



Welcome to the 2017 FRPA Conference!

# Learning Objectives

- Summarize how to prepare a budget.
- Recognize the importance of a budget.
- Recognize different funding sources and describe how they impact your budget preparation.
- Recall the different components of a budget (i.e. operating, personnel, capital, revenue).
- Prepare a Budget.



# Introductions

- What is your Name?
- Where do you Work (city or county)?
- What is your job?
- What do you want to learn today?



# PBC Parks & Recreation Department

## FSS Division Org Chart

\$72M Operating Budget  
\$21M Revenue Budget  
\$51.6M Capital Budget  
\$125M Capital Sur Tax Projects  
586 Permanent Employees  
578 Non-Permanent Employees

Director, Financial  
& Support  
Services

Sr. Secretary

Revenue &  
Customer Service

Capital, Contracts  
& Financial  
Support

Purchasing/Payroll

Information  
Technology



# Why Budget?

*“Governments make program and service decisions and allocate scarce resources to programs and services through the budget process. As a result, the budget process is one of the most important activities undertaken by governments.”*

*National Advisory Council on  
State and Local Budgeting*

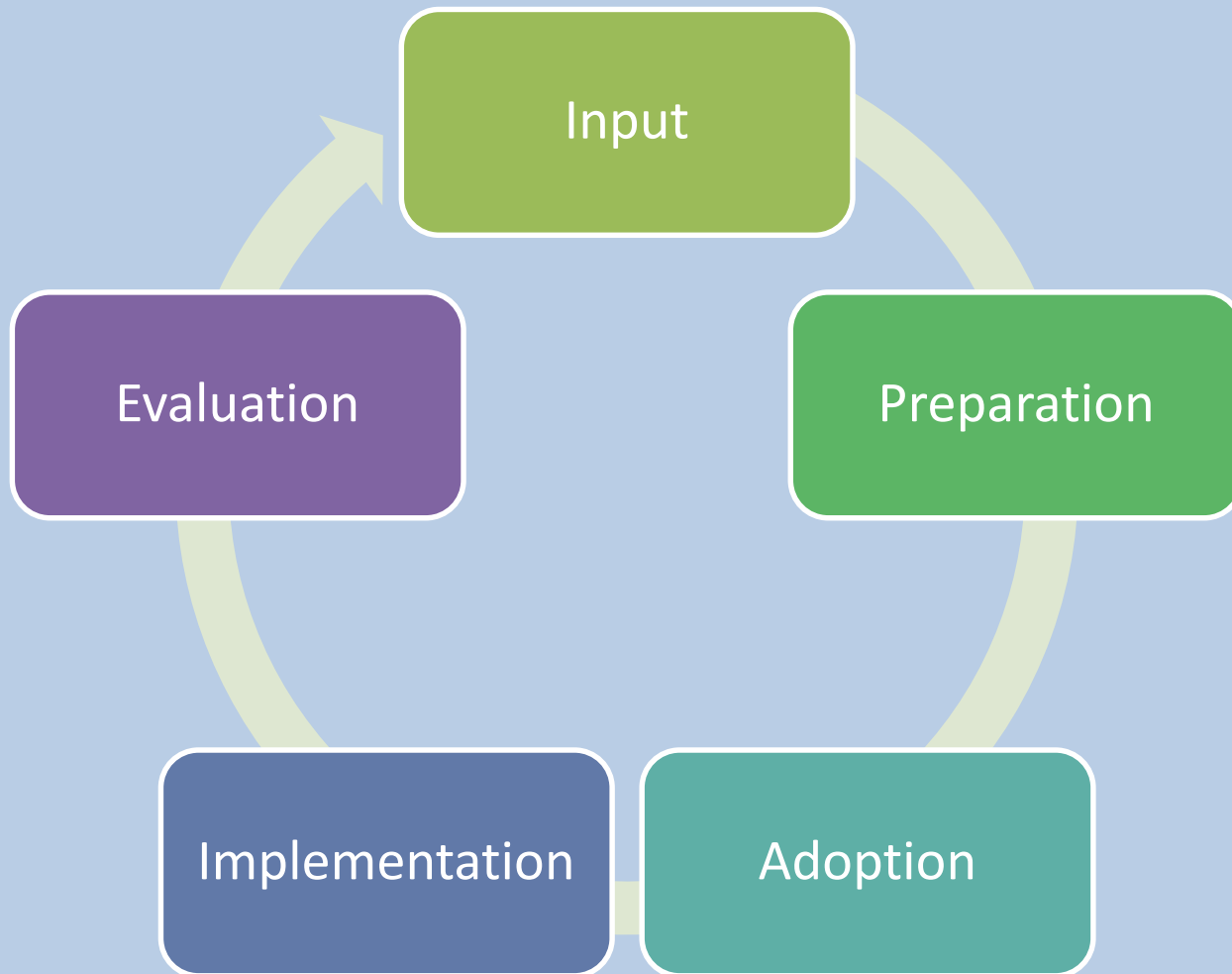


# Budget Process

- Key Characteristics of the Budget Process:
  - Incorporates a long-term perspective
  - Establishes linkages to broad organizational goals
  - Focuses budget decisions on results and outcomes
  - Involves and promotes effective communication with stakeholders



# Budget Process



# Palm Beach County Budget Process

- Budget is based on fiscal year 10/1-09/30
- Budget Preparation Schedule is as follows:
  - January-Begins Budget Preparation
  - March-Budget Due to Budget Office
  - May-Management Team Meets
  - June & July-Budget Workshops
  - September-Public Hearings





# Primary Funding Sources

- Charges for Services
- Grants
- Bonds
- User Fees
  - Sales Tax, Gas Tax, Tourist Development Tax, Sur-Tax
- Impact Fees
- Property Taxes



# Impact Fees

- Fees assessed against new development that are used to provide capital facilities, such as roads, schools and parks, that are demanded by growth.
- Funds collected from impact fees can NOT be used to repair or replace existing capital facilities.
- Funds can only be used to provide for NEW capital facilities which are necessitated by new development.



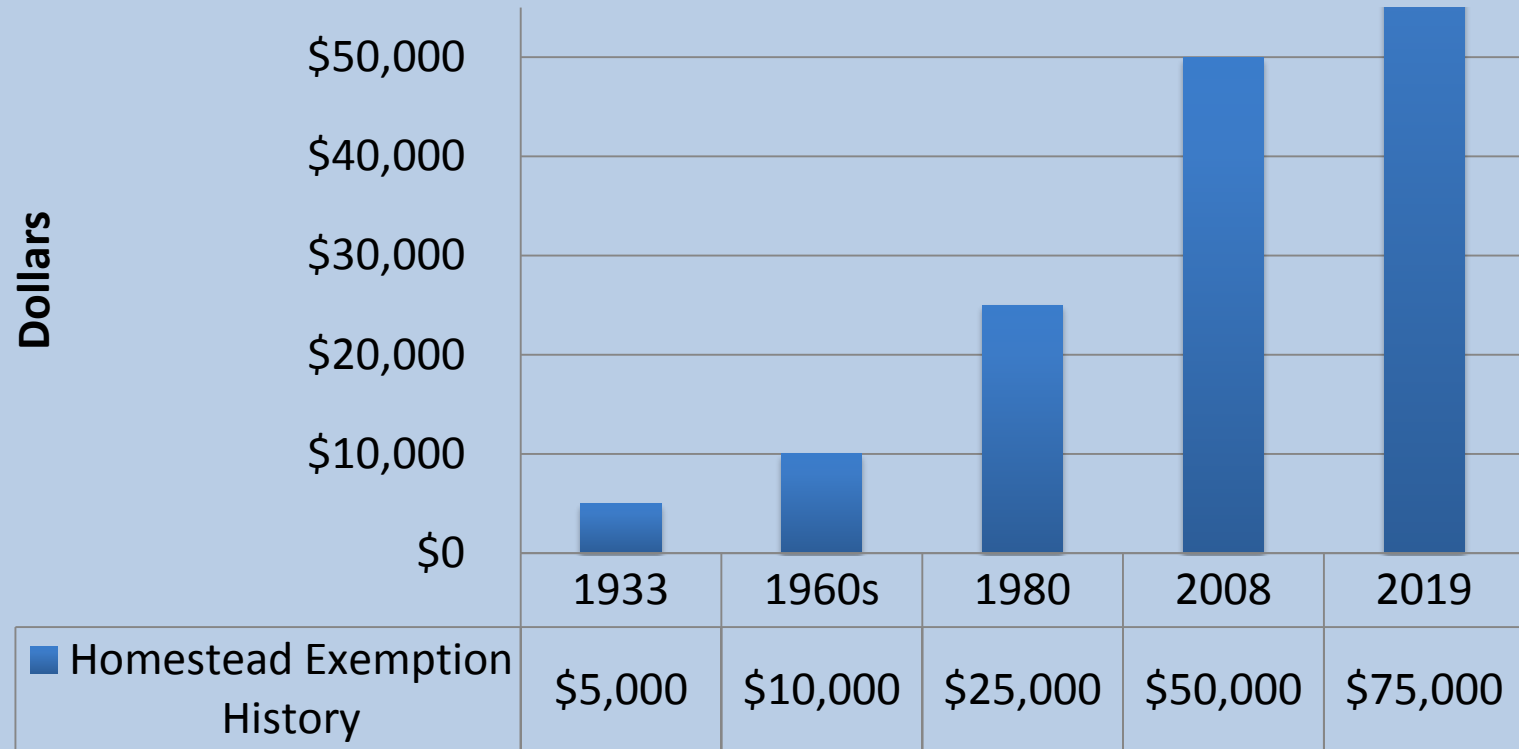
# Property Taxes

- Property Tax Rate
  - A “millage rate” is used to calculate your property taxes.
  - A “mill” = \$1.00 of tax for every \$1,000 of assessed property value.
- Rollback Rate
  - The rollback rate is the millage rate that, excluding any new construction that would add value to the County’s tax base, will provide the same amount of property tax revenue as the prior year.



# Property Taxes

## Homestead Exemption History



# Proposed Property Tax Exemption

Proposed constitutional amendment that would increase the homestead exemption by \$25,000, creating a super-exemption of \$75,000 for the first \$100,000 of the value of homestead property.

- **Small counties hit the hardest:** Florida's 29 fiscally constrained counties that are at or near the 10 mill cap will have no choice but to cut the limited services they are barely able to provide today.
- **Citizens will get less with less:** The additional exemption means that counties that choose to maintain their current millage rates must make tough choices about the services provided to their citizens.

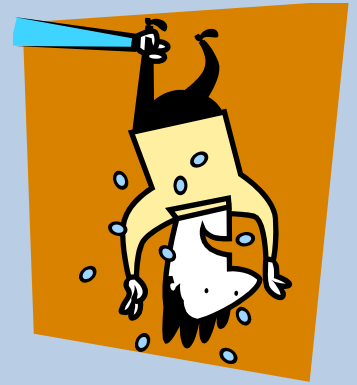


# Proposed Property Tax Exemption

County	Revenue Impact to Local Governments
Broward County	(\$73,448,082)
Miami-Dade County	(\$70,328,447)
Palm Beach County	(\$62,741,469)
Orange County	(\$30,094,144)



# Property Taxes



- [Assessed Value of Property minus Exemption(s)] ÷ 1,000 x Total Millage Rate = Total Property Tax

Tax Year	2017
Assessed Value	\$73,982
Exemption Amount	\$49,482
Taxable Value	\$24,500

PBC Millage Rate
4.7815

Net Tax
$=(4.7815/1000)*24,500=\$117.15$



# Property Taxes

Ad Valorem Taxes		
District Name	Taxable Value	Tax
County Operating	\$24,500	\$117.15
County Debt	\$24,500	\$2.96
* Library Operating	\$24,500	\$13.45
* Library Debt	\$24,500	\$0.98
PBC School District by State Law	\$48,482	\$207.07
PBC School District by Local Board	\$48,482	\$121.11
Palm Beach Gardens Operating	\$24,500	\$135.98
Palm Beach Gardens Debt	\$24,500	\$2.89
So. Fla. Water Mgmt. Basin	\$24,500	\$3.39
So. Fla. Water Mgmt. Dist.	\$24,500	\$3.12
Everglades Construction	\$24,500	\$1.08
Fl. Inland Navigation District.	\$24,500	\$0.78
Children's Services Council	\$24,500	\$16.15
Health Care District	\$24,500	\$20.84
Total 2017 Preliminary Ad Valorem Taxes		\$646.95



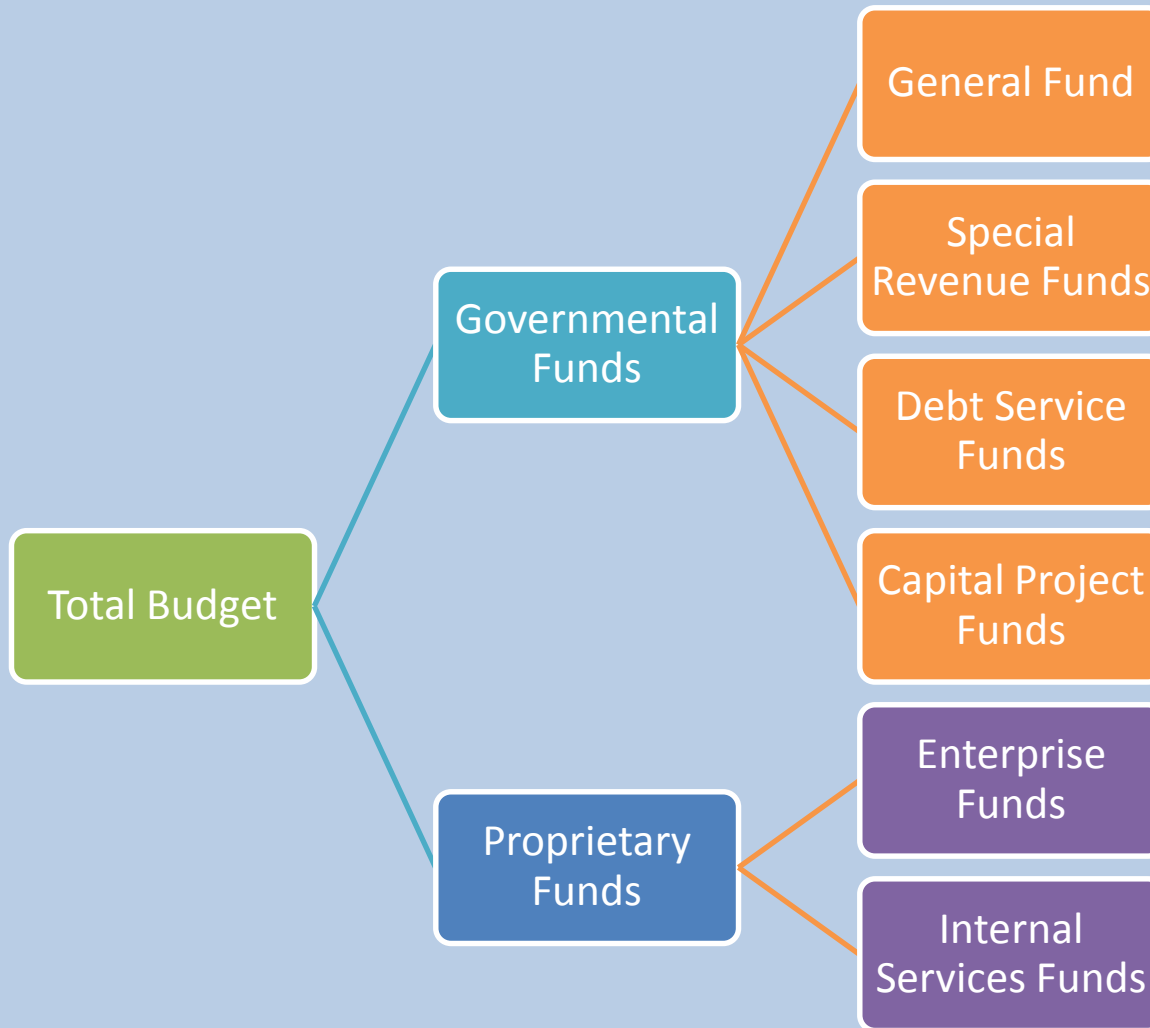


# Property Taxes

- Could someone pay \$0 in property taxes?



# Fund Types



# Fund Types

- Governmental Funds:
  - General Fund
    - Accounts for all financial resources and transactions not accounted for in other funds. Includes services largely funded through taxes.
  - Special Revenue Funds
    - Account for the proceeds of revenue sources that are legally restricted to expenditures for specific purposes.



# Fund Types

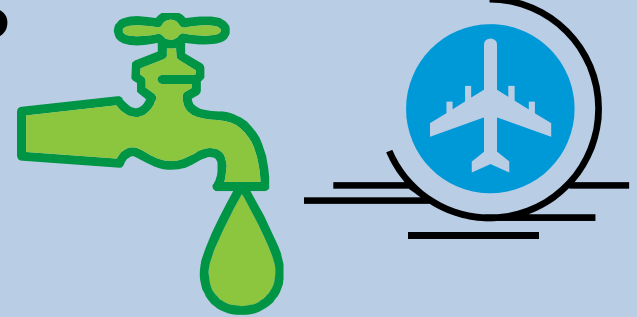
- Governmental Funds:
  - Capital Funds
    - Account for the acquisition, construction, or improvement of major capital facilities.
  - Debt Service Funds
    - Designated to pay principal and interest on the County's long-term debt. i.e. Used to make payments on outstanding bonds.



# Fund Types

- Enterprise Funds

- Operate like private business
- Costs of operations (including capital costs) are primarily recovered through user charges.



- Internal Service Funds

- Account for provision of goods or services to other county departments. Receiving departments are billed on a cost recovery basis.



# Fund Types



- Dependent Districts
  - Ad Valorem funding from separate taxing districts. They levy millage rates that apply to all property owners in the unincorporated portion of the County and residents of the municipalities that have elected to join the districts rather than provide the services themselves.



# Chart of Accounts

- State of Florida Uniform Accounting System
  - Fund
  - Agency/Organization
  - Cost Center
  - Object Code
  - Revenue Source Code



# Budget Components

- What's Included in a Typical Operating Budget?
  - Personal Services Expenses
    - Salaries, Fringe Benefits, etc.
  - Operating Expenses
    - Utilities, materials, supplies, etc. required to operate
  - Capital Expense
    - Equipment costing more than \$1,000 (i.e. computers, furniture, printers, shelving, modular furniture, etc.)





# Budget Components

- What's an appropriation unit?
  - Personal
  - Operating
  - Capital



FUND TYPE : G GENERAL DEPARTMENT: 580 PARKS & RECREATION								FUND: 0001 GENERAL		
								AGENCY REQUESTED		
Object	Object Name	FY15 Actual	FY16 Actual	FY17 Approved Budget	FY17 Modified Budget	FY17 YTD Actual	Current Year Estimate	Base Budget	FY 2018 Change (+/-)	Total
<b>Unit: 5302 - Lake Lytal Pool</b>										
1201	SALARIES & WAGES REGULAR	183,417	186,089	231,803	231,803	87,363	219,196	228,069	10,530	238,599
1203	SALARIES & WAGES SEASONAL	98,168	198,557	243,339	243,339	55,871	236,040	243,121		243,121
1301	SAL & WAGES NON-FRS EMPLOYEES	154,475	12,451	1	1	0	0	0	1	1
1401	SALARIES & WAGES OVERTIME	96	300	70	70	0	198	204		204
1501	WAGES-SPECIAL-NO FRS CONTRIB	360	345	360	360	180	540	540		540
1504	WAGES-UNION SICK-NO FRS CNTRB	1,655	2,211	1,519	1,519	0	1,475	1,519		1,519
2101	FICA-TAXES	26,474	24,229	29,580	29,580	8,725	28,362	29,354	653	30,007
2105	FICA MEDICARE	6,191	5,666	6,918	6,918	2,040	6,633	6,865	153	7,018
2201	RETIREMENT CONTRIBUTIONS-FRS	23,049	33,999	35,736	35,736	10,760	34,249	37,287	833	38,120
2202	FRS DELINQUENCY FEES	492	304	0	0	0				0
2301	INSURANCE-LIFE & HEALTH	66,608	56,273	79,560	79,560	22,960	53,930	85,200		85,200
2401	WORKERS' COMPENSATION	9,702	7,364	7,616	7,616	0	7,616	9,852		9,852
2501	UNEMPLOYMENT COMPENSATION	0	0	0	0	0	0	0		0
	<b>OBJECT CATEGORY: 10 PERSONNEL SERVICES</b>	570,686	527,788	636,502	636,502	187,899	588,239	642,011	12,170	654,181
3080	OPERATING EXPENSE-INDIRECT	0	0	0	0	0	0	0	0	0
3403	CUSTODIAL OR JANITORIAL SRVCS	0	0	6,000	6,000	0	6,000	6,000	0	6,000
3422	CONTRACTUAL SVCS-RECREATION	73,792	64,368	141,000	141,000	26,472	139,539	141,000	0	141,000
4001	TRAVEL AND PER DIEM	79	0	250	250	0	100	250	0	250
4007	TRAVEL-MILEAGE	379	2,099	500	500	65	500	500	0	500
4205	POSTAGE	0	0	50	50	0	50	50	0	50
4301	UTILITIES/ELECTRIC	31,919	32,320	34,000	34,000	13,987	34,000	34,000	0	34,000
4304	UTILITIES/WATER	32,772	40,171	33,000	33,000	20,048	36,472	33,000	3,000	36,000
4310	UTILITIES/WASTE DISPOSAL	8,976	8,308	8,700	8,700	7,065	8,700	8,700	0	8,700
4406	RENT-OFFICE EQUIPMENT	1,808	1,379	2,200	2,200	636	1,500	2,200	0	2,200
4502	CASUALTY SELF INS PREMIUMS	19,541	20,975	17,692	17,692	0	17,692	17,692	-15,867	1,825
4605	MAINTENANCE-GROUNDS	760	0	800	800	0	800	800	0	800
4607	REPAIR/MAINT-OUTSIDE SERVICE	2,832	4,027	3,000	3,000	589	3,000	3,000	0	3,000
4610	REPAIR/MAINT-BUILDINGS	0	15	1,000	1,000	0	1,000	1,000	0	1,000
4620	REP/MAINT-EQUIPMENT	11,238	10,212	13,600	13,600	3,890	13,600	13,600	500	14,100
4901	OTH CURRNT CHRGS & OBLIGIONS	664	1,255	750	750	309	750	750	0	750
4909	LICENSES & PERMITS	1,824	1,759	1,850	1,850	0	1,850	1,850	0	1,850
4941	REGISTRATION FEES	0	255	1,150	1,150	25	1,000	1,150	0	1,150
5101	OFFICE SUPPLIES	472	265	550	550	0	500	550	0	550
5111	OFFICE FURNITURE AND EQUIPMENT	0	0	1,500	1,500	0	1,500	1,500	-750	750
5121	DATA PROCSSNG SFTWRE/ACCESSRES	0	0	0	0	0	0	0	0	0
5201	MATERIALS/SUPPLIES OPERATING	3,636	4,124	9,157	9,157	153	8,942	9,157	0	9,157
5202	JANITORIAL SUPPLIES	1,353	1,539	1,946	1,946	467	1,800	1,946	250	2,196
5205	CHEMICALS & SUPPLIES	27,093	33,342	29,000	29,000	7,311	29,000	29,000		29,000
5231	MEDICAL-SURGICL SUPPLIES	781	301	1,500	1,500	89	1,500	1,500	0	1,500
5242	FOOD PREP & SERVING SUPPLIES	136	119	400	400	0	400	400	0	400
5248	CLOTHING & WEARING APPAREL	1,182	3,108	4,500	4,500	108	4,000	4,500	-500	4,000
5250	RECREATION SUPPLIES	546	262	1,500	1,500	0	1,500	1,500	500	2,000
5252	RESALE-FOOD	1,249	854	2,000	2,000	0	2,000	2,000	0	2,000
5253	RESALE-BEVERAGES	2,482	2,086	4,000	4,000	0	4,000	4,000	0	4,000
5256	TOOLS & SMALL IMPLEMENTS	190	9	500	500	0	400	500	0	500
5402	EDUCATIONAL TRAINING MATERIALS	76	0	500	500	0	500	500	0	500
5412	DUES & MEMBERSHIPS	160	0	160	160	0	160	160	0	160
5602	BAD DEBT EXPENSE	115	265	0	0	0	0	0	0	0
	<b>OBJECT CATEGORY: 30 OPERATING EXPENSES</b>	226,056	233,416	322,755	322,755	81,213	322,755	322,755	-12,867	309,888
	<b>LAKE LYTAL POOL</b>									
	<b>TOTAL: ORGANIZATION 5302</b>	796,742	761,205	959,257	959,257	269,112	910,994	964,766	-697	964,069



# Budget Components

- What's Included in a Typical Revenue Budget?
  - Admission Fees
  - Permit Fees
  - Facility Rental Fees
  - Golf Course Fees
  - Program Fees



**FISCAL YEAR 2018  
REVENUE BUDGET**

**Descriptive Statement:**

The facility offers a diverse range of recreational, instructional, and competitive programs. The facility operates twelve (12) months per year and is open Tuesday through Saturday.

0001-580-5302 LAKE LYAL POOL				FY 2017 ESTIMATES			FY 2018 PROJECTIONS			FY 2015 Actual	FY 2016 Actual	FY 2017 YTD Actual	FY 2017 Curr. Mod. Bud.
				Fee	Admissions/ Passes	Total	Fee	Admissions/ Passes	Total				
<b>4731 Admission* (per person)</b>													
October - February:													
Youth, ages 4 - 17				\$2.75	50	\$138	\$2.75	50	\$138				
Adults, ages 18 & over				\$3.25	150	\$488	\$3.25	250	\$813				
March - September:													
Youth, ages 4 - 17				\$3.25	10,000	\$32,500	\$3.25	10,000	\$32,500				
Adults, ages 18 & over				\$3.75	12,000	\$45,000	\$3.75	12,000	\$45,000				
Passes													
Youth Pass				\$41.25	14	\$578	\$41.25	10	\$413				
Adult Pass				\$48.75	170	\$8,288	\$48.75	170	\$8,288				
Membership Replacement Card				\$10.00	5	\$50	\$10.00	5	\$50				
						<b>Total 4731</b>			<b>\$87,042</b>	<b>\$110,598</b>	<b>\$104,511</b>	<b>\$8,307</b>	<b>\$97,813</b>
<b>4734 Equipment Rental*</b>													
Umbrella Rental-Small up to 15 guests (2 hrs)				\$10.00	100	\$1,000	\$10.00	100	\$1,000				
Umbrella Rental-Large up to 30 guests (2 hrs)				\$15.00	100	\$1,500	\$15.00	100	\$1,500				
Fixed Umbrella Rental (2 hour minimum)				\$35.00	20	\$700	\$35.00	20	\$700				
						<b>Total 4734</b>			<b>\$3,200</b>	<b>\$3,720</b>	<b>\$4,320</b>	<b>\$290</b>	<b>\$3,200</b>



# Budget Components

- What is the balance brought forward?
  - $BBF = (\text{budgeted revenue} - \text{actual revenue}) - (\text{budgeted expense} - \text{actual expense})$
  - Unencumbered funds County appropriated in prior FY but did not spend.
  - Revenue collections above budgeted amount.



# Budget Components

- What's Included in a Typical Capital Budget?
  - Large capital expenditures that usually take more than one fiscal year to complete.
    - New Construction Projects
    - Park Repair and Renovation Projects



**PALM BEACH COUNTY  
PARKS AND RECREATION DEPARTMENT  
FY2018 CAPITAL BUDGET REQUEST**

Please complete the following information for all FY2018 Capital Budget Requests, and post on SharePoint site by **February 27, 2017**. One form per request please...

<b>Project Title:</b>	Glades Pioneer Park Caretaker's Residence	
<b>Project Location:</b>	Glades Pioneer Park	
<b>Division:</b>	Parks Operations	
<b>Department Priority:</b>	7	
<b>Project Description:</b>	Replace the caretaker's residence at Glades Pioneer Park. The resident caretaker is required to live on-site to provide security and maintenance services outside of scheduled working hours. The existing mobile home installed in late 2002, has been impacted by three hurricanes and is in need of significant internal, external and structural repairs including a new roof. This mobile home does not comply with current wind codes and unit is not cost effective to repair. Total request includes demolition, removal and disposal of existing mobile home. This request is not included on the sales tax project list.	
<b>FY 2018</b>		\$150,000
<b>FY 2019</b>		\$0
<b>FY 2020</b>		\$0
<b>FY 2021</b>		\$0
<b>FY 2022</b>		\$0
<b>Total 5 year Capital Project Cost:</b>		<b>\$150,000</b>



# Budgeting Example

- Your beach is constantly overcrowded and currently does not have a mechanism to control the capacity at the location. The Department has decided to charge for parking at your beach park and wants to hire a security guard to monitor the location. There are currently no parking meters or kiosks setup at this location. You have been asked to prepare a budget estimate. The following three budgets types need to be established:

1. Capital Budget
2. Operating Budget
3. Revenue Budget





# Budgeting Example

- Capital Budget
  - Parking Kiosks?
  - Gate w/ mast arm?
- Operating Budget
  - Security Guard?
  - Park Supervisor?
  - Law Enforcement?
  - Who will collect money?
- Revenue Budget
  - What will you charge an hour?
  - How many parking spaces?
  - How much turn over?



PALM BEACH COUNTY



**PARKS & RECREATION**

*We create opportunities for  
healthy, happy living!*

Rebecca Pine

561-966-6650

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For more information about the Florida Recreation and Park Association visit [www.frpa.org](http://www.frpa.org).