taxes

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| GENUINE PARTS COMPANY | $ 1,658,609 | $ 1,961,045 | $ 2,269,420 | $ 5,889,074 |
| SYSCO SOUTHEAST FLORIDA, LLC | $ 52,995 | $ 86,982 | $ 105,705 | $ 245,682 |
| J C D CARIBBEAN INC | $ 69,884 | $ 63,941 | $ 75,507 | $ 209,332 |
| Coco Cola Refreshments USA, INC | $ 18,380 | $ 21,876 | $ 23,688 | $ 63,943 |
| Mini Melts, Inc. | $ 15,867 | $ 15,976 | $ 30,000 | $ 61,843 |
| MENZI USA SALES INC | $ 58,218 | $ - | $ - | $ 58,218 |
| Hasco International, INC | $ 13,200 | $ 13,200 | $ 26,400 | $ 52,800 |
| The ICEE Company | $ 14,986 | $ 15,386 | $ 20,294 | $ 50,665 |
| GOLD COAST BEVERAGE DISTRIBUTORS INC | $ 13,795 | $ 15,002 | $ 14,171 | $ 42,968 |
| Performance Food Group, Inc. | $ 26,494 | $ - | $ - | $ 26,494 |
| Other (79) | $ 163,830 | $ 24,189 | $ 35,674 | $ 223,693 |
| **Items For Resale Total** | **$ 2,106,259** | **$ 2,217,596** | **$ 2,600,858** | **$ 6,924,712** |
| PALM BEACH COUNTY | $ 40,910,112 | $ 50,907,818 | $ 16,312,404 | $ 108,130,334 |
| PALM BEACH COUNTY FIREFIGHTERS EMPLOYEE BENEFIT FUND | $ 22,455,243 | $ 23,605,441 | $ 25,426,089 | $ 71,486,773 |
| STATE OF FLORIDA RETIREMENT DIVISION | $ - | $ - | $ 36,897,125 | $ 36,897,125 |
| PALM TRAN ATU LOCAL 1577 | $ 3,659,546 | $ 3,659,242 | $ 6,492,350 | $ 13,811,139 |
| PALM BEACH COUNTY FIREFIGHTERS RETIREMENT INSURANCE FUND | $ 4,394,027 | $ 4,541,432 | $ 4,740,927 | $ 13,676,386 |
| PALM TRAN ATU LOCAL 1577 PENSION PLAN | $ 4,295,781 | $ 4,557,821 | $ 895,102 | $ 9,748,704 |
| REGIONS MORGAN KEEGAN | $ 1,811,306 | $ 1,859,630 | $ 1,816,137 | $ 5,487,073 |
| FIREFIGHTERS PARAMEDICS OF PALM BCH CTY INC LOCAL 2928 | $ 1,678,555 | $ 1,698,067 | $ 1,753,732 | $ 5,130,355 |
| CITY OF LAKE WORTH | $ 340,866 | $ 451,386 | $ 414,105 | $ 1,206,357 |
| FLORIDA DEPT OF LABOR & EMPL DIV OF UMEMPL COMP/BUR OF TAX | $ 190,793 | $ 160,264 | $ 309,876 | $ 660,934 |
| Other (183) | $ 781,351 | $ 576,699 | $ 686,493 | $ 2,044,543 |
| **Personnel Total** | **$ 80,517,580** | **$ 92,017,801** | **$ 95,744,341** | **$ 268,279,723** |



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# Non-Controllable Expenses
## Debt Service & Taxes

| Vendor | 2013 | 2014 | 2015 | Grand Total |
|---|---|---|---|---|
| INTERNAL REVENUE SERVICE | $ 105,581,063 | $ 107,340,430 | $ 108,233,559 | $ 321,155,052 |
| PALM BEACH COUNTY TAX COLLECTOR | $ 151,547,569 | $ 6,777,783 | $ 7,191,950 | $ 165,517,302 |
| FLORIDA STATE OF REVENUE DEPARTMENT OF | $ 2,606,214 | $ 2,791,471 | $ 2,976,086 | $ 8,373,772 |
| FLORIDA DEPT OF LABOR & EMPL DIV OF UMEMPL COMP/BUR OF TAX | $ 105,473 | $ 88,000 | $ 59,399 | $ 252,872 |
| Other (121) | $ 699 | $ 336 | $ 239 | $ 1,274 |
| **Taxes Total** | **$ 259,841,017** | **$ 116,998,020** | **$ 118,461,234** | **$ 495,300,271** |
| THE BANK OF NEW YORK TRUST CO | $ 84,226,285 | $ 67,104,921 | $ 72,964,235 | $ 224,295,441 |
| Wells Fargo Bank, N.A. | $ 29,718,163 | $ 29,534,495 | $ 29,375,100 | $ 88,627,759 |
| US BANK FEE UNIT ST PAUL MN | $ 9,124,231 | $ 27,424,231 | $ 21,027,280 | $ 57,575,743 |
| BANK OF AMERICA | $ 5,329,209 | $ 5,351,656 | $ 7,352,162 | $ 18,033,027 |
| SUNTRUST BANK SOUTH FLORIDA | $ 3,688,306 | $ 3,742,538 | $ 3,162,606 | $ 10,593,450 |
| PNC BANK NATIONAL ASSOCIATION | $ 1,109,245 | $ 2,664,812 | $ 2,599,861 | $ 6,373,918 |
| SUN TRUST EQUIPMENT FINANCE & LEASING CORP | $ 2,066,933 | $ 2,045,458 | $ 2,026,919 | $ 6,139,309 |
| UNITED STATES TREASURY | $ 4,644,449 | $ 151,662 | $ 68,379 | $ 4,864,489 |
| BANK OF NEW YORK CORP: TRUST FINANCIAL CONTROL | $ 1,546,393 | $ 211,647 | $ 37,756 | $ 1,795,796 |
| Florida Department of Financial Services | $ 546,274 | $ 530,249 | $ 491,485 | $ 1,568,008 |
| Other (29,719) | $ 2,930,433 | $ 4,405,996 | $ 4,408,402 | $ 11,744,831 |
| **Debt Service/Bonds/Interest/Settlements Total** | **$ 144,929,921** | **$ 143,167,665** | **$ 143,514,185** | **$ 431,611,771** |



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