

THE POWER OF BEING UNDERSTOOD

PALM BEACH COUNTY

High Level Spend Analysis & Budget Comparisons



February 2016

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PALM BEACH COUNTY

EXECUTIVE SUMMARY

High Level Spend Analysis & Budget Comparisons

February 2016

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

EXECUTIVE SUMMARY

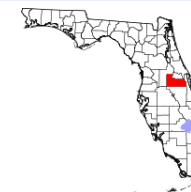
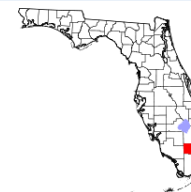
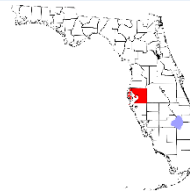
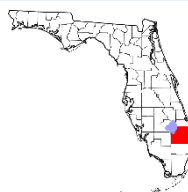
Budget Comparisons

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

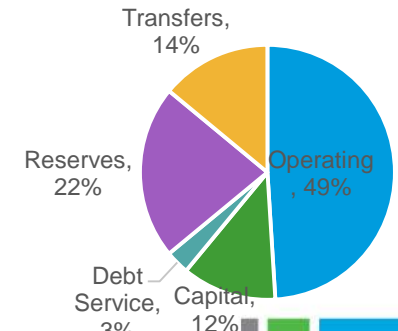
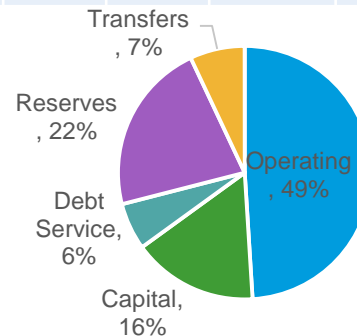
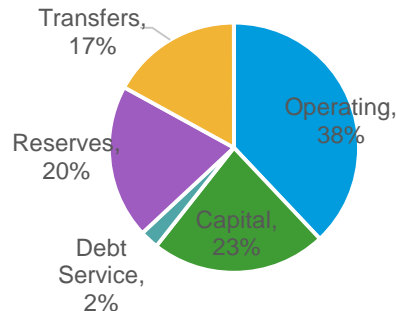
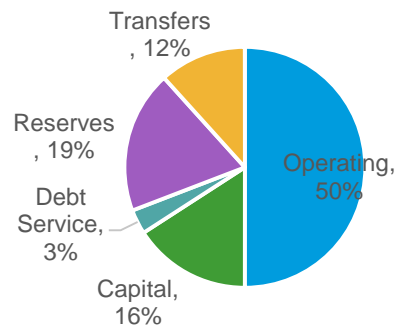
Demographic Comparison*

	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



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	
<i>General Fund</i>	<i>1,071</i>	<i>1,122</i>	<i>1,175</i>		<i>808</i>	<i>1,055</i>	<i>1,104</i>		<i>1,121</i>	<i>1,068</i>	<i>1,131</i>		<i>606</i>	<i>795</i>	<i>818</i>	
General Fund as a % of Total Budget	27%	28%	29%		23%	26%	23%		25%	24%	25%		17%	22%	23%	



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

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.

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

EXECUTIVE SUMMARY

High Level Spend Analysis

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

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

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

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

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

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

Spend Analysis Next Steps

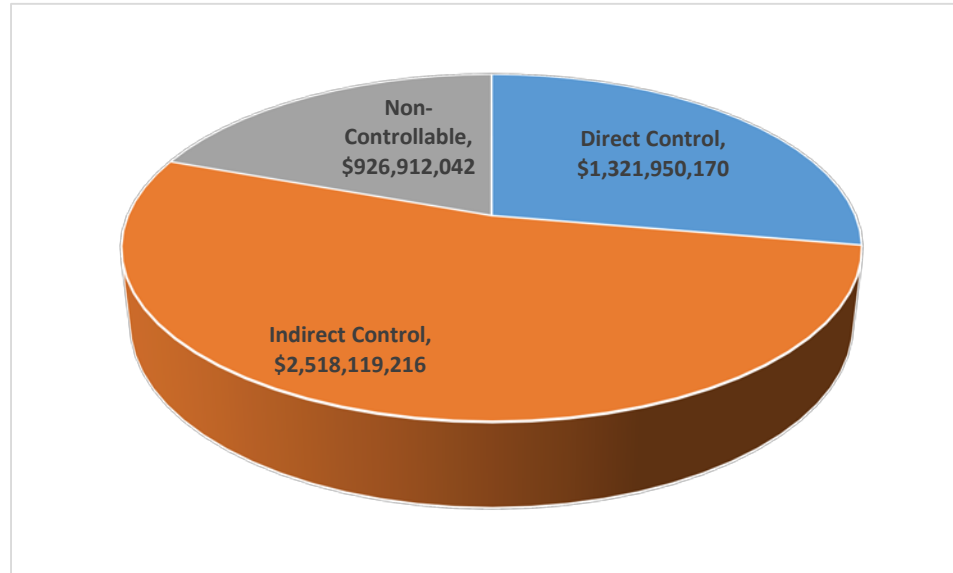
- Begin low risk opportunities
 - Utilities audit
 - Construction audit
- Determine areas for further investigation based on opportunity and complexity
- Review contracts and begin to negotiate new contracts where appropriate
- Address policy and procedure gaps where identified
 - This review did not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

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

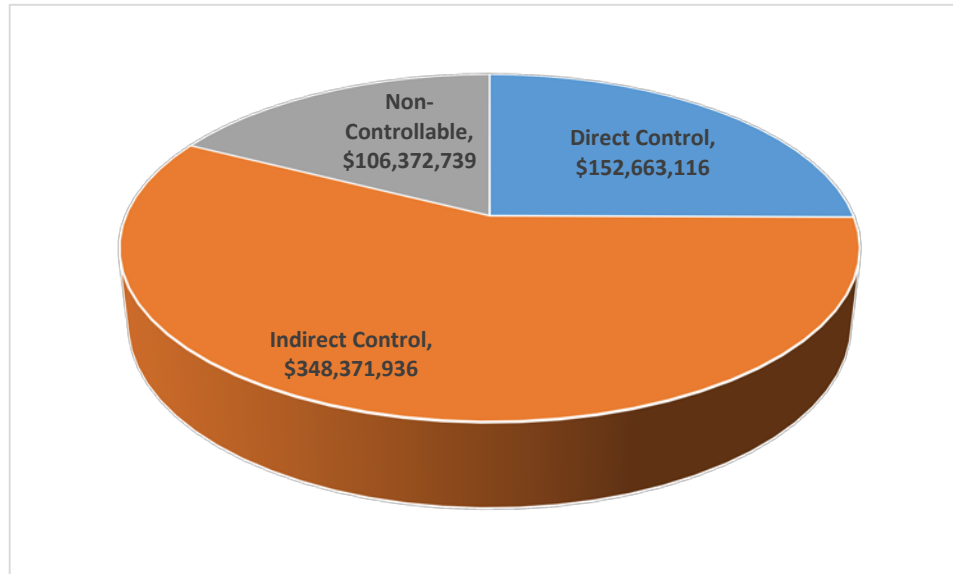


Annual Spend by Sourcing Type

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

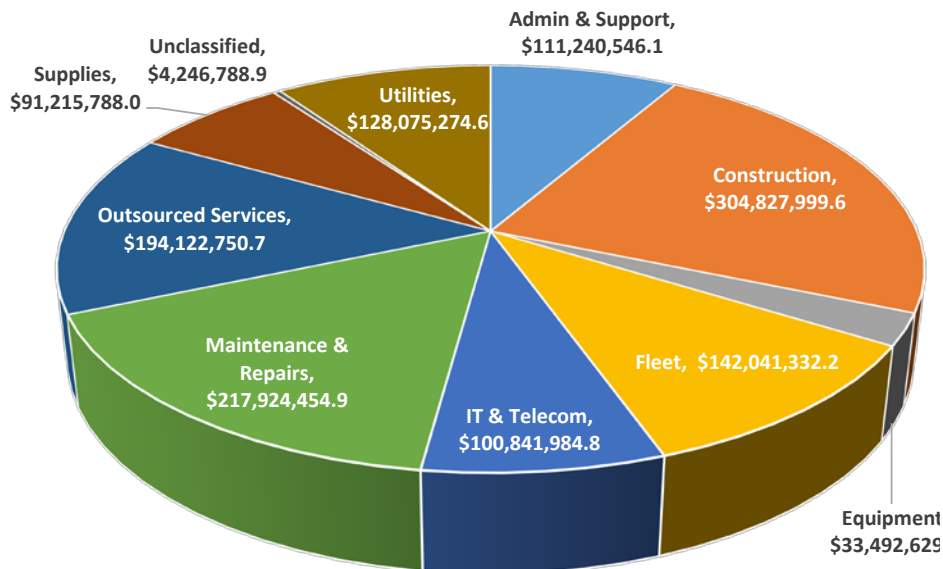


Spend by Sourcing Group (Direct Control)

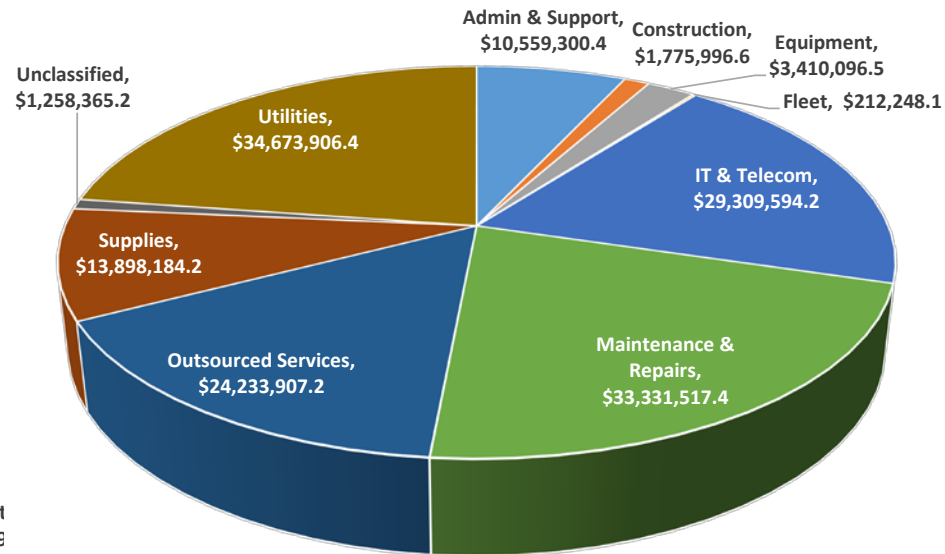
Total spend vs. General Fund

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

Total county spend



General Fund spend



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

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

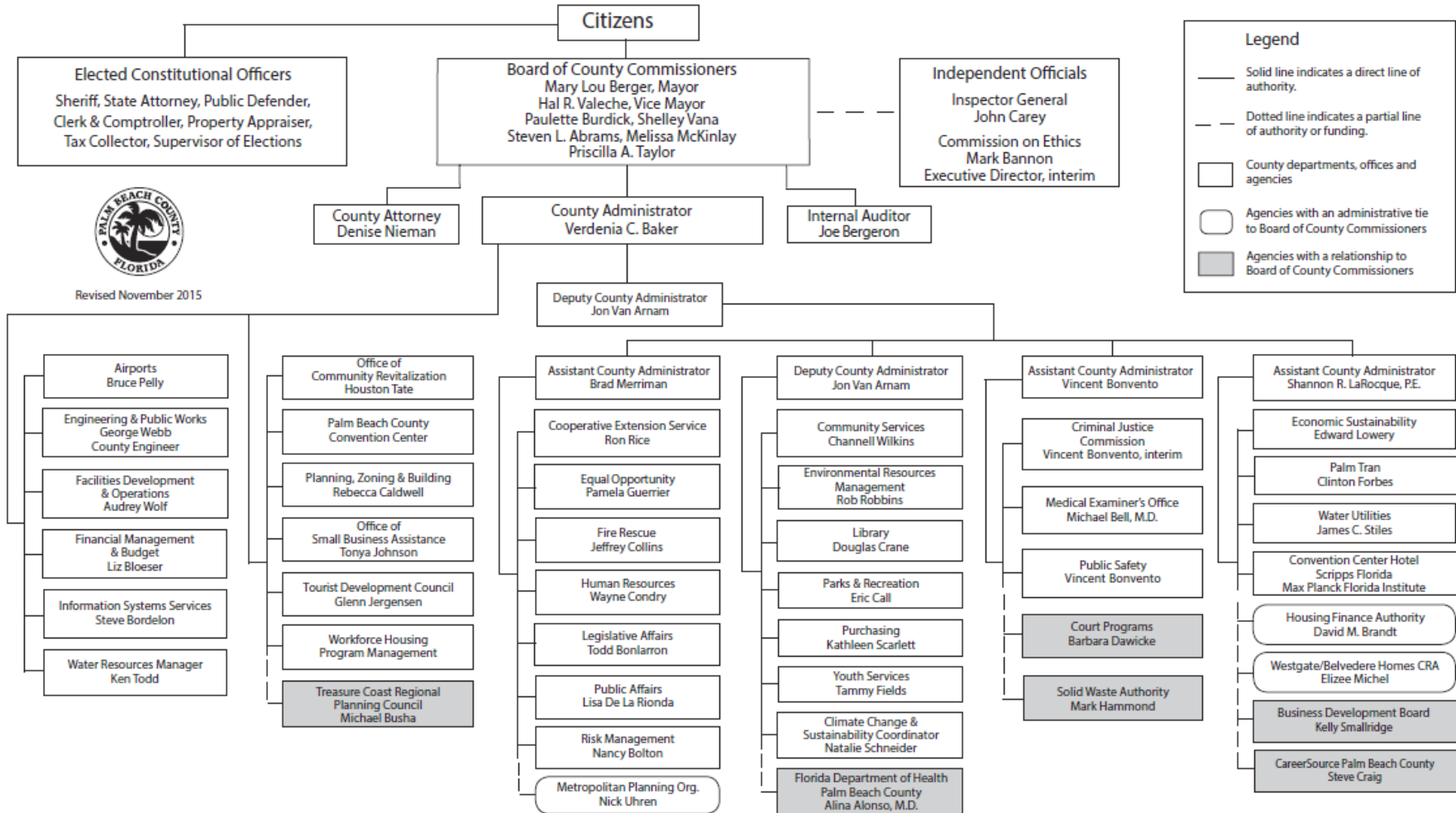
PALM BEACH COUNTY

Budget Comparison

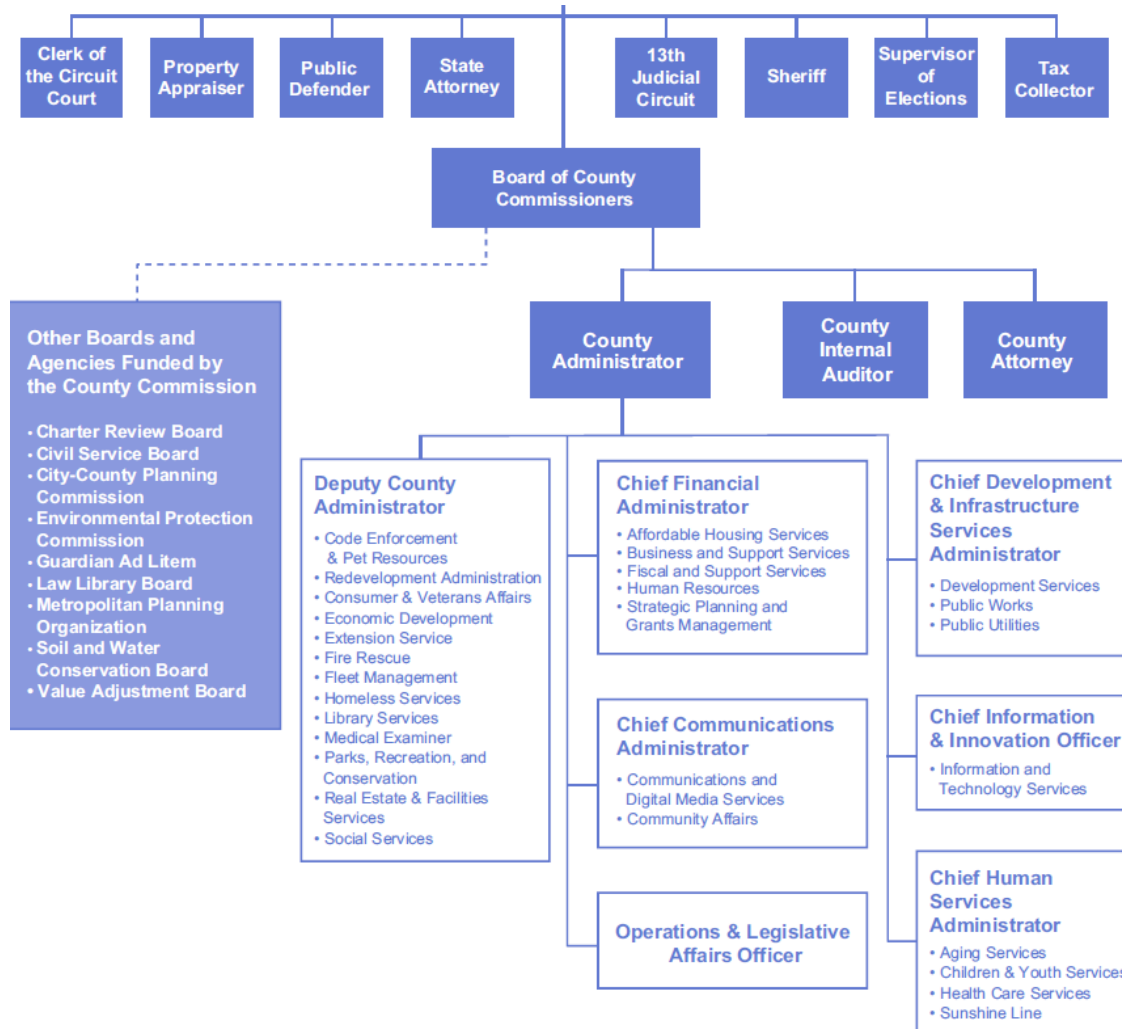


COUNTY DEMOGRAPHICS

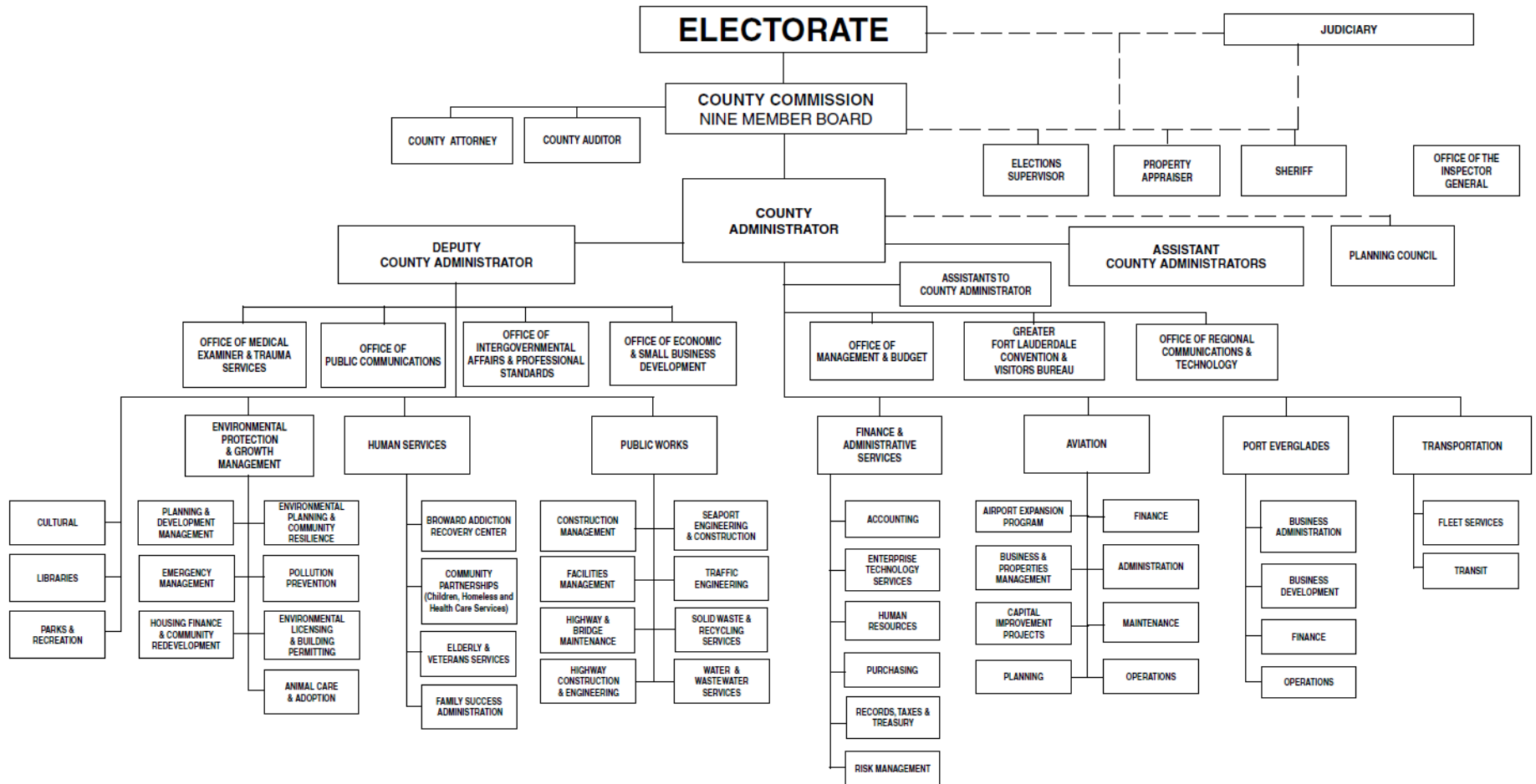
Palm Beach County - Structure



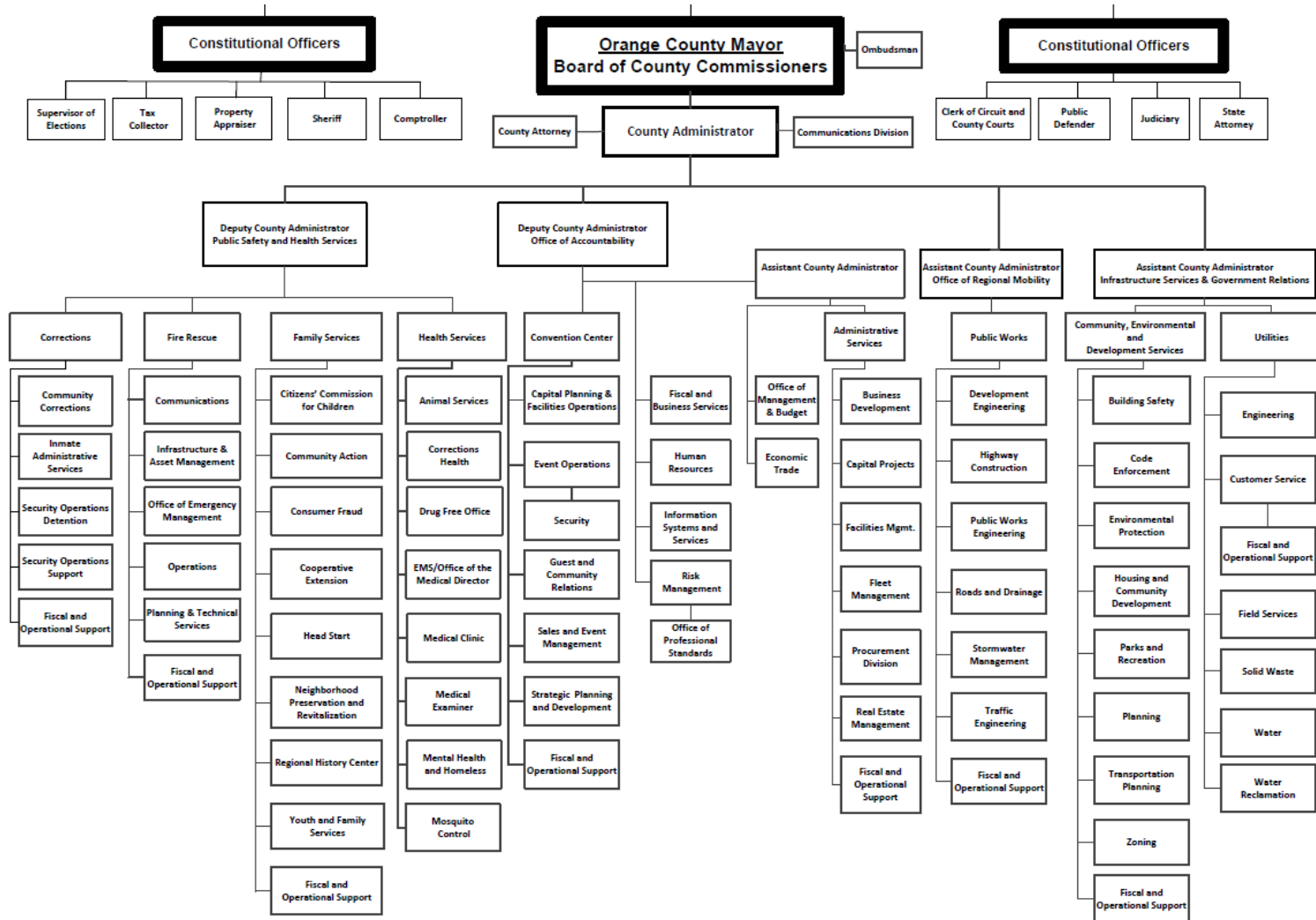
Hillsborough County - Structure



Broward County – Structure



Orange County Structure



DEPARTMENT SUMMARY INFORMATION

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

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

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

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

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

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

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

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

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

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

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

PEER COMPARISON DATA

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

of FTE for department

	2014		2015		2016	
General Fund	\$2,864,149	100%	\$3,280,000	100%	\$2,801,000	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%
Total Gen Fund	\$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

21

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BOARD OF COUNTY COMMISSIONERS

Board of County Commission

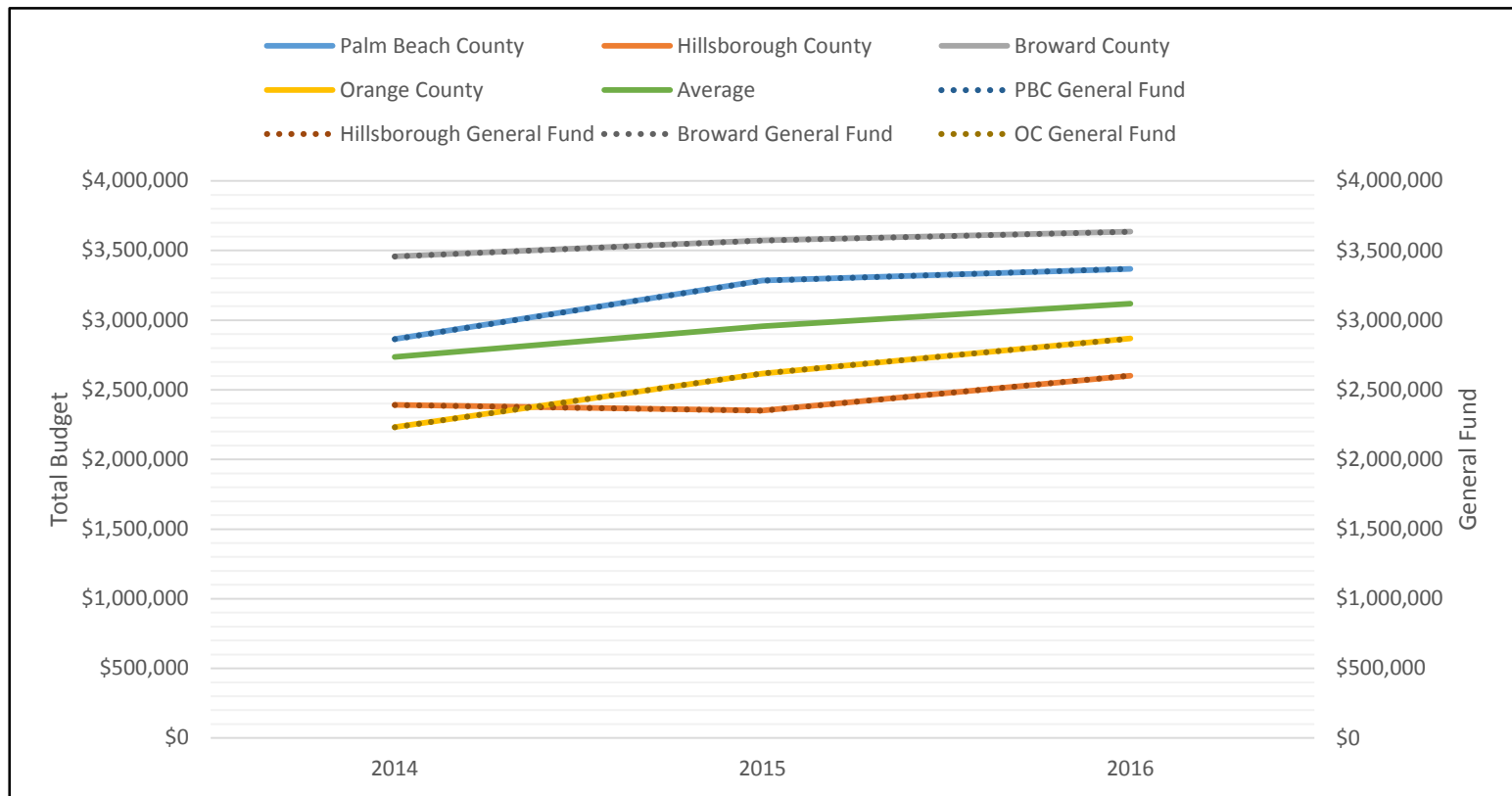
	2014		2015		2016	
Palm Beach County	\$2,864,149		\$3,284,740		\$3,368,505	
General Fund	\$2,864,149	100%	\$3,284,740	100%	\$3,368,505	100%
Hillsborough County	\$2,391,843		\$2,350,922		\$2,601,737	
General Fund	\$2,391,843	100%	\$2,350,922	100%	\$2,601,737	100%
Broward County	\$3,458,230		\$3,572,640		\$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

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



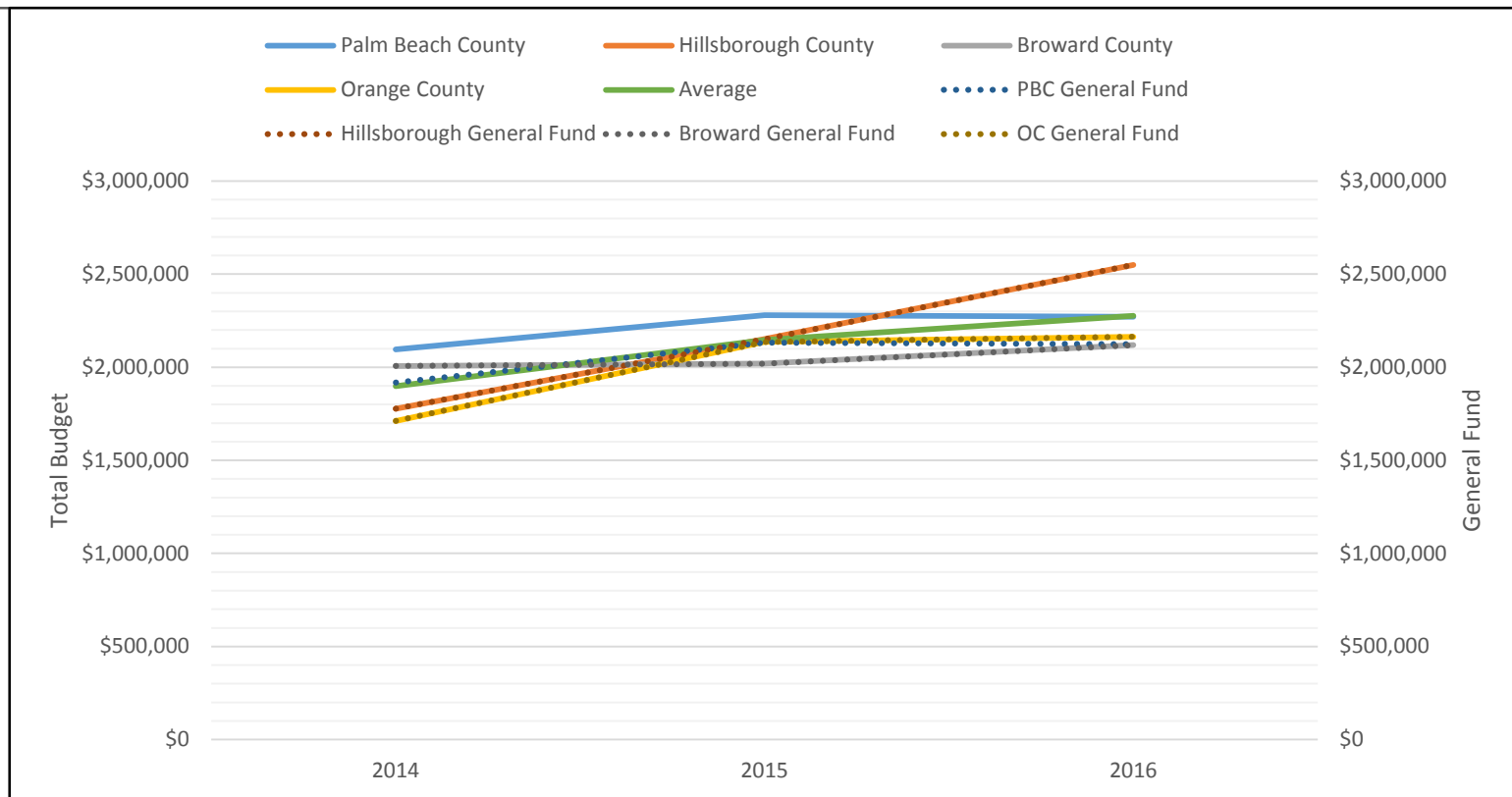
Administration

	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

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



DIRECT SERVICE DEPARTMENT & OFFICES

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

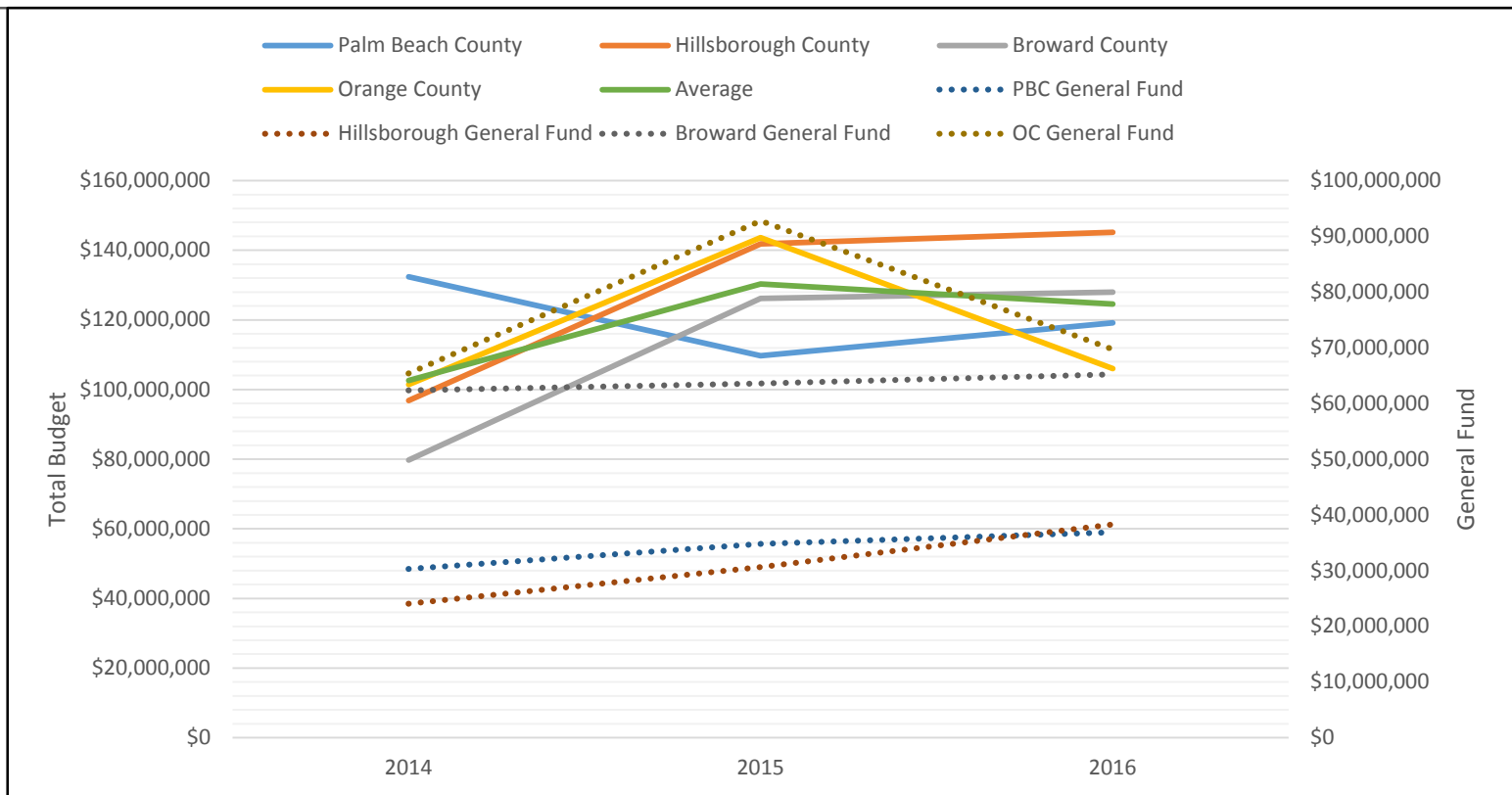
	2014		2015		2016	
Palm Beach County	\$132,364,658		\$109,689,145		\$119,149,010	
General Fund	\$30,306,989	23%	\$34,774,399	32%	\$36,873,409	31%
Hillsborough County	\$96,857,374		\$141,863,439		\$145,169,043	
General Fund	\$24,026,245	25%	\$30,626,532	22%	\$38,262,796	26%
Broward County	\$79,780,461		\$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

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



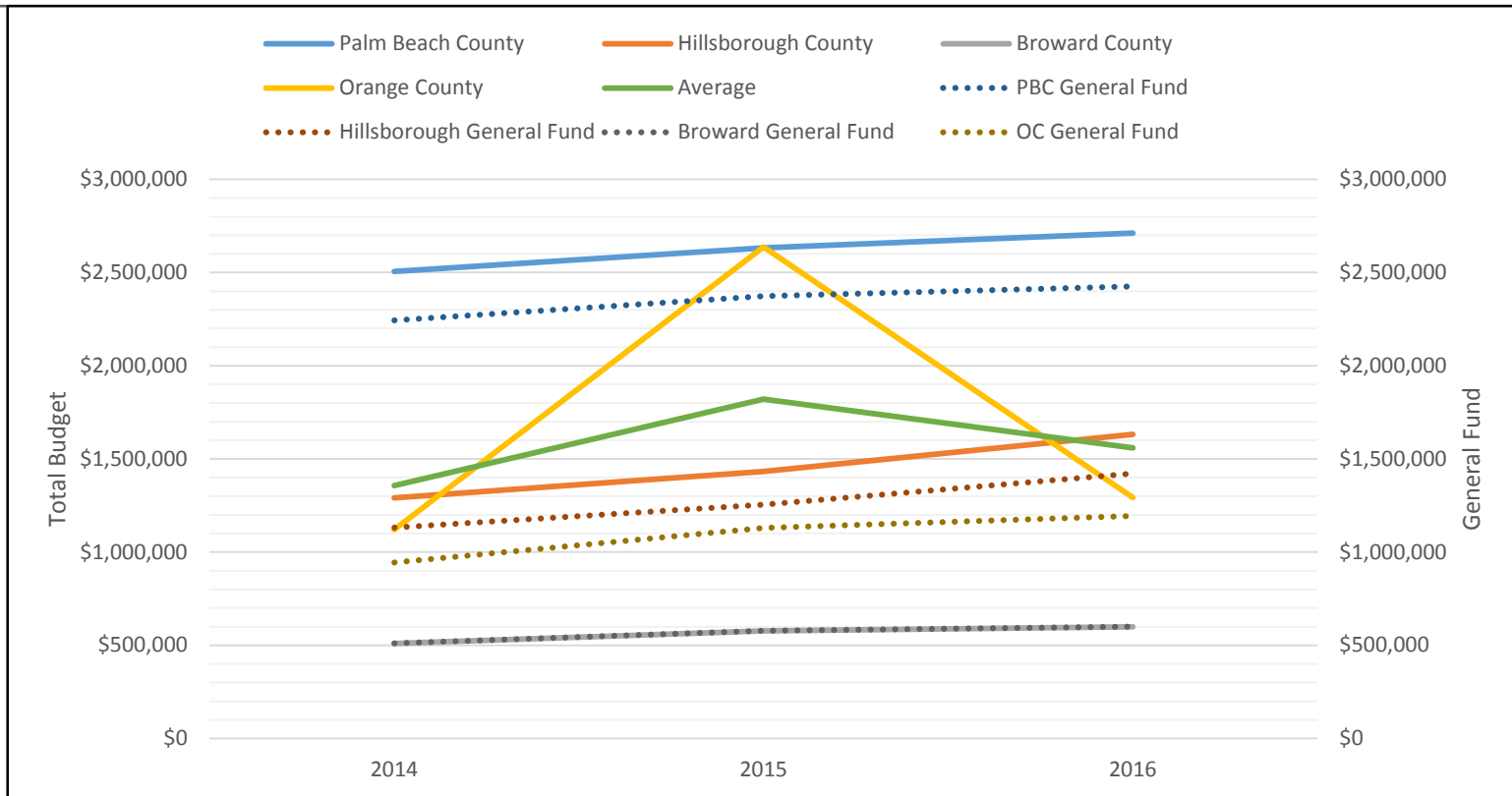
County Cooperative Extension Services

	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

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



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

NOTE: Excludes 3500 Capital

Hillsborough County

Broward County

Includes: Public Works, Highway Construction, Environmental Licensing and Building Permit, Highway and Bridge Maintenance

Orange County

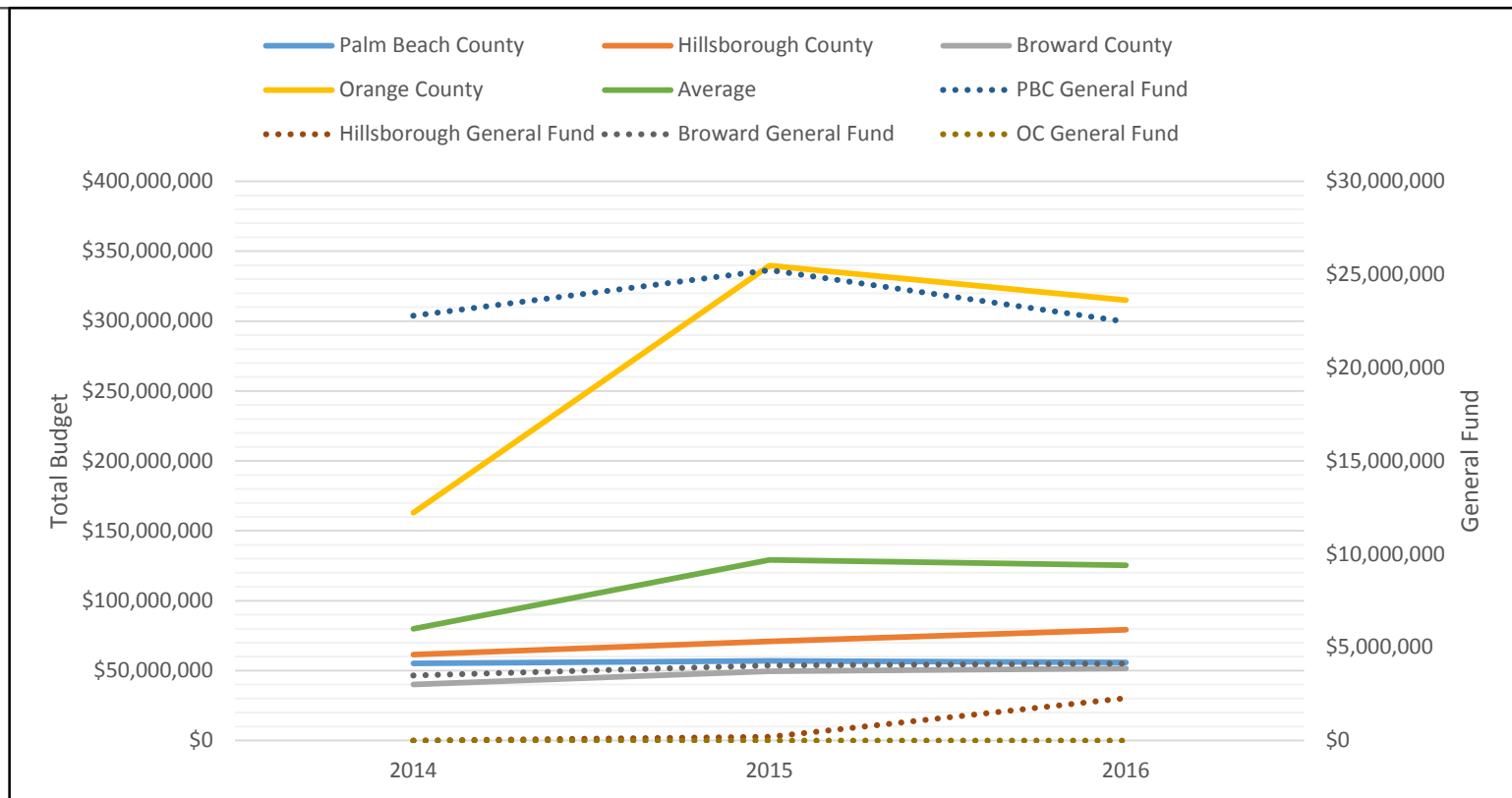
Includes: Development Engineering, Highway Construction, Engineering, Reserves, Storm water Management, Roads & Drainage, Traffic Engineering

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

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



Environmental Resources Management

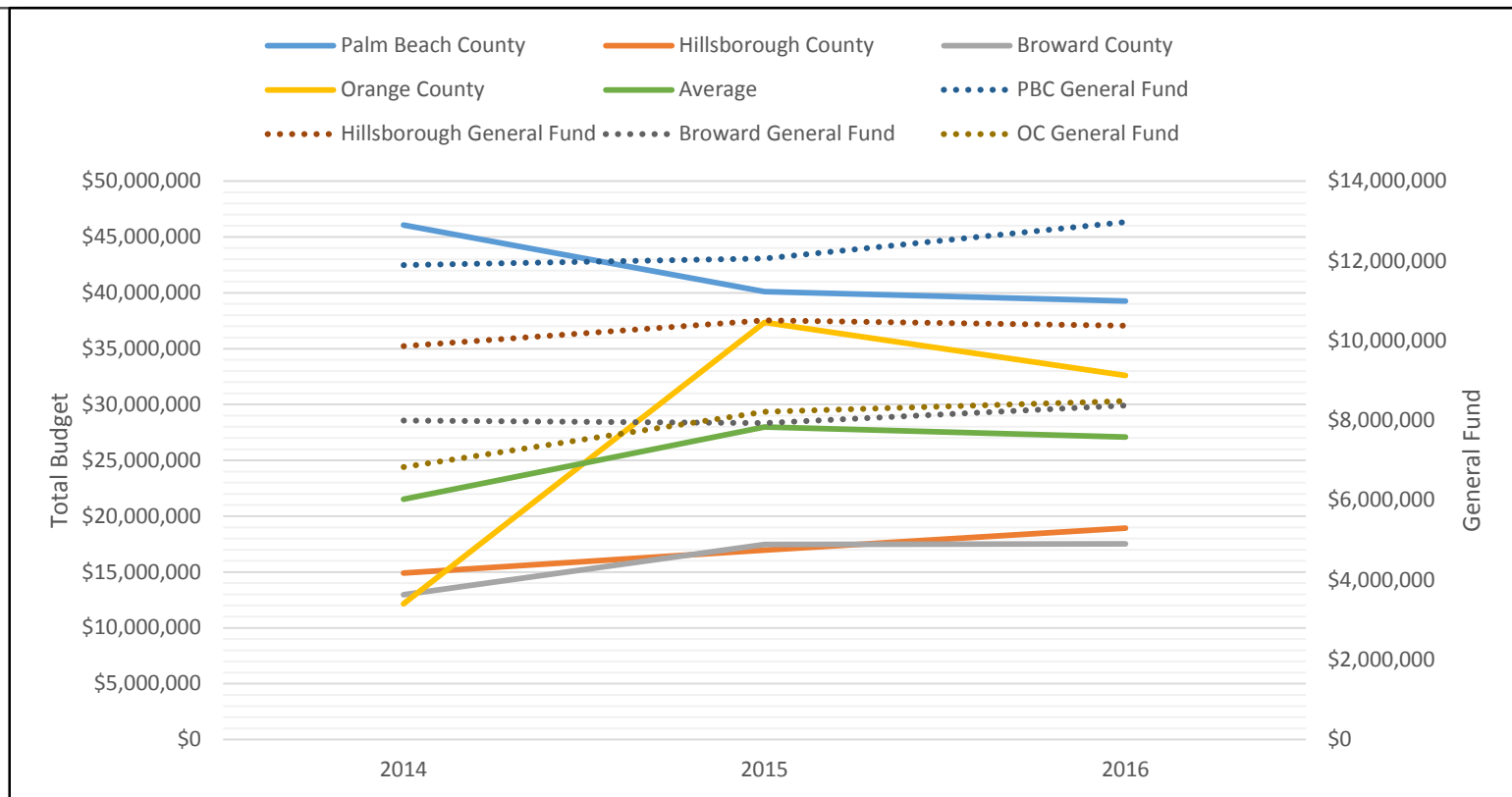
	2014		2015		2016	
Palm Beach County	\$46,070,779		\$40,114,031		\$39,252,623	
General Fund	\$11,892,404	26%	\$12,062,676	30%	\$12,973,905	33%
Hillsborough County	\$14,911,074		\$16,947,924		\$18,943,392	
General Fund	\$9,859,646	66%	\$10,506,967	62%	\$10,377,861	55%
Broward County	\$12,960,532		\$17,465,860		\$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 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

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



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

Excludes: Fire Rescue Capital
NOTE: Does not include CRA
Contribution

Hillsborough County

Broward County

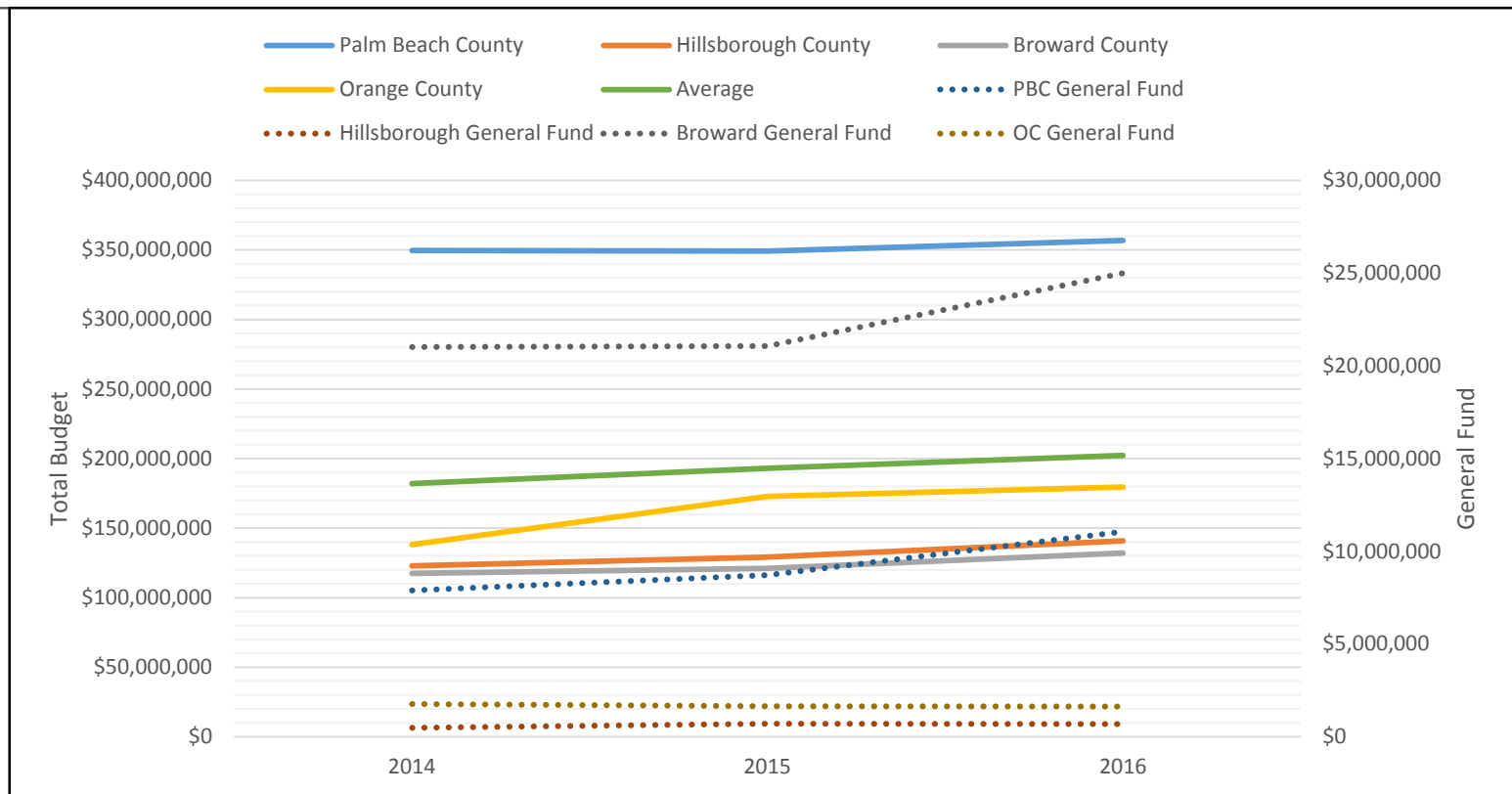
Orange County

Includes: Fire Planning & Technical
Services, State Fire Control, Emergency
Medical Services

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

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



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

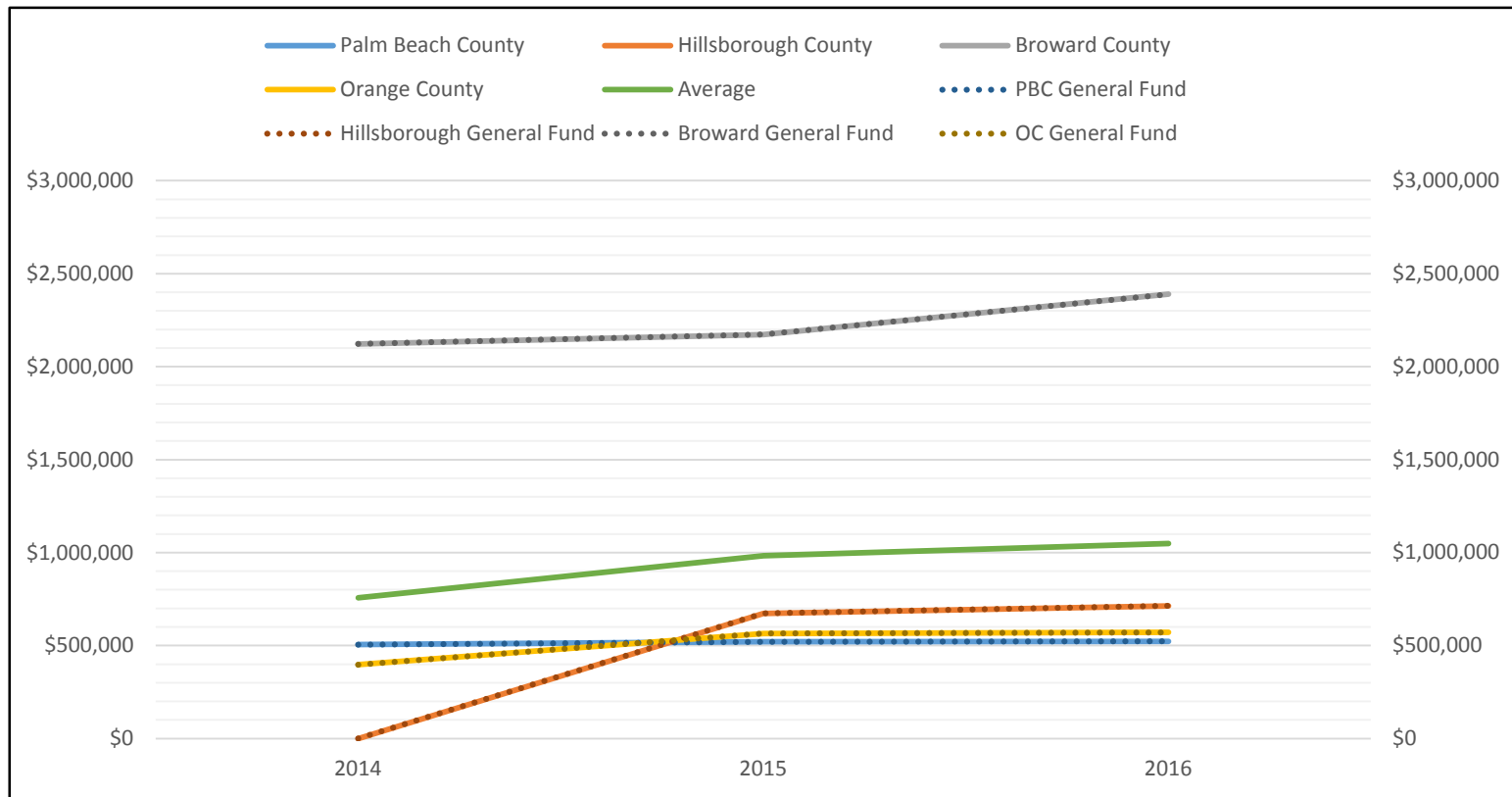
Orange County

Includes: Intergovernmental Affairs

Palm Beach	Hillsborough	Broward	Orange
3	0	13	0

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



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

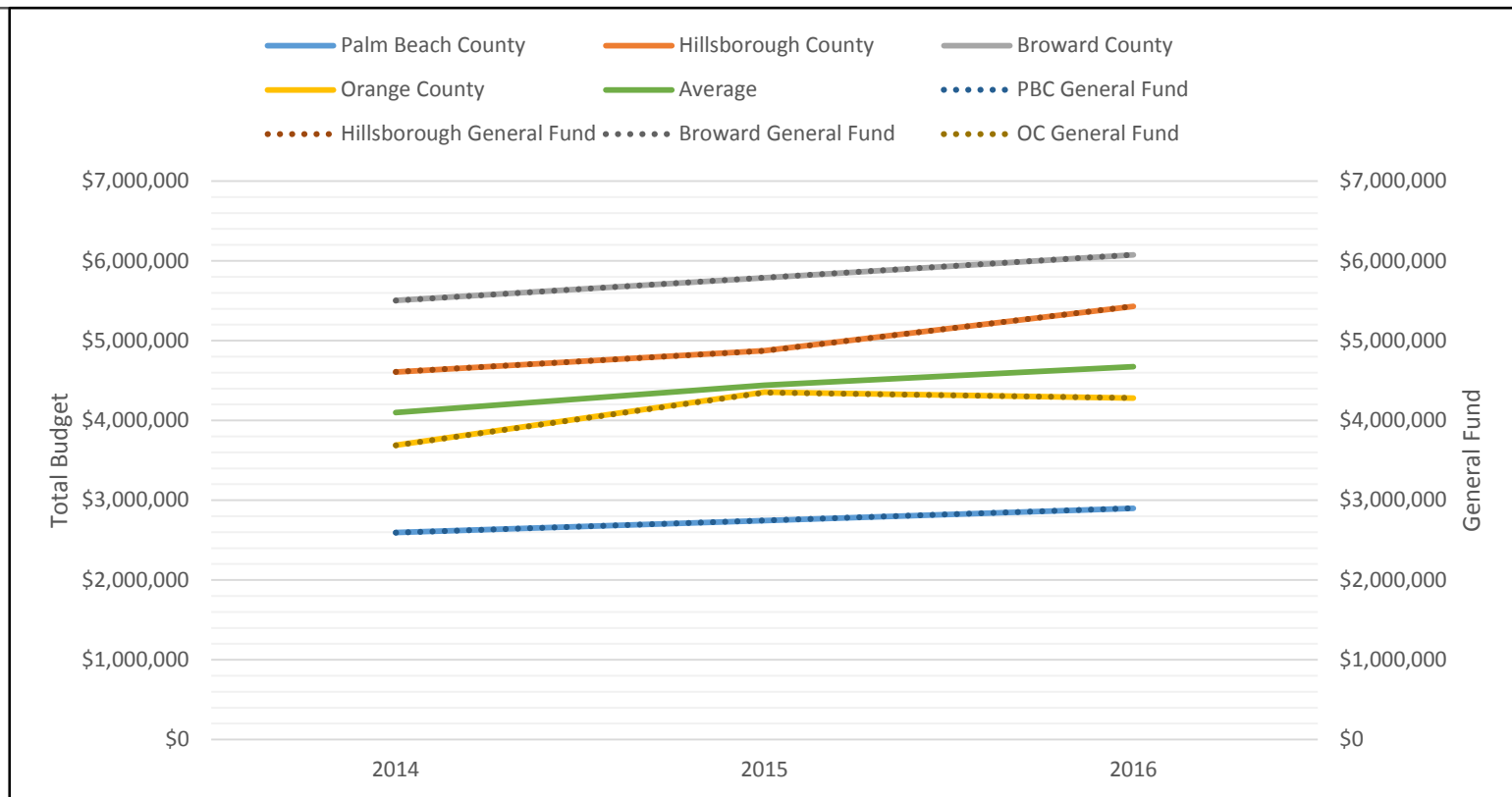
Orange County

Includes: Trauma Services

Palm Beach	Hillsborough	Broward	Orange
19	32	41	34

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



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

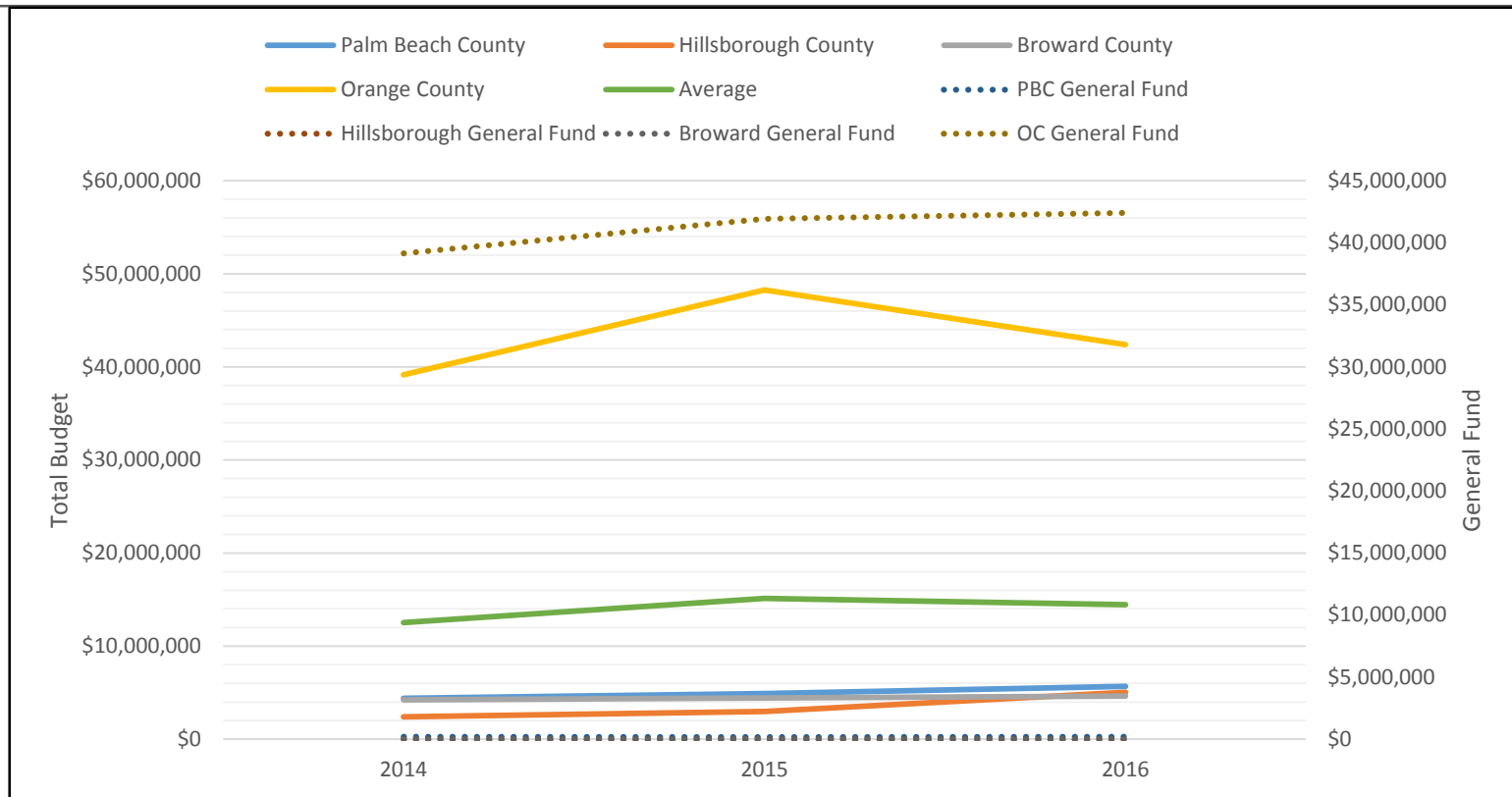
Orange County

Includes: Office of Regional Mobility; East Central Florida Regional Planning; Transit (see Palm Tran)

Palm Beach	Hillsborough	Broward	Orange
12	7	21	2

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



Palm Tran (Transit)

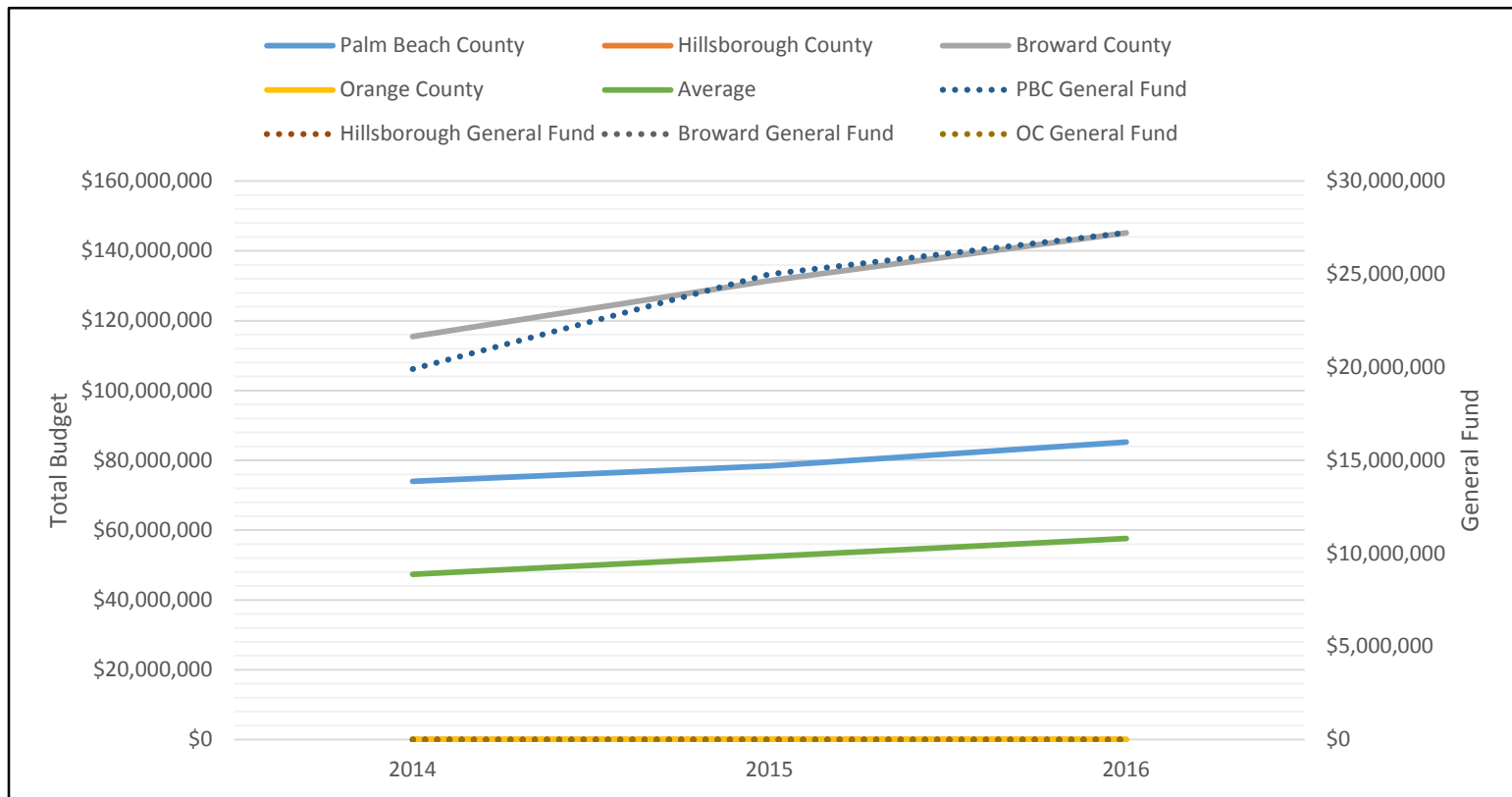
	2014		2015		2016	
Palm Beach County	\$73,978,900		\$78,375,786		\$85,271,233	
General Fund	\$19,909,303	27%	\$25,004,872	32%	\$27,224,688	32%
Hillsborough County	\$0		\$0		\$0	
General Fund	\$0	0%	\$0	0%	\$0	0%
Broward County	\$115,429,436		\$131,467,730		\$145,139,360	
General Fund	\$0	0%	\$0	0%	\$0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

Palm Tran (Transit)

- See footnote on previous page to note differences.



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

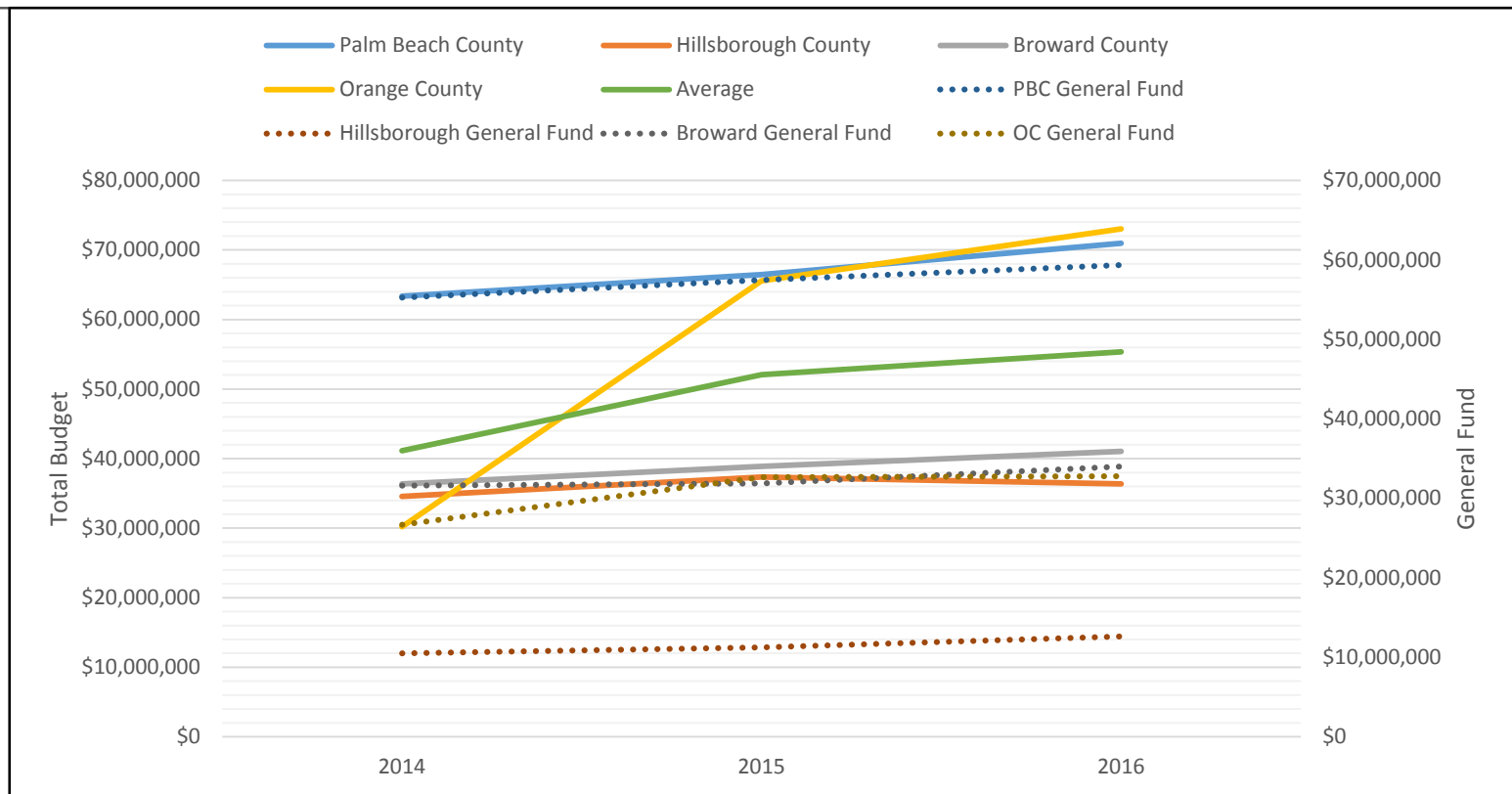
Orange County

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

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



Planning, Zoning & Building

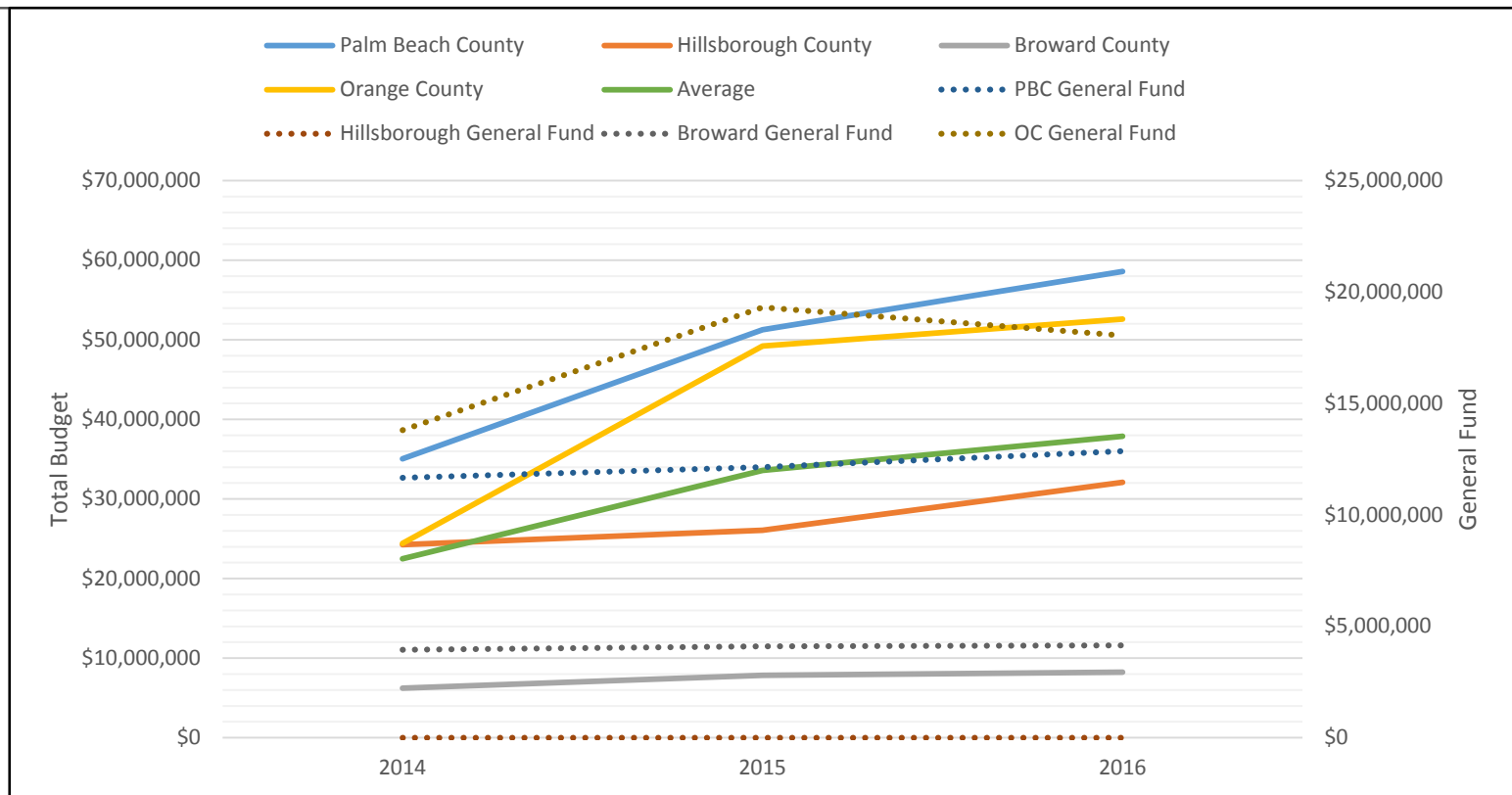
	2014		2015		2016	
Palm Beach County	\$35,041,069		\$51,269,439		\$58,584,800	
General Fund	\$11,669,389	33%	\$12,144,680	24%	\$12,855,308	22%
Hillsborough County	\$24,259,887		\$26,074,360		\$32,091,168	
General Fund	\$0	0%	\$0	0%	\$0	0%
Broward County	\$6,244,082		\$7,823,410		\$8,246,940	
General Fund	\$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

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



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

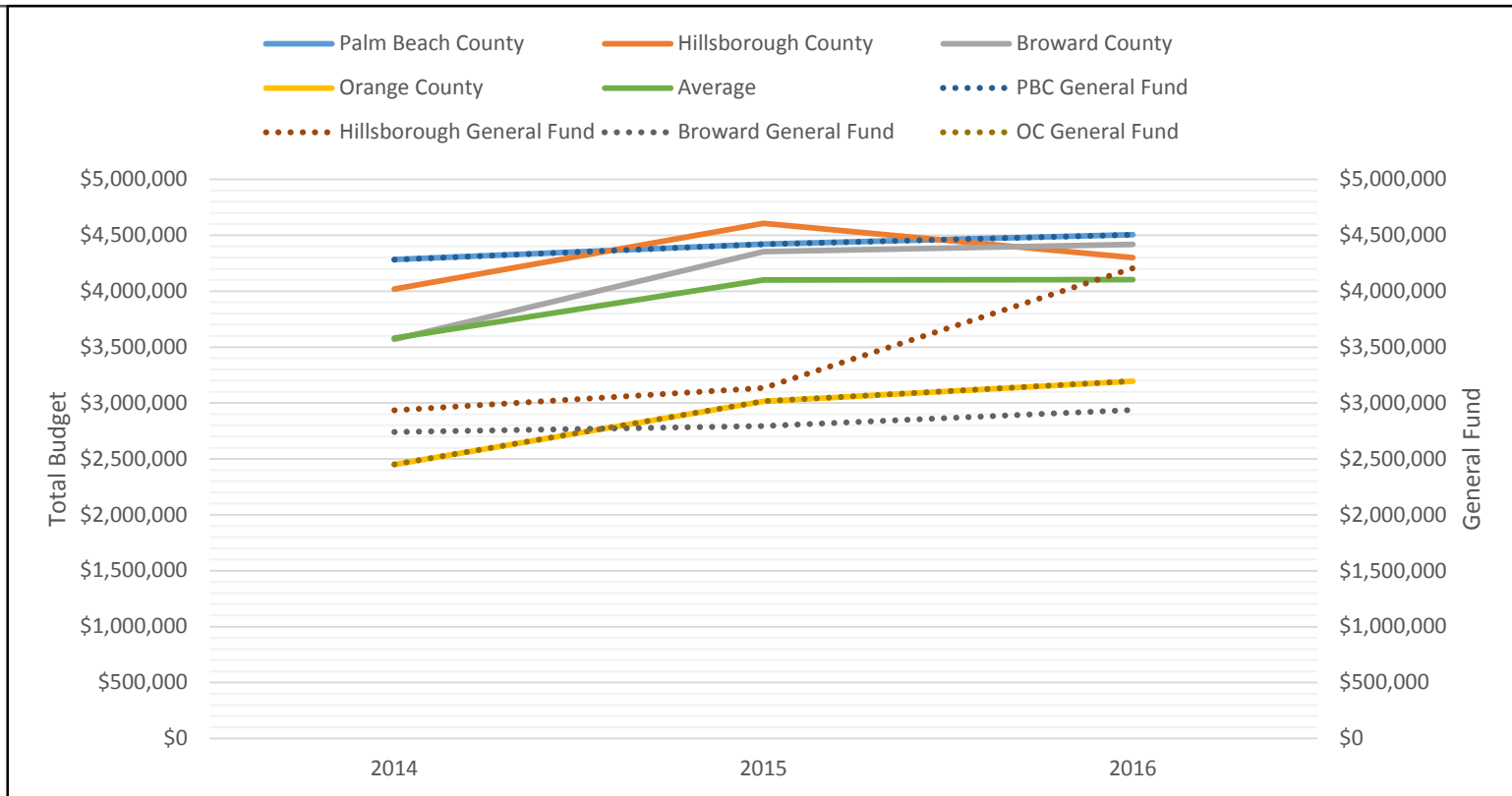
Orange County

Includes Orange TV

Palm Beach	Hillsborough	Broward	Orange
42	61	36	31

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 Affairs this is above average when compared to peers.



Public Safety

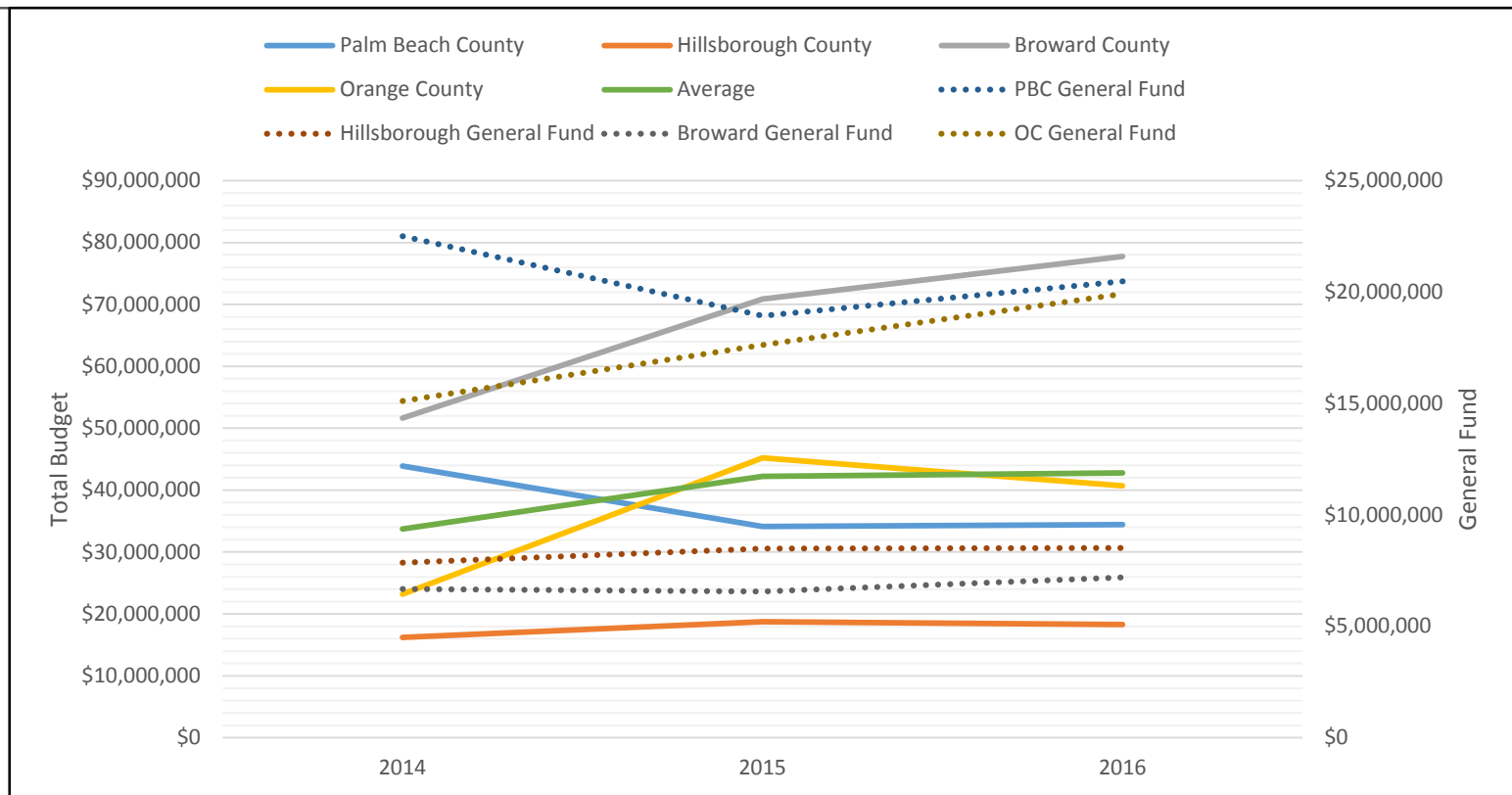
	2014		2015		2016	
Palm Beach County	\$43,886,257		\$34,110,887		\$34,441,858	
General Fund	\$22,504,365	51%	\$18,938,877	56%	\$20,482,135	59%
Hillsborough County	\$16,206,726		\$18,756,730		\$18,287,452	
General Fund	\$7,862,185	49%	\$8,489,743	45%	\$8,519,976	47%
Broward County	\$51,653,519		\$70,889,640		\$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

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



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

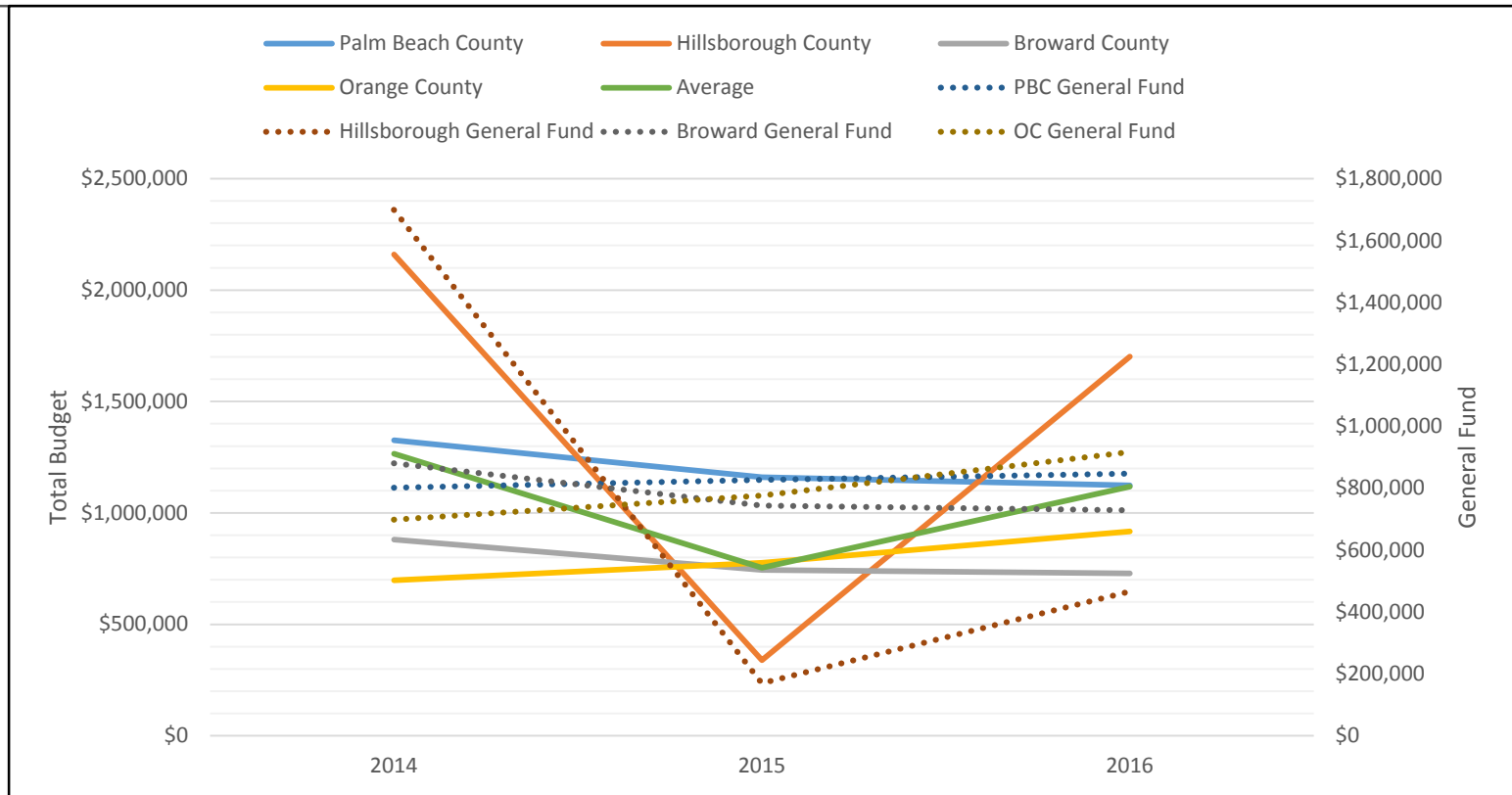
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
12	0	7	8

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



Library

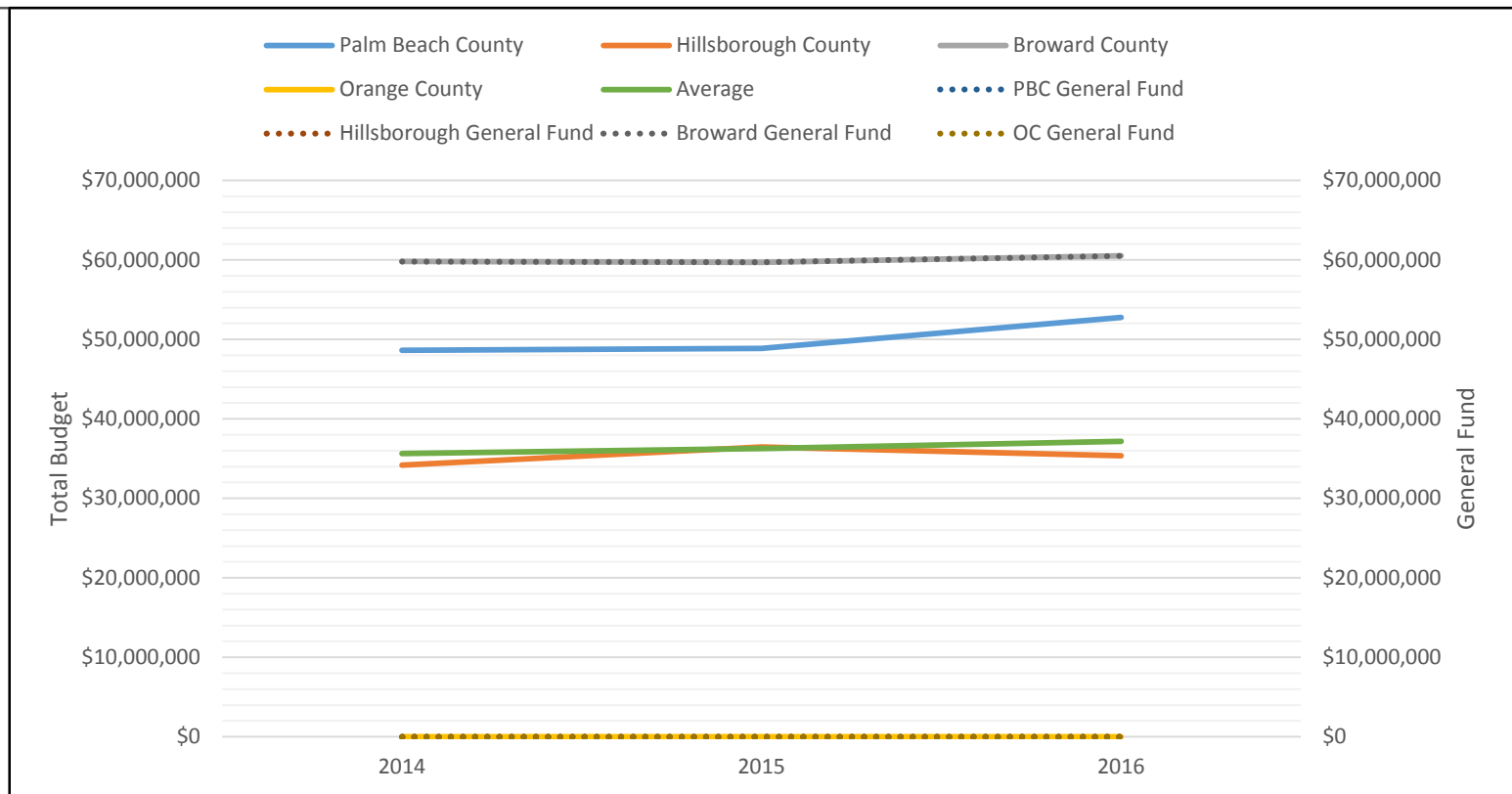
	2014		2015		2016	
Palm Beach County	\$48,631,772		\$48,866,296		\$52,760,873	
General Fund	\$0	0%	\$0	0%	\$0	0%
Hillsborough County	\$34,172,692		\$36,452,082		\$35,356,444	
General Fund	\$0	0%	\$0	0%	\$0	0%
Broward County	\$59,793,280		\$59,703,760		\$60,496,150	
General Fund	\$59,793,280	100%	\$59,703,760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

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%



CENTRAL SERVICE DEPARTMENTS

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

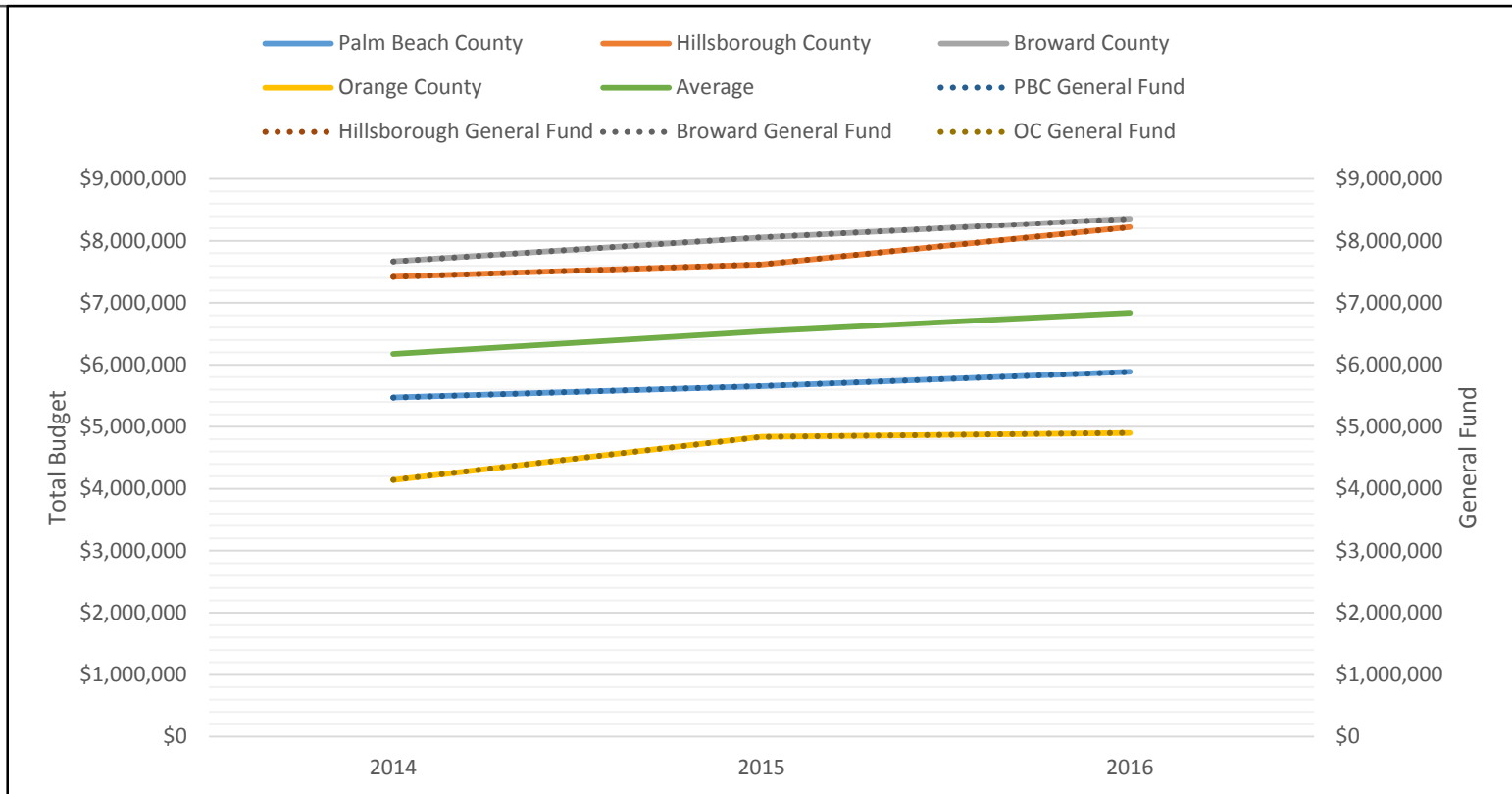
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
42	59	68	37

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



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

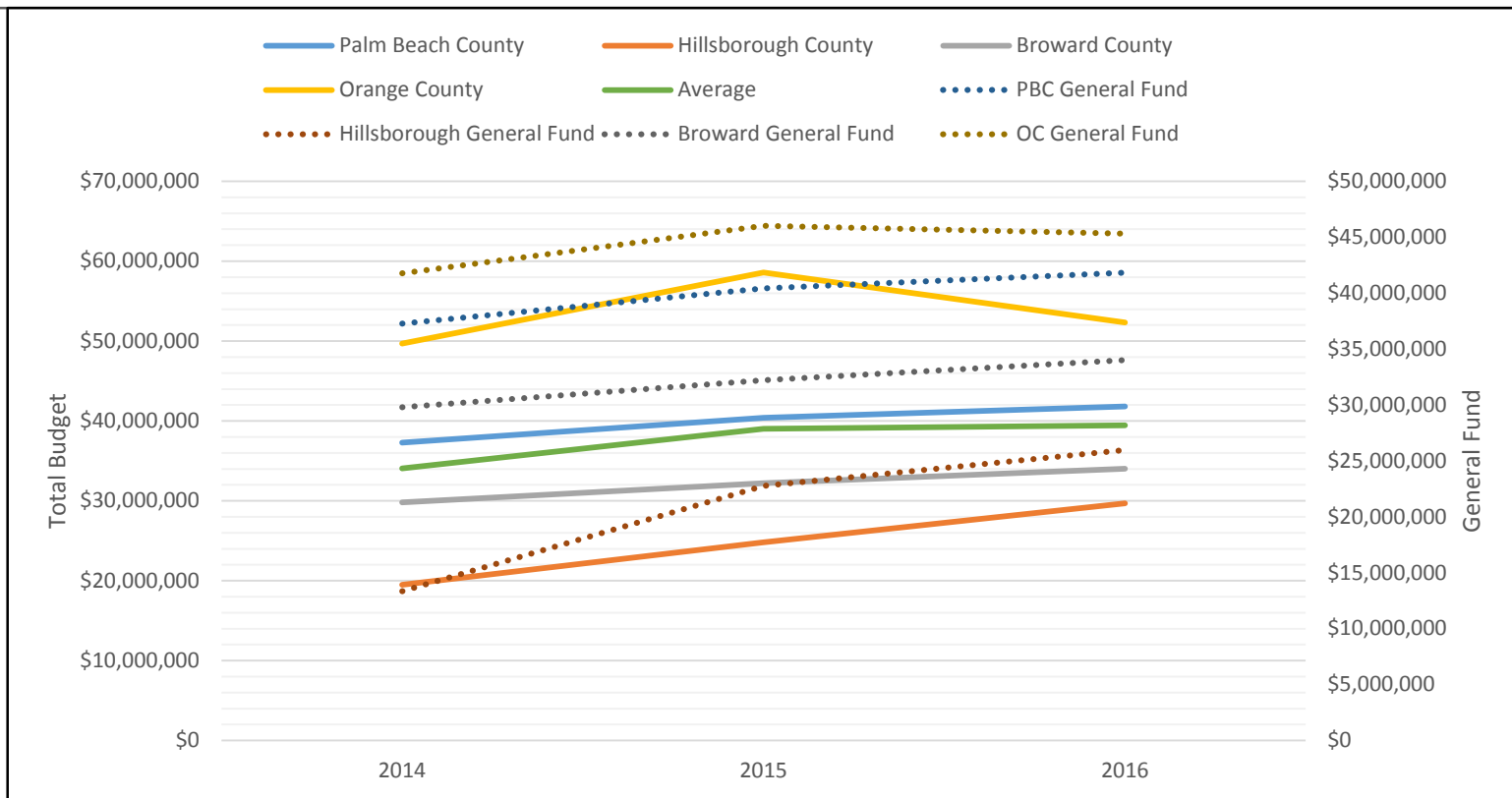
Orange County

Includes: Capital Projects Division,
Facilities Management Division, RE
Management Division, Admin

Palm Beach	Hillsborough	Broward	Orange
305	179	186	202

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



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

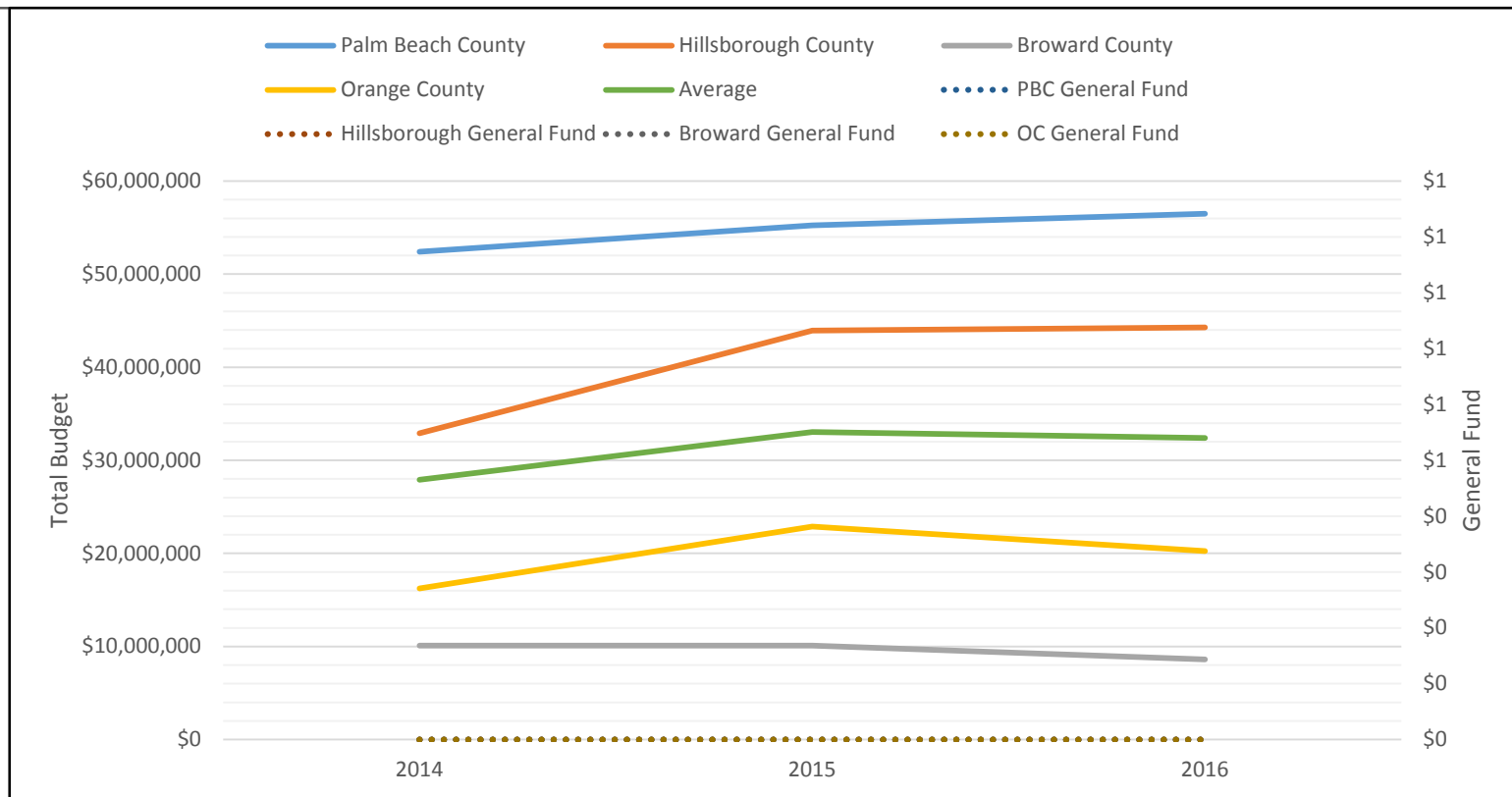
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
12	51	41	63

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



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

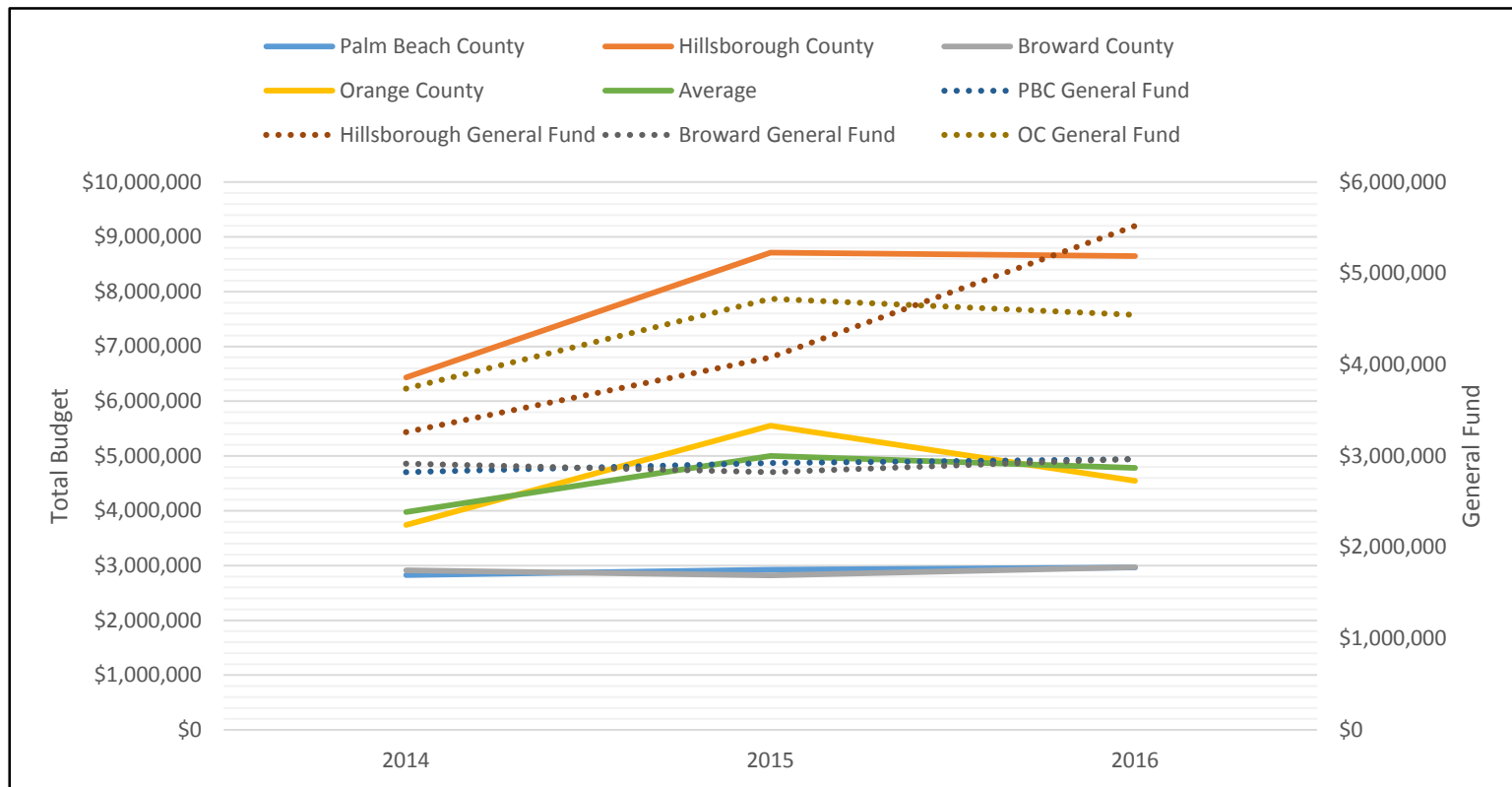
Orange County

Includes: Civil Service Board

Palm Beach	Hillsborough	Broward	Orange
32	89	28	42

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



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

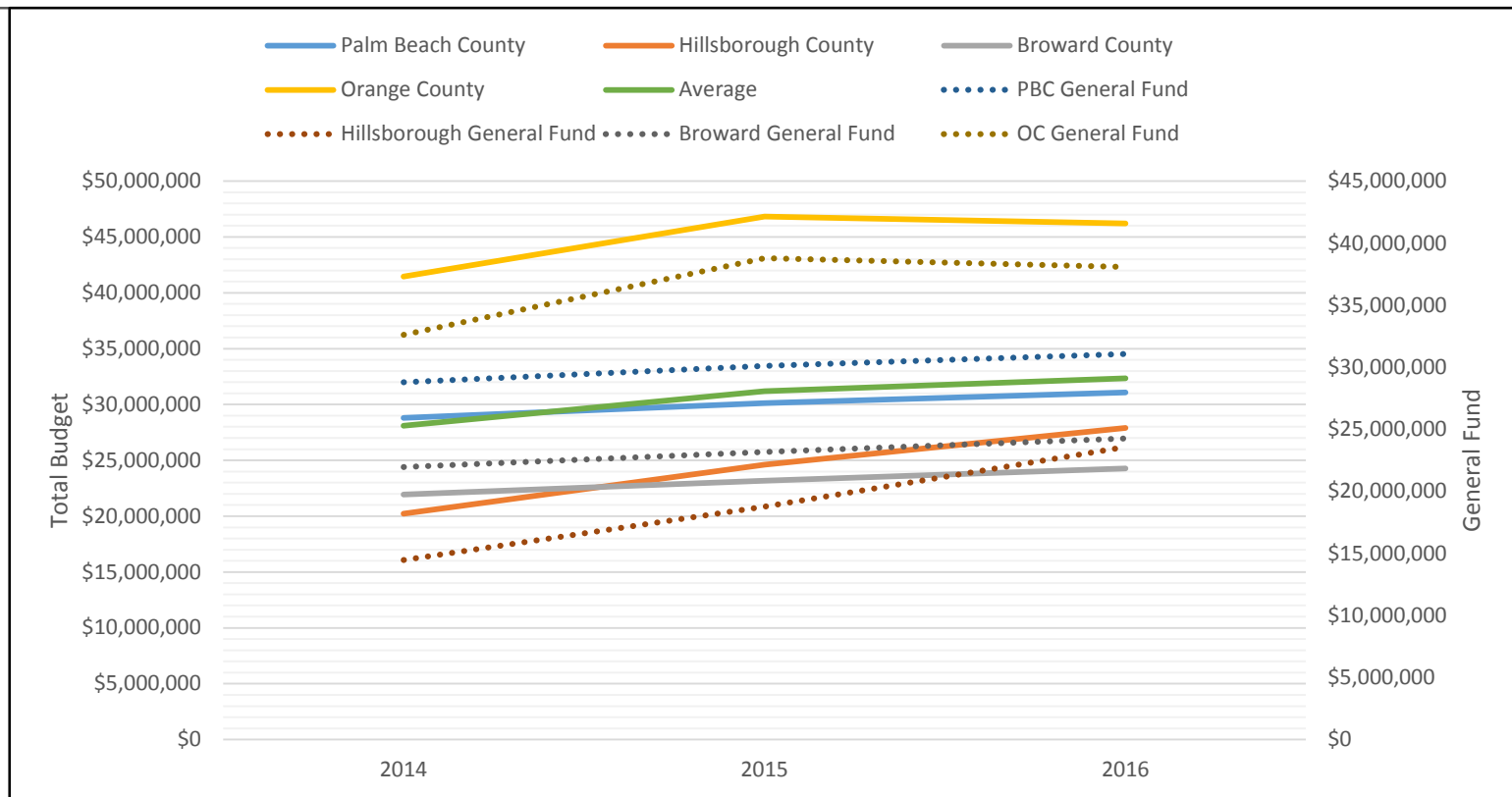
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
212	93	155	193

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



Office of Financial Management & Budget

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

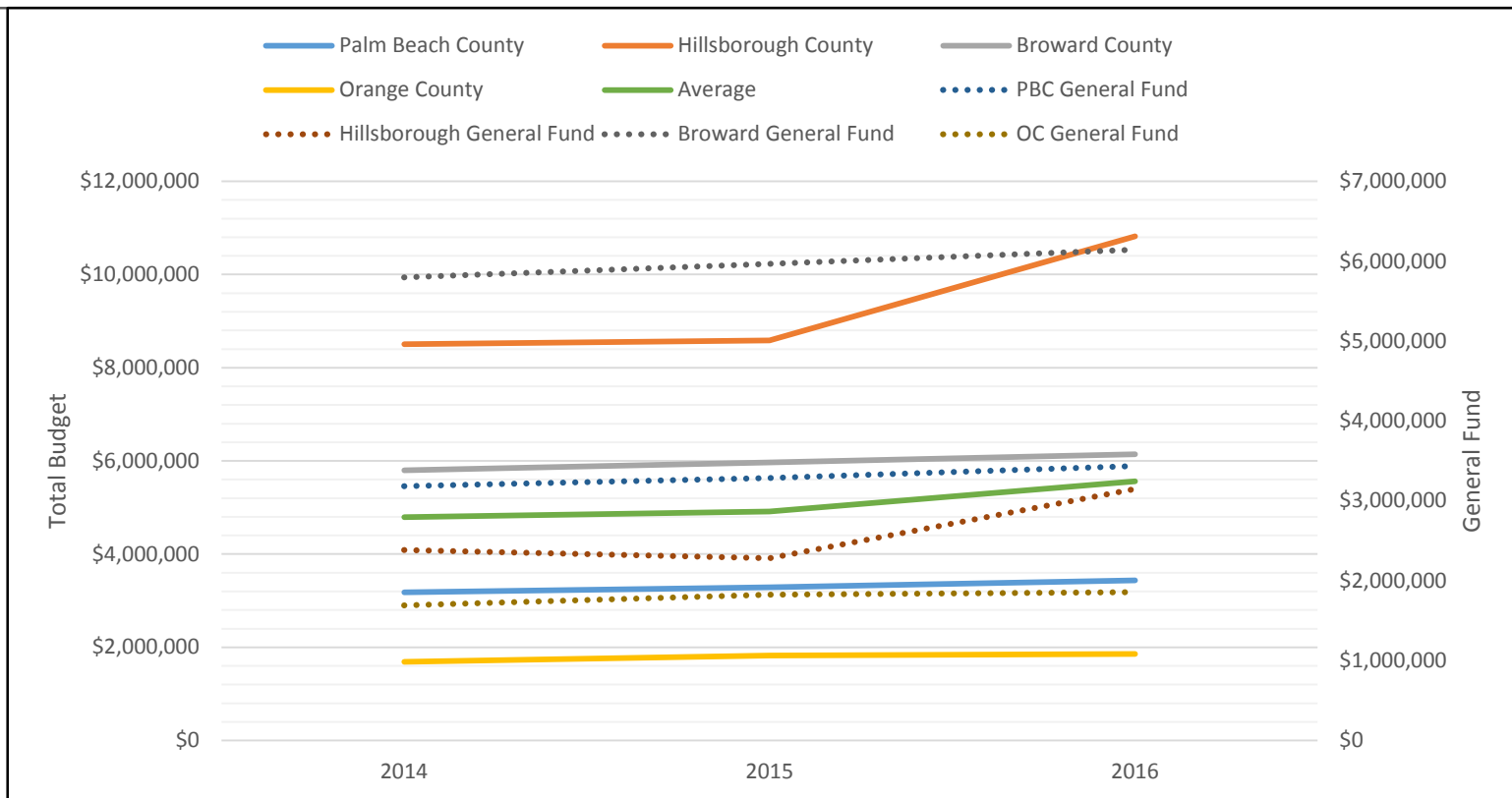
	2014		2015		2016	
Palm Beach County	\$3,183,071		\$3,285,022		\$3,436,451	
General Fund	\$3,183,071	100%	\$3,285,022	100%	\$3,436,451	100%
Hillsborough County	\$8,507,319		\$8,584,269		\$10,818,623	
General Fund	\$2,382,539	28%	\$2,282,929	27%	\$3,146,872	29%
Broward County	\$5,798,610		\$5,968,500		\$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

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



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

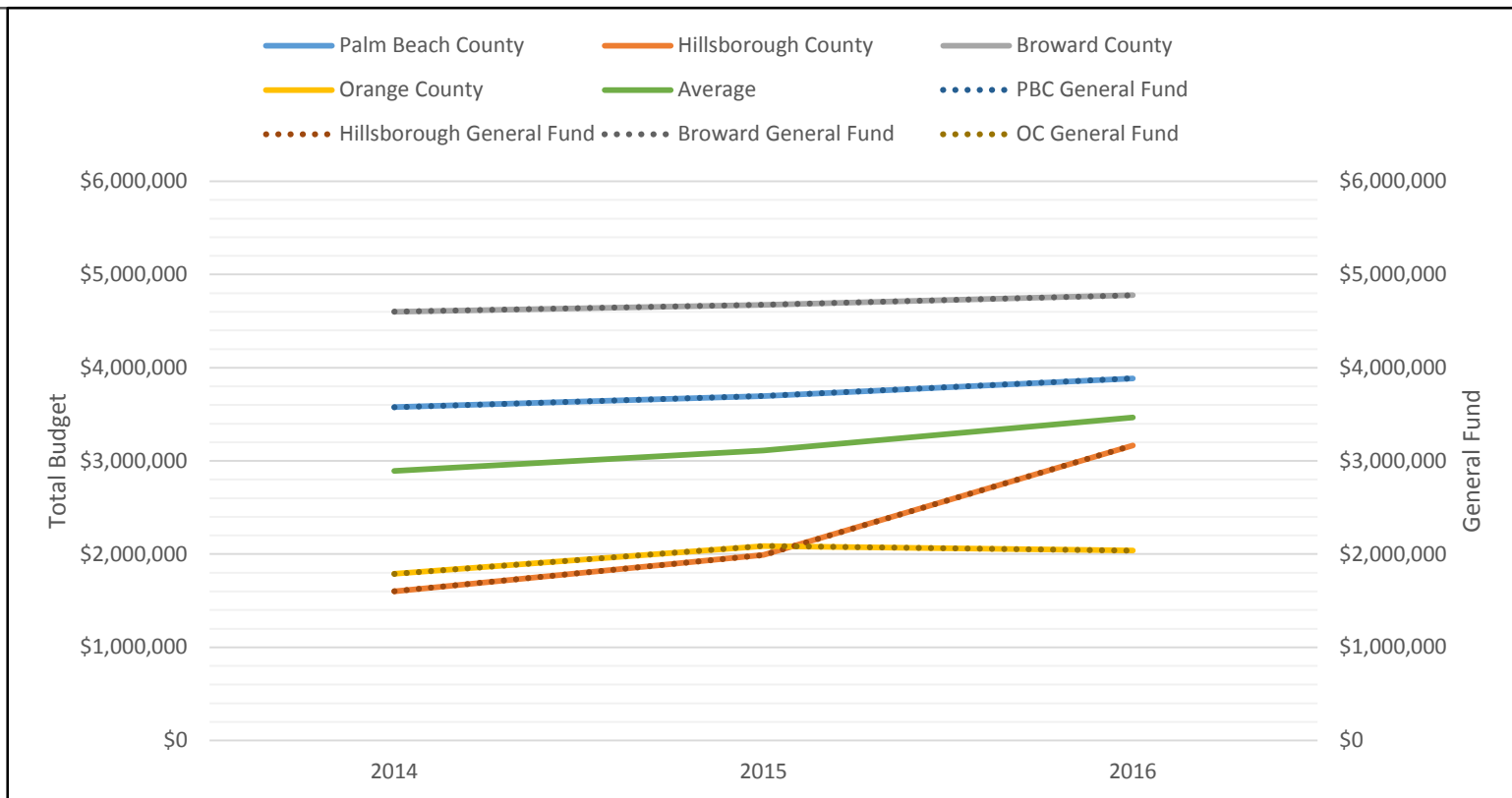
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
44	32	51	28

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



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

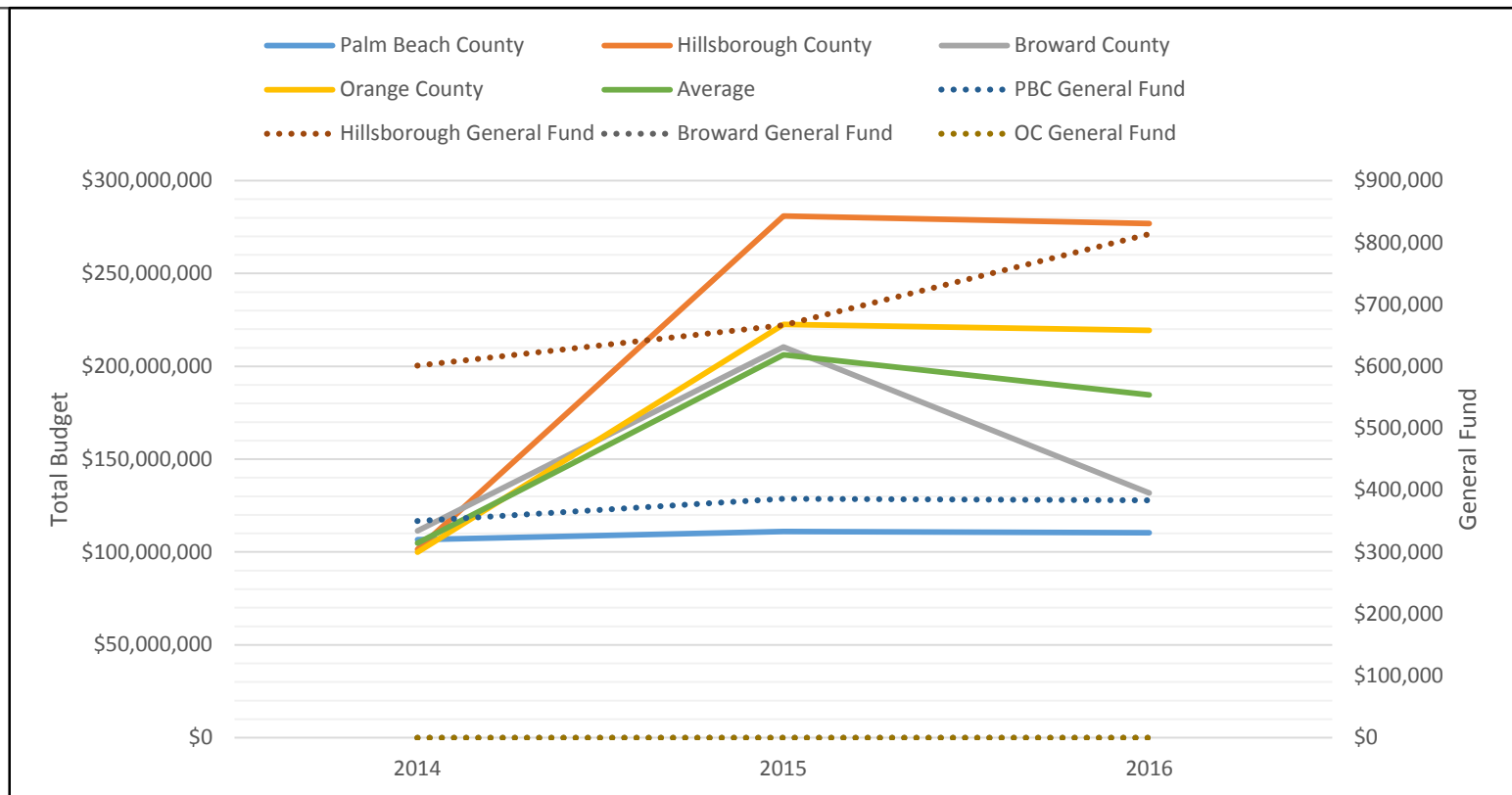
Orange County

Includes: Group Insurance & EAP

Palm Beach	Hillsborough	Broward	Orange
30	39	38	21

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



OTHER OFFICES, AGENCIES & COSTS

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

Includes: Internal Auditor, Commission on Ethics, Office of Inspector General

Hillsborough County

Includes: Internal Auditor

Broward County

Includes: Internal Auditor, Office of Inspector General

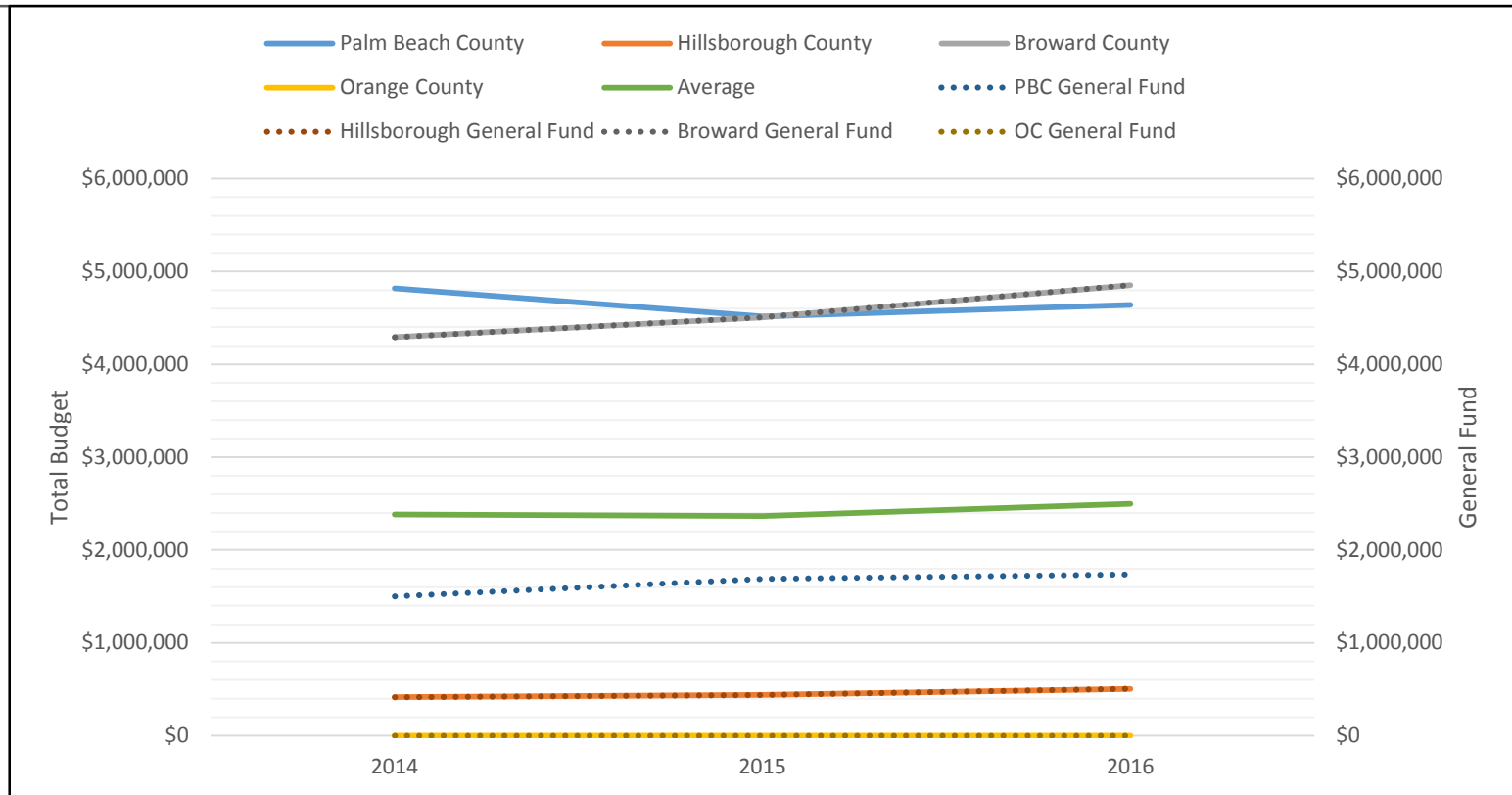
Orange County

Included in Comptroller

Palm Beach	Hillsborough	Broward	Orange
36	3	35	0

Accountability Offices

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



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

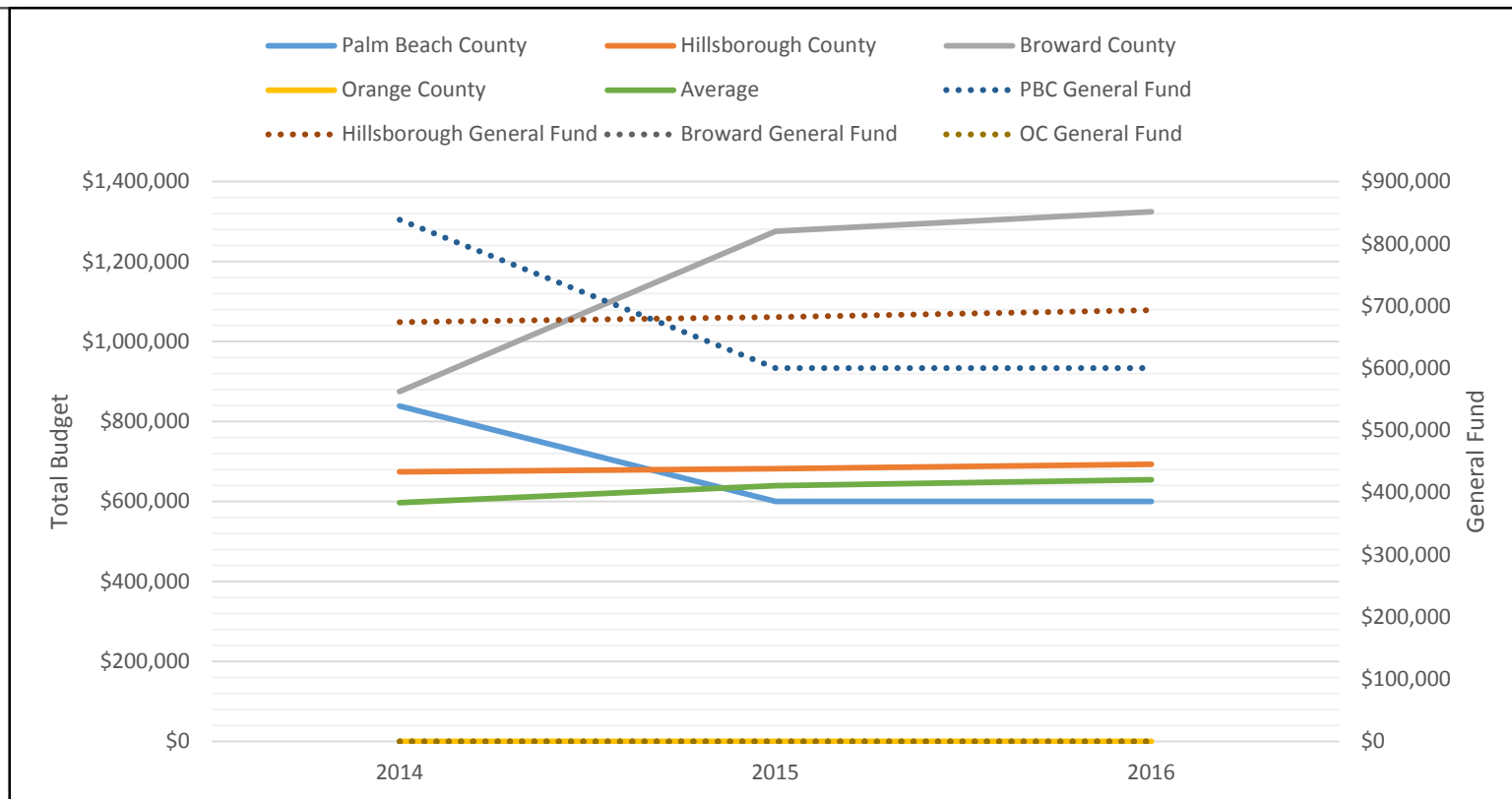
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
0	0	0	0

Value Adjustment Board

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



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

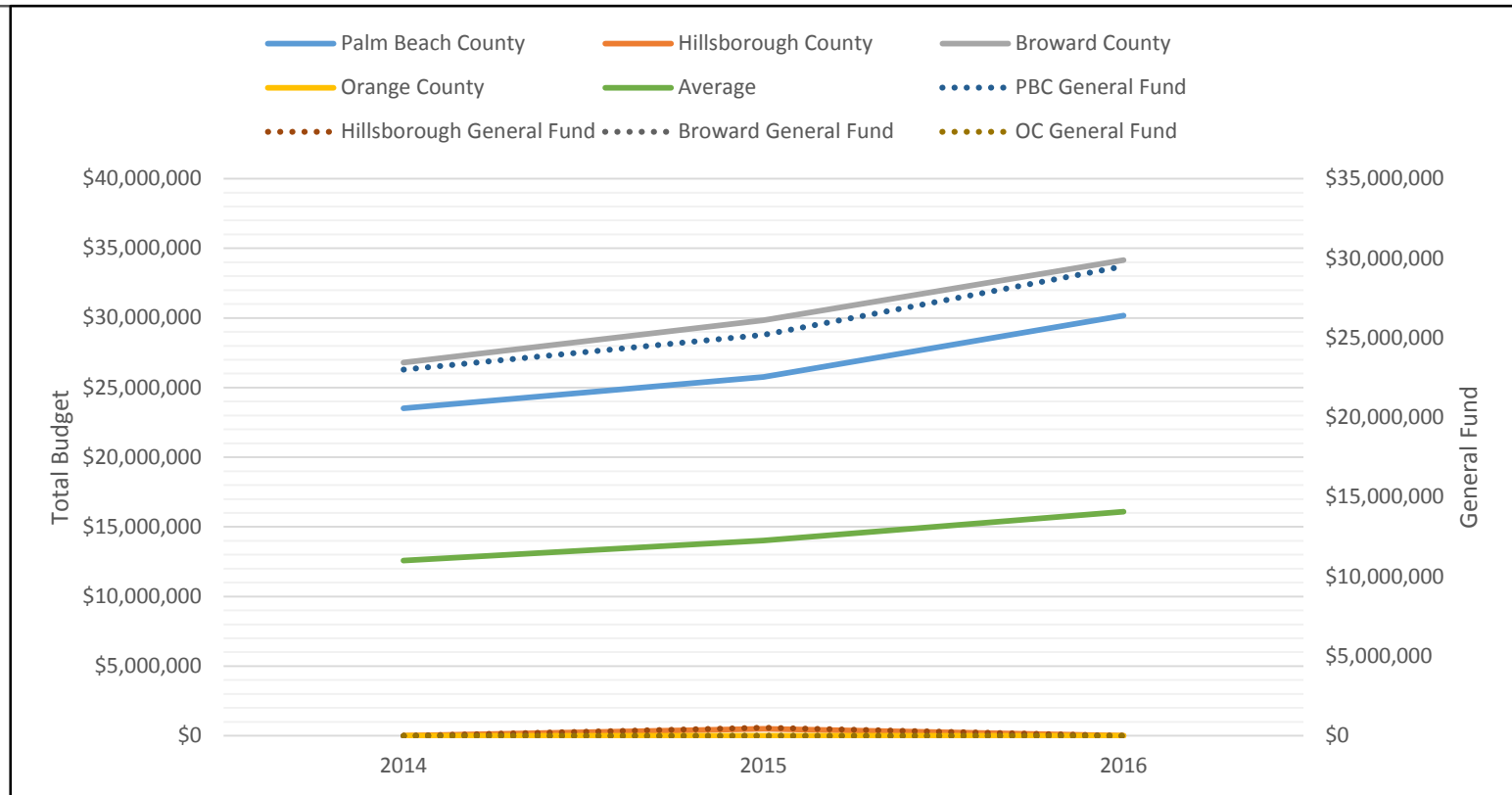
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
0	0	0	0

Community Redevelopment Agency (CRA)

- Palm Beach County reported above average for counties reporting CRA



SELF SUPPORTED DEPARTMENTS

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

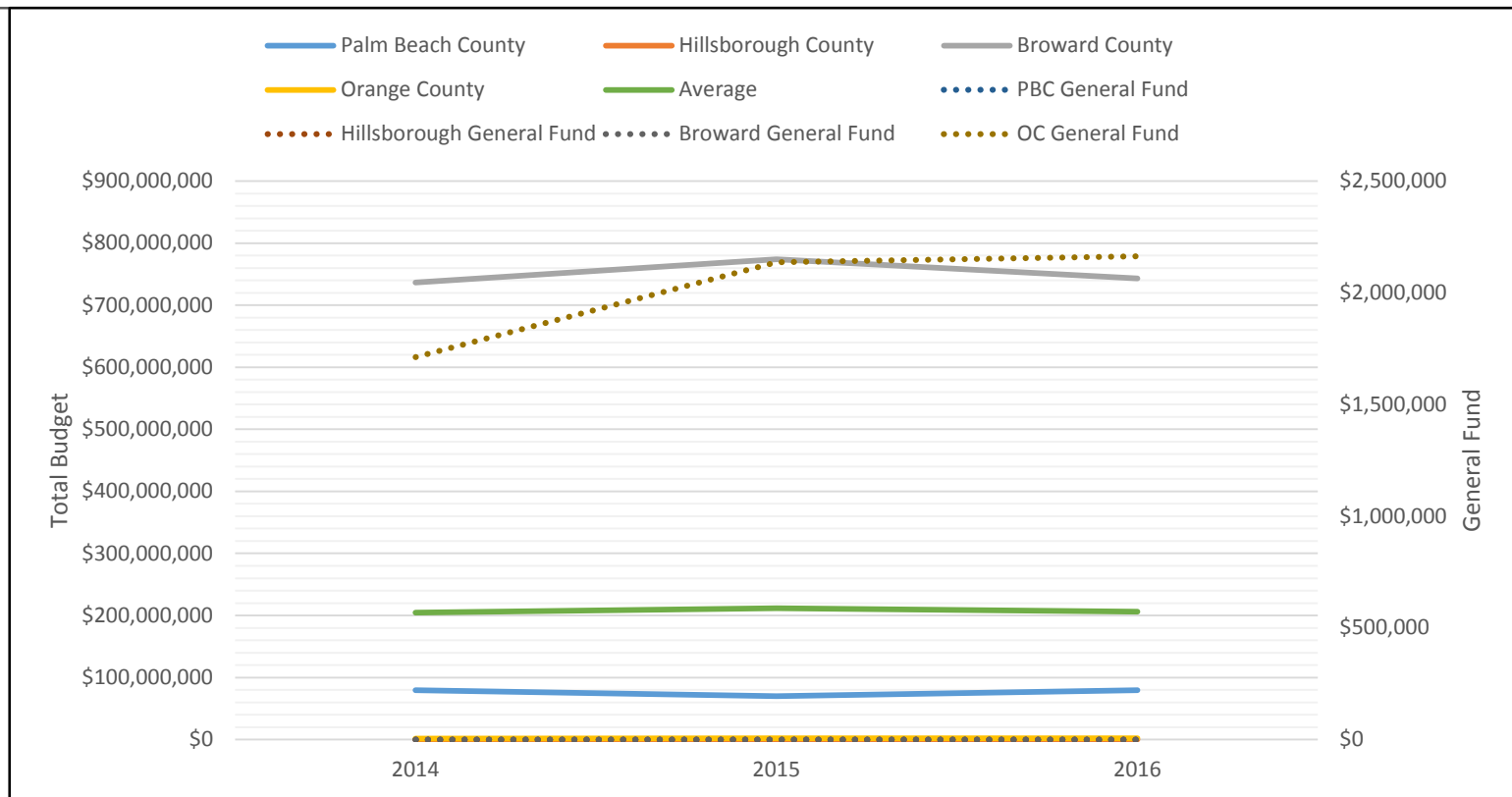
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
148	0	502	17

Airports

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



Tourist Development

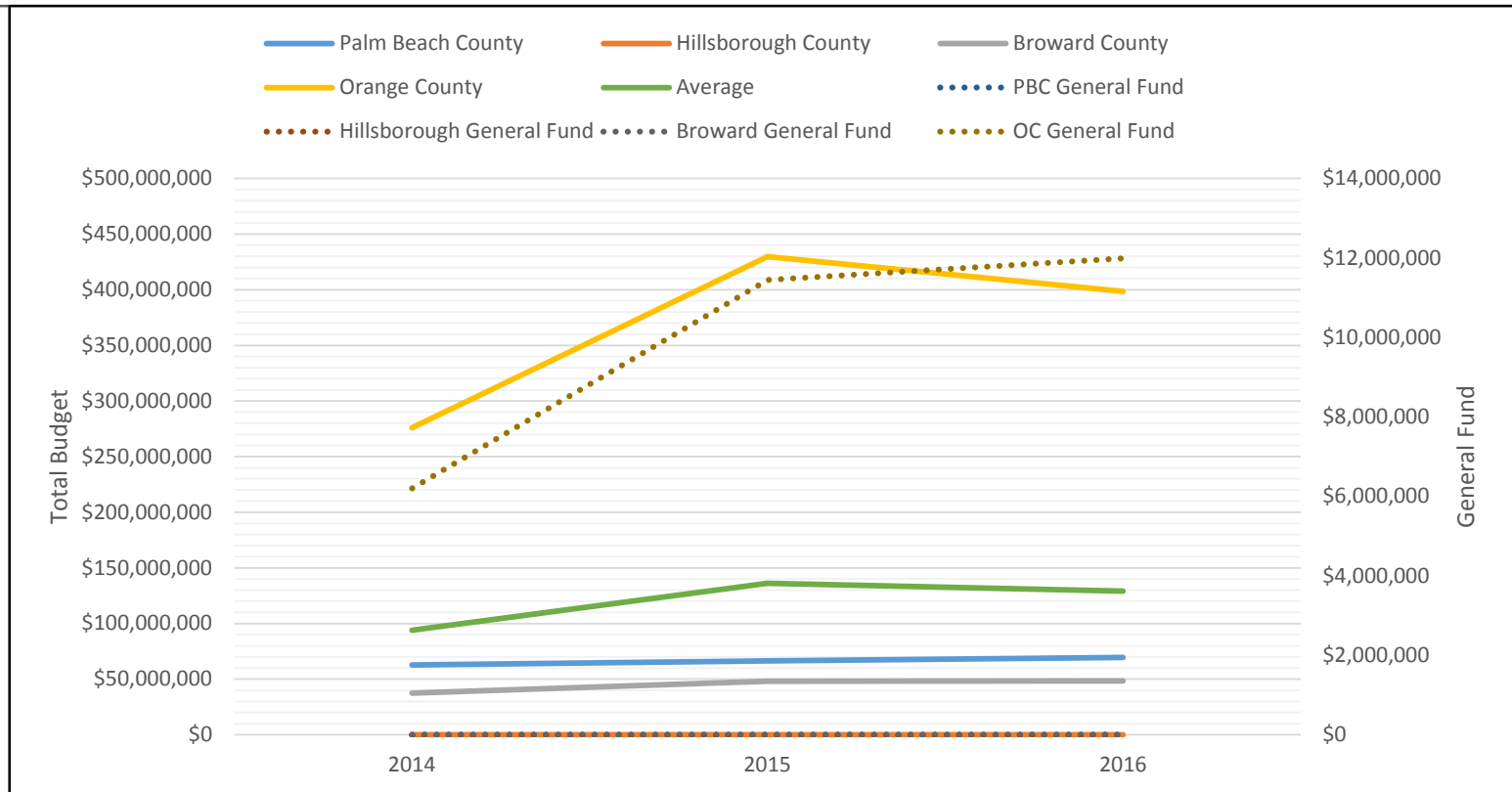
	2014		2015		2016	
Palm Beach County	\$62,678,747		\$66,363,542		\$69,603,247	
General Fund	\$0	0%	\$0	0%	\$0	0%
Hillsborough County	\$0		\$0		\$0	
General Fund	\$0	0%	\$0	0%	\$0	0%
Broward County	\$37,480,443		\$48,062,170		\$48,381,740	
General Fund	\$0	0%	\$0	0%	\$0	0%
Orange County	\$275,970,639		\$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

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



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

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

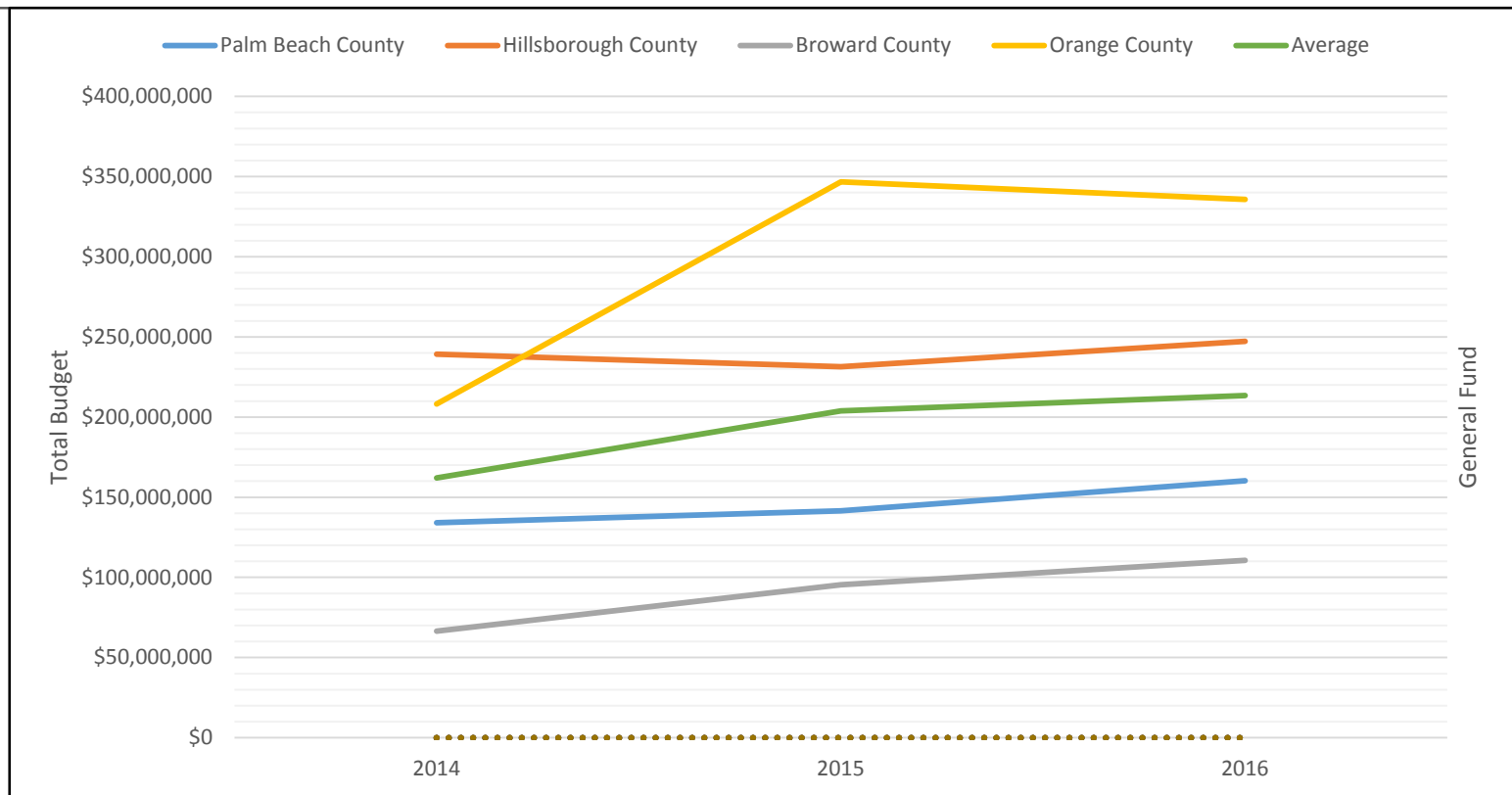
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
568	835	414	905

Water Utilities

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



CONSTITUTIONAL OFFICERS

Judicial

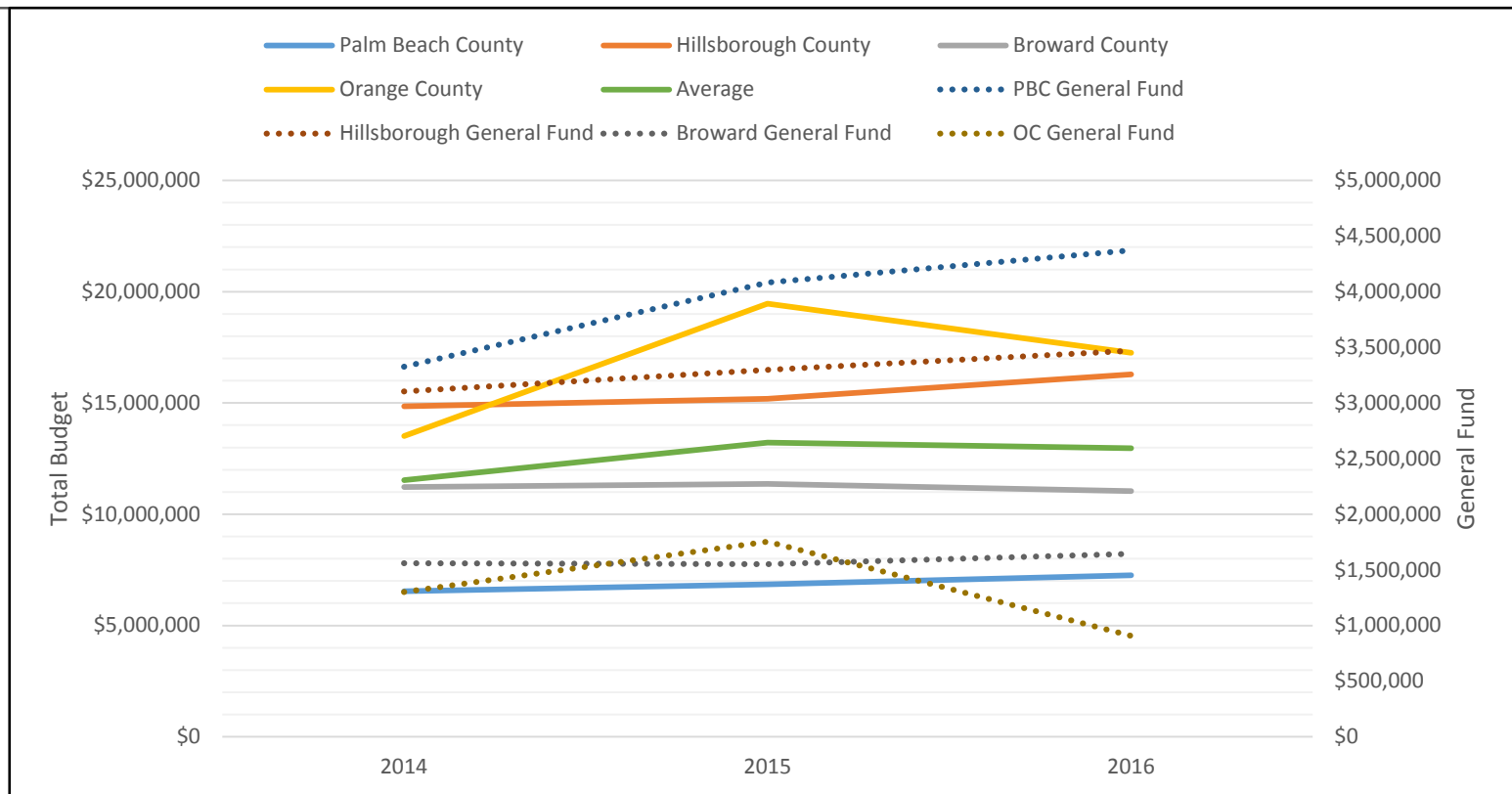
	2014		2015		2016	
Palm Beach County	\$6,545,389		\$6,855,156		\$7,263,652	
General Fund	\$3,325,213	51%	\$4,083,345	60%	\$4,372,514	60%
Hillsborough County	\$14,854,898		\$15,190,067		\$16,279,035	
General Fund	\$3,103,472	21%	\$3,298,868	22%	\$3,468,320	21%
Broward County	\$11,229,501		\$11,361,320		\$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

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



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

Includes: Comptroller

Hillsborough County

Broward County

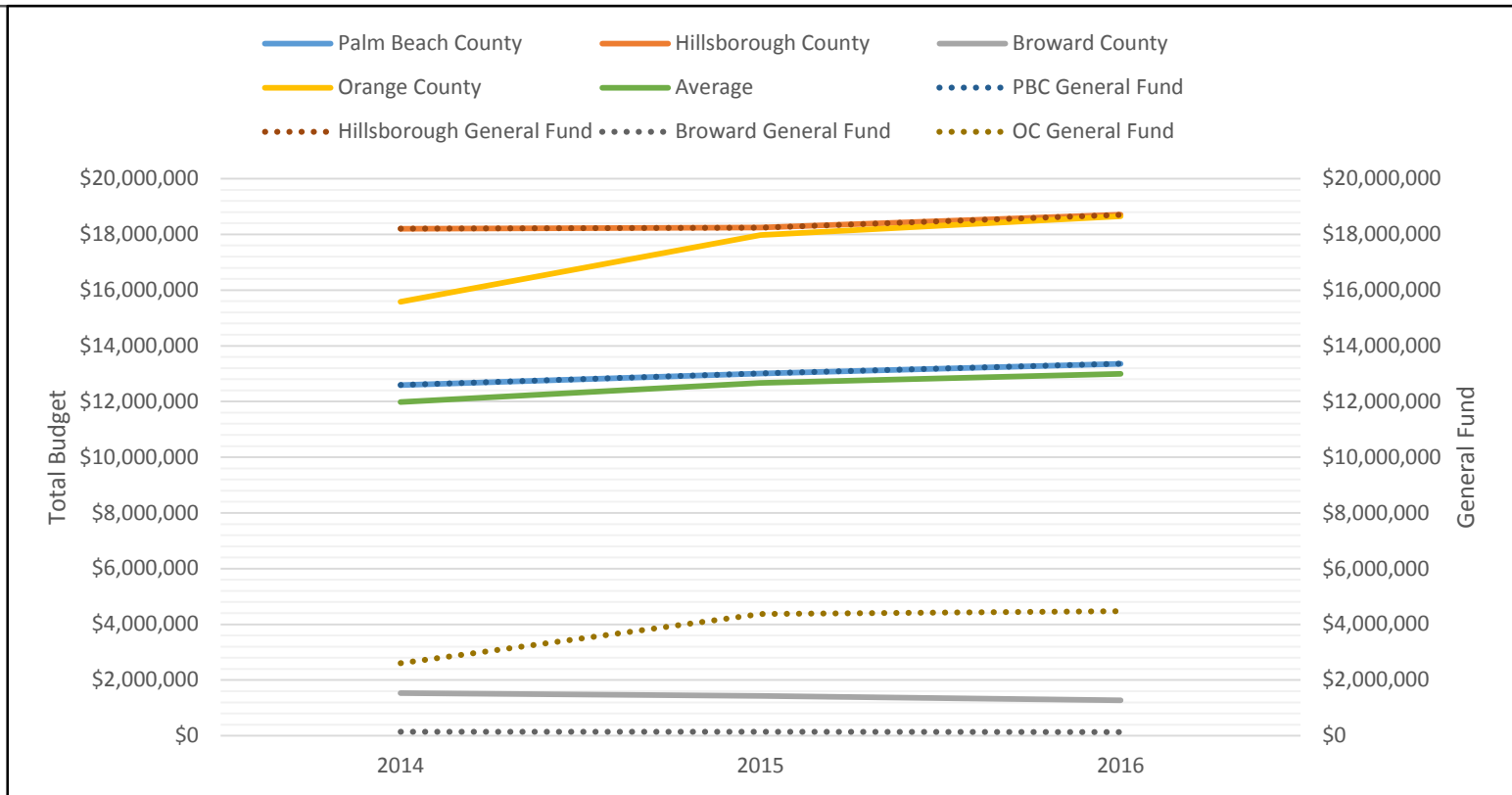
Orange County

Includes: Comptroller

Palm Beach	Hillsborough	Broward	Orange
138	103	0	230

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



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

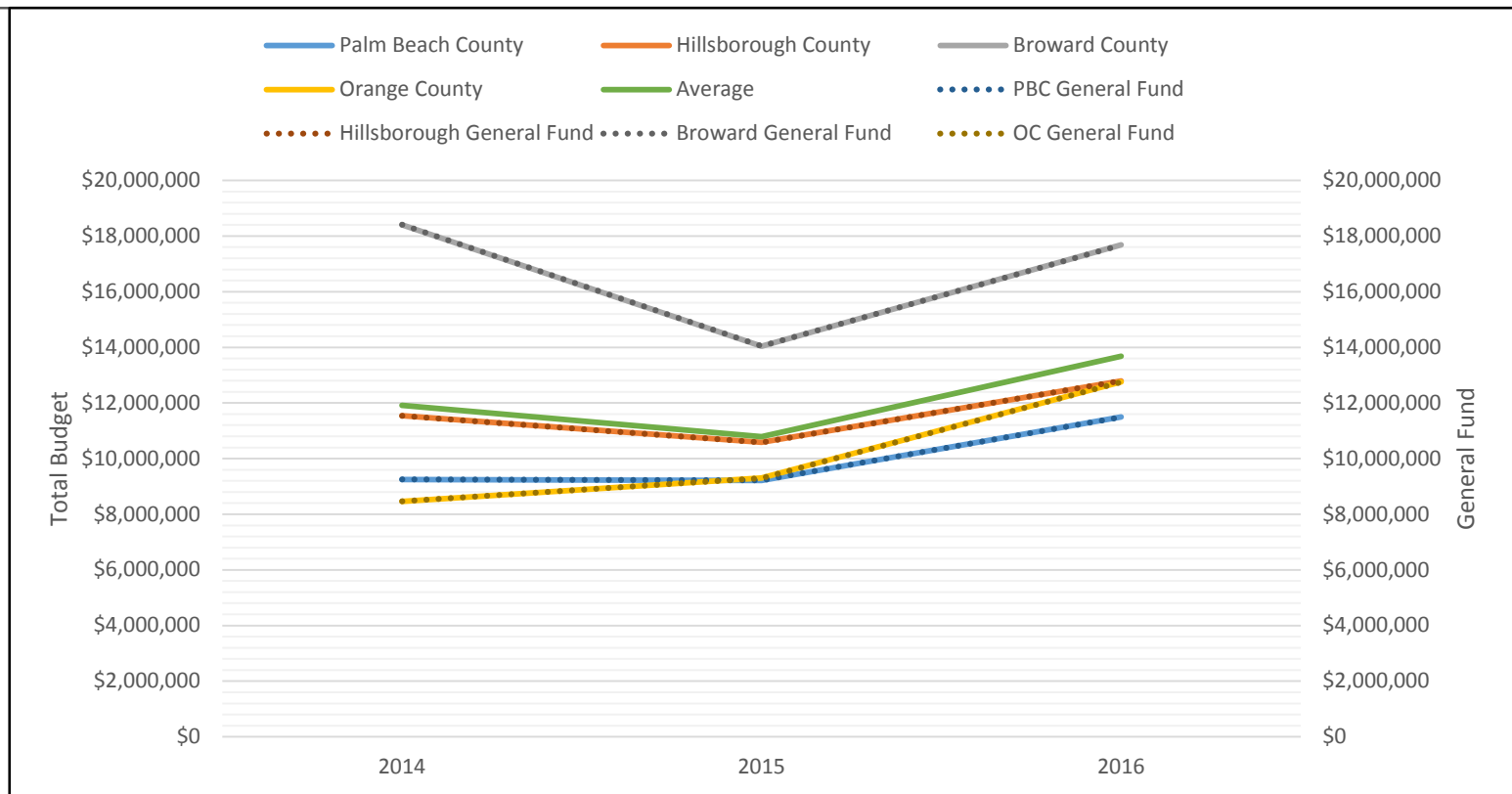
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
49	40	72	46

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



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

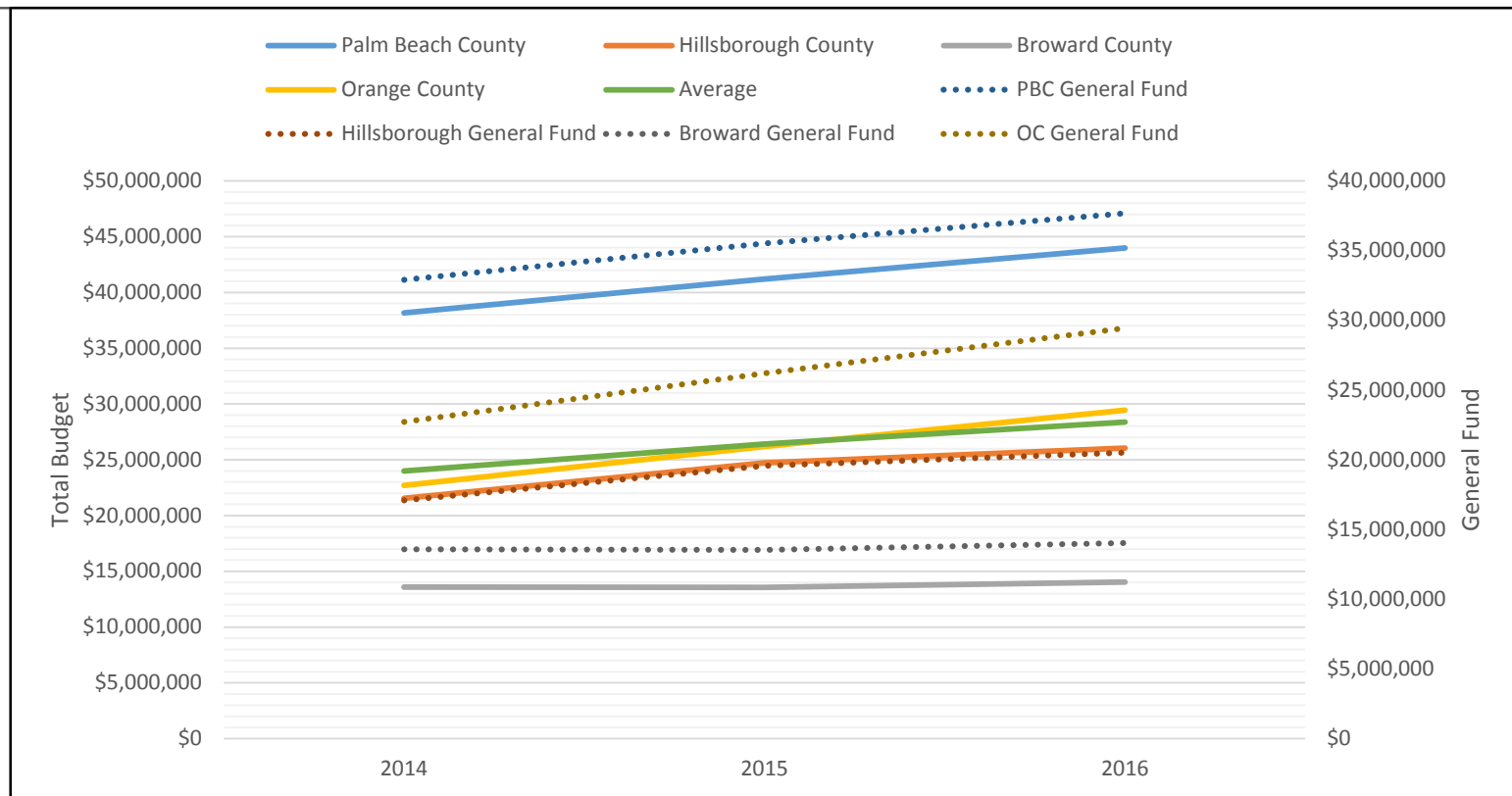
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
315	320	206	273

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



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

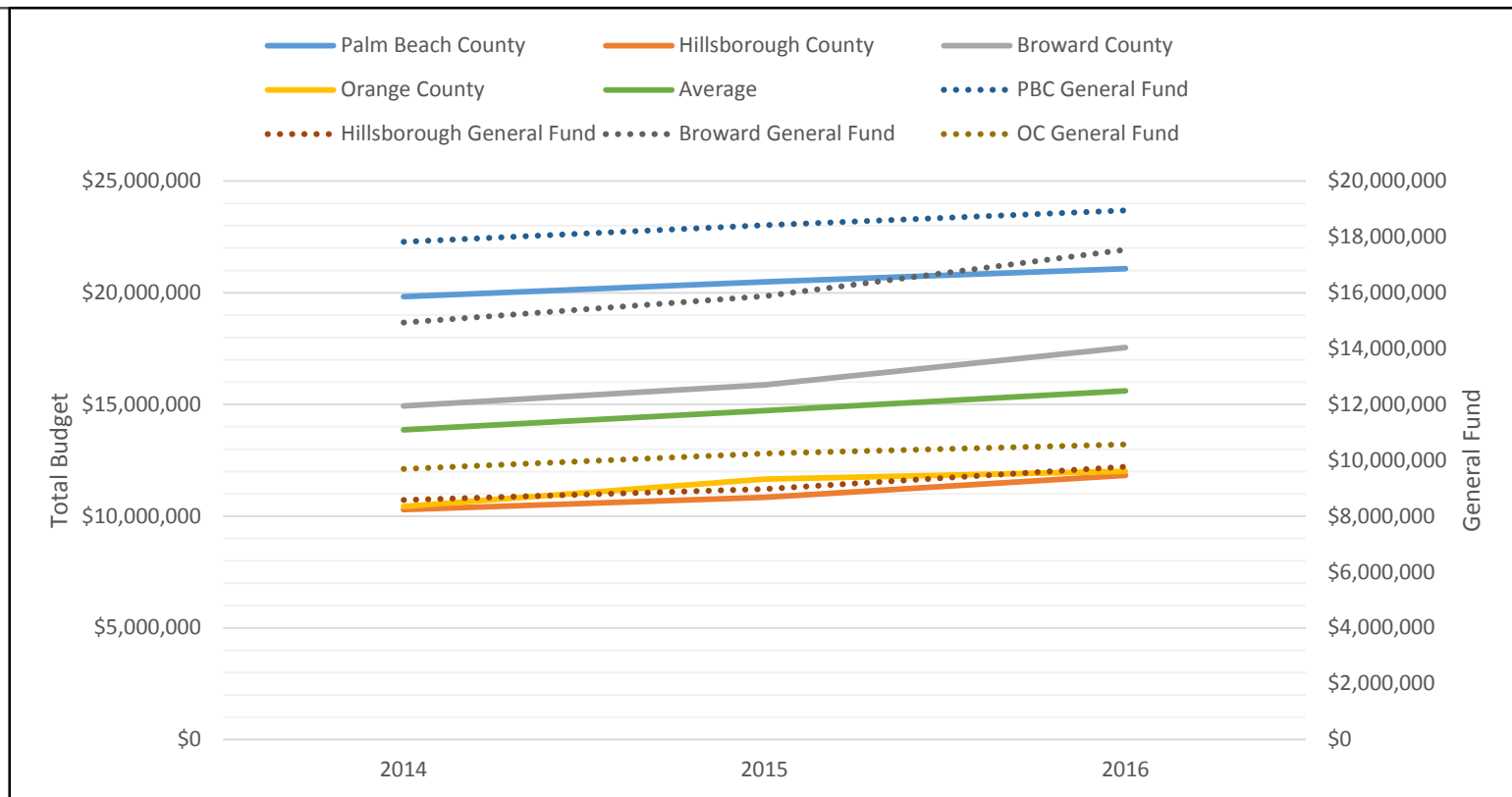
Broward County

Orange County

Palm Beach	Hillsborough	Broward	Orange
266	130	208	137

Property Appraiser

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



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

Includes: Juvenile Assessment Center, Law Enforcement, Sheriff

Hillsborough County

Includes: Juvenile Assessment Center, Law Enforcement, Sheriff, Drug Law, Training, Sheriff Jail Ops, Marine Enforcement, Judicial

Broward County

Includes: Sheriff Administration, Regional Law Enforcement, Law Enforcement Contracts, Detention, Trust

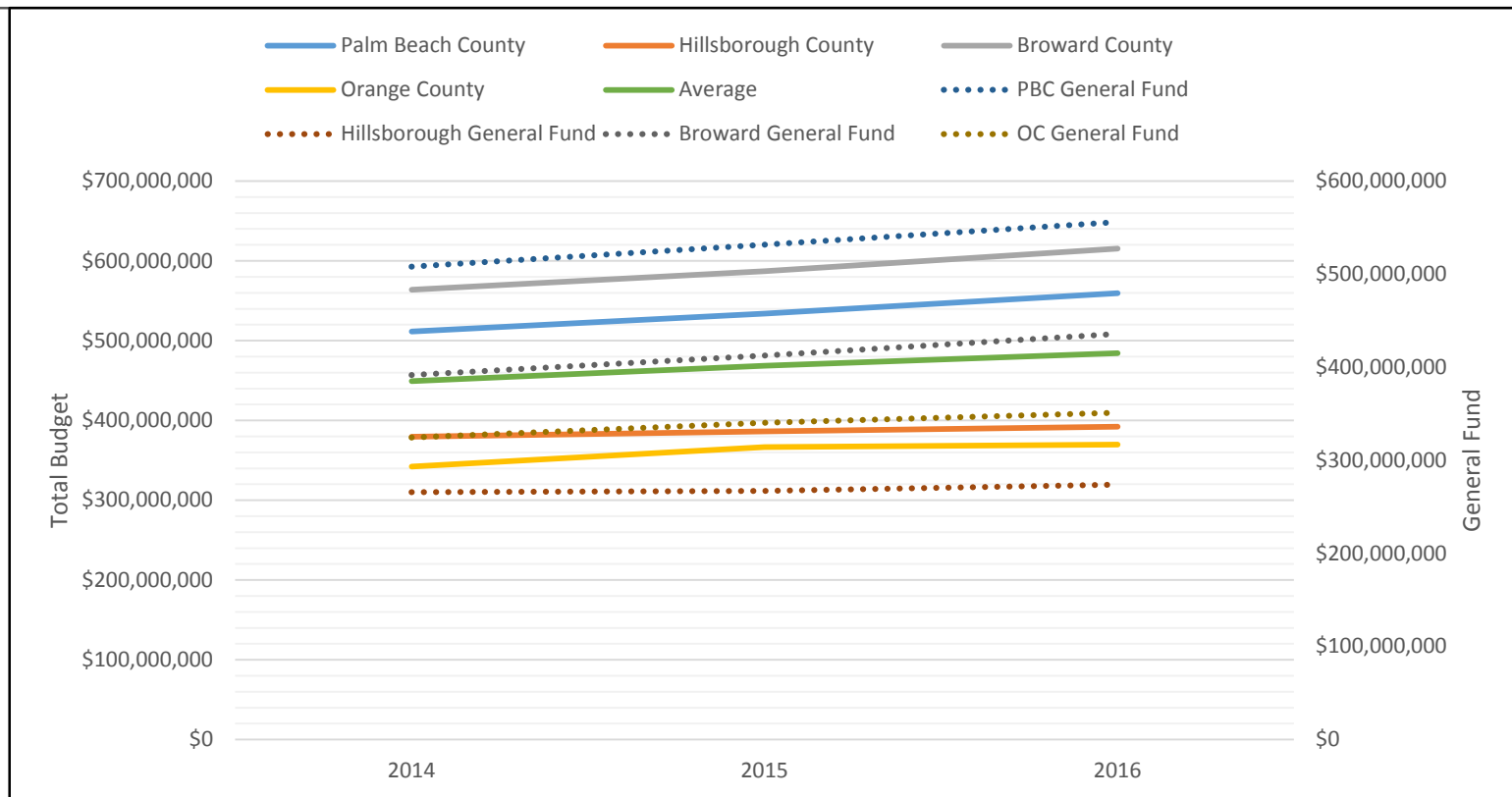
Orange County

Includes: Sheriff and Corrections

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

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



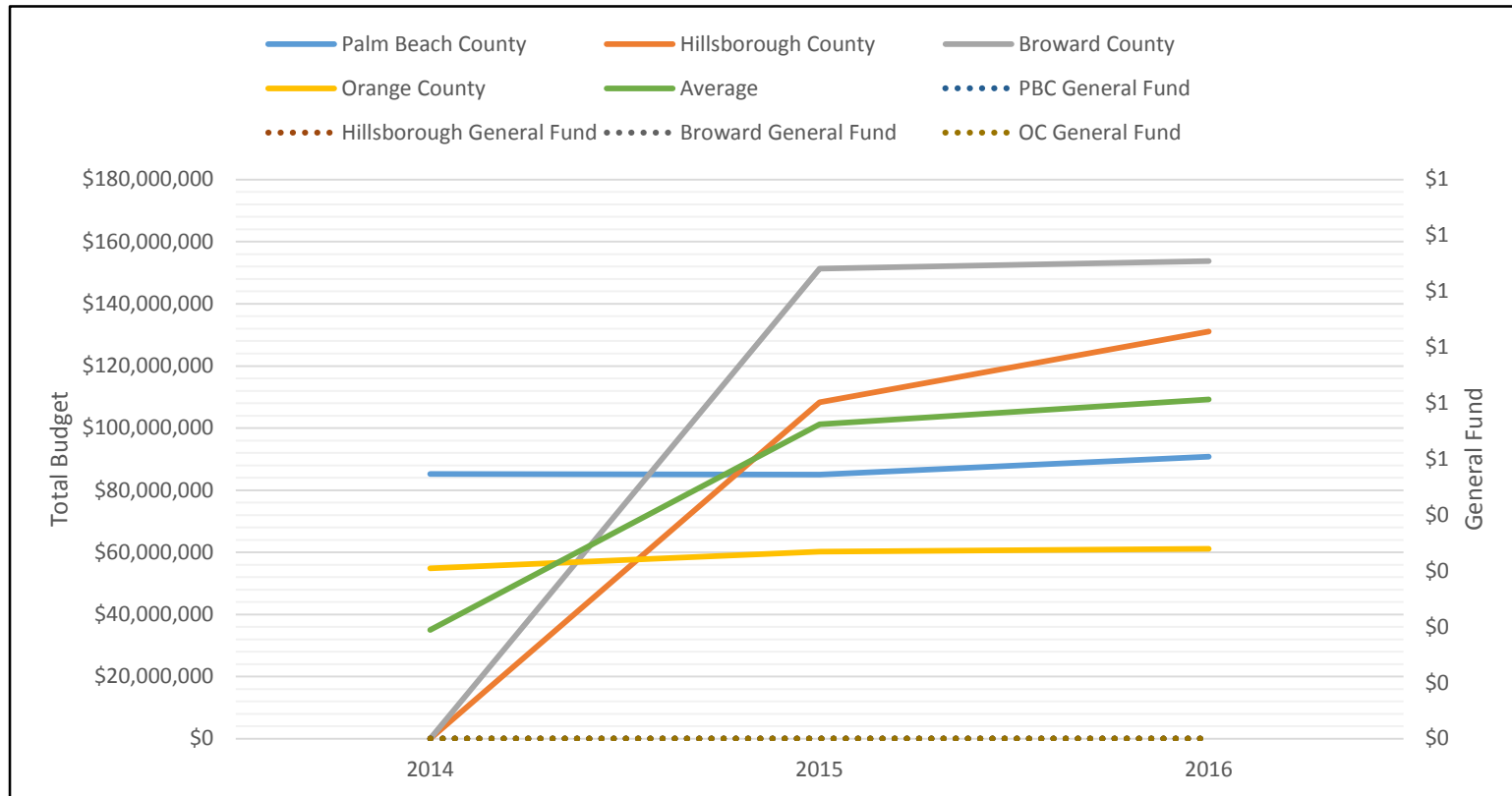
OTHER

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%

Reserves



PALM BEACH COUNTY

High Level Spend Analysis



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	

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	

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	

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	

SPEND APPENDIX

Spend Category supplier breakdown and opportunity assessment

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

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

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

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

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 TRANSPORTATION	\$ 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

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

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

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. 3 rd 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.

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

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	Leading Practice	N/A
County Opportunity	Low	Opportunity	N/A
Complexity	Low	Observations	Expenses will ebb and flow based on county acquisitions

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

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	Leading Practice	Audit of contracts and billings for errors, change orders not previously agreed to, non-standard mark-ups, and unapproved administrative expenses
County Opportunity	Med		
Complexity	High		
		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

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)

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

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 & Associates, 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	Leading Practice	Well defined specs and competitive bid process
County Opportunity	Low	Opportunity	N/A
Complexity	High	Observations	Expenditures generally tied to capital buildouts or new construction. Limited repeat purchases or year over year consistency

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

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

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

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

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

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 LAMBDA RAIL 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

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

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

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

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

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
Need 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

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

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	Leading Practice	Bid, monitor and maintain contracts
County Opportunity	Low	Opportunity	Monitor and maintain county contracts. Audit billing on regular basis
Complexity	Med	Observations	Managed county contracts are bid regularly

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)

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

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

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	Leading Practice	Bid, monitor and maintain contracts
County Opportunity	Low	Opportunity	Monitor and maintain contracts
Complexity	High	Observations	Contracts are bid and maintained regularly

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

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

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

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

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

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

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

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 FOUNDATION 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%

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

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

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

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

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

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

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

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