

FY 2017 & 2018 Biennial Budget





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

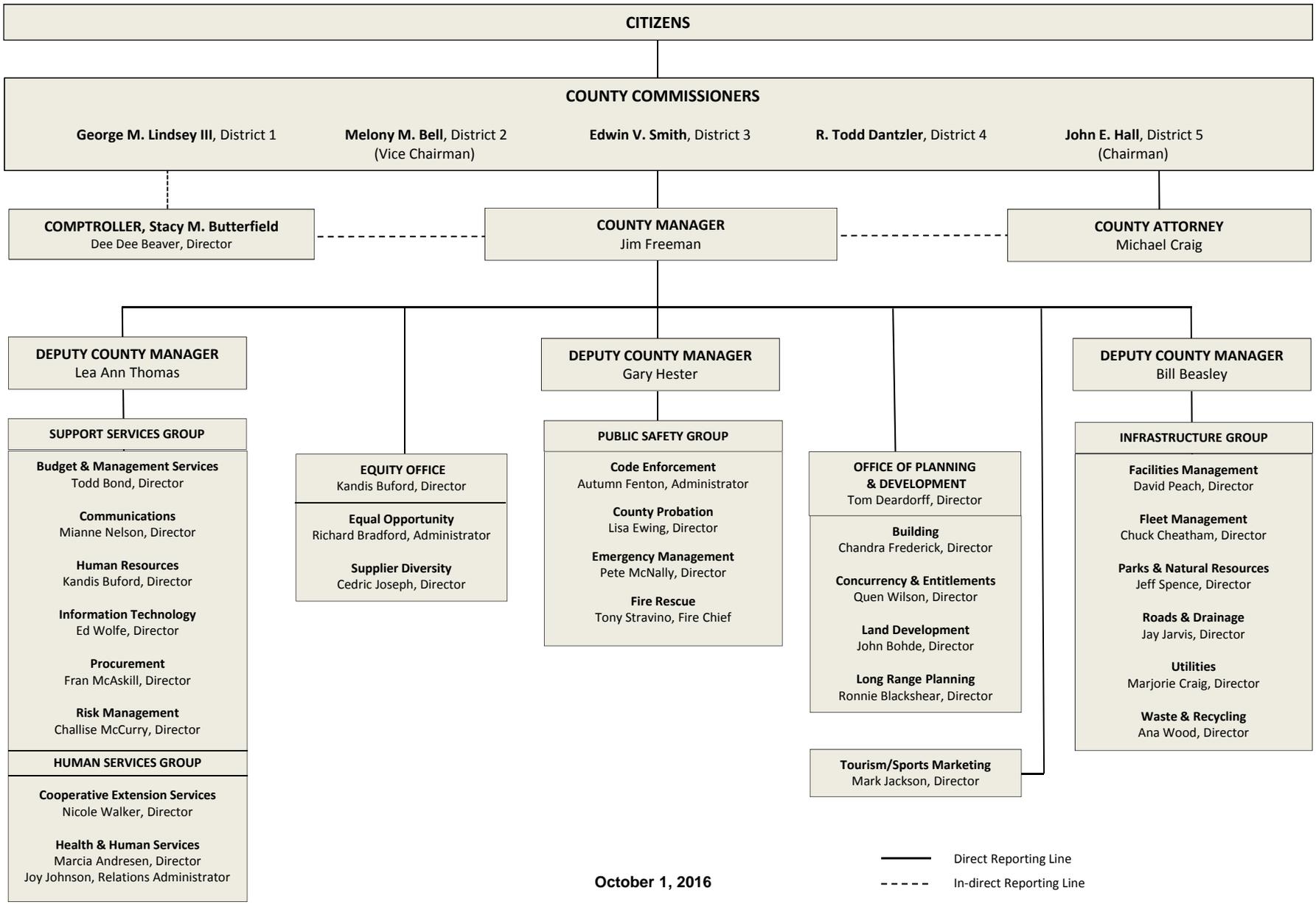
**Polk County
Florida**

For the Fiscal Year Beginning

October 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to Polk County, Florida for its annual budget for the fiscal year beginning October 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. The award is valid for one year. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



October 1, 2016



**POLK COUNTY BOARD OF COUNTY COMMISSIONERS
POLK COUNTY, FLORIDA**

Our Mission

We enhance the quality of life for people throughout Polk County.

Our Vision

Polk County ... where people excel.

Our Values

Results-oriented	We know what is expected of us, and we get it done on time!
Excellence	We do right things right, first time, every time.
Accountability	We take personal responsibility for what is expected of us.
Collaboration	We work together to accomplish more than we could as individuals. Together Everyone Accomplishes More!
Honesty	We tell the truth to the best of our knowledge and do not mask or hide it.
Integrity	We act justly and honorably, consistent with our words. We walk the talk.
Stewardship	We each take responsibility for the care and management of the resources entrusted to us: our communities, the environment, the financial and human resources of Polk County.

**POLK COUNTY BOARD OF COUNTY COMMISSIONERS
POLK COUNTY, FLORIDA**

POLK COUNTY COMMISSION

George M. Lindsey, III	District 1	Commissioner
Melony M. Bell	District 2	Commissioner
Edwin V. Smith	District 3	Commissioner
R. Todd Dantzler	District 4	Commissioner
John E. Hall	District 5	Commissioner

ELECTED COUNTY OFFICERS

Lori Edwards	Supervisor of Elections
Marsha M. Faux	Property Appraiser
Grady Judd	Sheriff
Joe G. Tedder	Tax Collector
Stacy M. Butterfield	Clerk of Courts and County Comptroller

POLK COUNTY MANAGEMENT

Jim Freeman	County Manager
Bill Beasley	Deputy County Manager
Gary Hester	Deputy County Manager
Lea Ann Thomas	Deputy County Manager
Michael Craig	County Attorney
Todd Bond	Budget and Management Services Director
Chandra Frederick	Building Director
Autumn Fenton	Code Enforcement Administrator
Mianne Nelson	Communications Director
Quen Wilson	Concurrency and Entitlements Director
Nicole Walker	Cooperative Extension Services Director
Lisa Ewing	County Probation Director
Pete McNally	Emergency Management Director
Richard Bradford	Equal Opportunity Administrator
Kandis Buford	Equity Office Director
David Peach	Facilities Management Director
Tony Stravino	Fire Chief
Chuck Cheatham	Fleet Management Director
Marcia Andresen	Health and Human Services Director
Kandis Buford	Human Resources Director
Ed Wolfe	Information Technology Director
John Bohde	Land Development Director
Ronnie Blackshear	Long Range Planning Director
Paul Banerjee, M.D.	Office of Medical Direction Director
Tom Deardorff	Office of Planning and Development Director
Jeff Spence	Parks and Natural Resources Director
Fran McAskill	Procurement Director
Challise McCurry	Risk Management Director
Jay Jarvis	Roads and Drainage Director
Cedric Joseph	Supplier Diversity Director
Mark Jackson	Tourism / Sports Marketing Director
Marjorie Craig	Utilities Director
Ana Wood	Waste and Recycling Director

BUDGET AND MANAGEMENT SERVICES

Todd Bond	Budget and Management Services Director
Carol Crews	Senior Management and Budget Analyst
Christia Johnson	Senior Management and Budget Analyst
Kelley McInnis	Senior Management and Budget Analyst
Cristal Rolle	Senior Management and Budget Analyst
Mark Schmitz	Senior Management and Budget Analyst
Benjamin Small	Senior Management and Budget Analyst
Susan Dragonetti	Secretary II



**POLK COUNTY BOARD OF COUNTY COMMISSIONERS
POLK COUNTY, FLORIDA**

FISCAL YEAR 2016/2017 BUDGET

HOW TO USE THIS BUDGET DOCUMENT

Format of the Budget Document

The annual budget document is designed to serve several purposes to meet the needs of various interested groups and citizens in Polk County. Primarily, the body of this book has been prepared to provide the Board of County Commissioners with a budget for consideration and adoption in conformance with Florida Statutes. However, in an effort to present much more than “just numbers,” the County Profile, Budget Process and Policies, and Executive Summary add information to present the budget as a policy document, financial plan, operations guide, and communications device. This document is provided in a user-friendly format with commonly understood terminology, where possible.

Recognizing that not everyone will want to read the entire budget book, the following description of each section is presented to guide the reader to particular areas of interest. An index provided at the back of the book helps users quickly locate specific divisions, programs, functions, or information in the budget.

Budget Message

The budget message from Jim Freeman, County Manager, summarizes the major areas and issues found in the budget, as well as influences affecting the budget. This is presented from both budgetary and administrative perspectives to show what Polk County faces. Included are discussions about taxes, major revenues, major projects, personnel, and changes.

County Profile

This section provides facts about Polk County.

Budget Process and Policies

This section outlines Polk County’s budget process, as well as specific information pertaining to the County’s accounting, budgeting, and fiscal policies.

Executive & Financial Summaries

The Executive Summary will be of interest to everyone who wants to know something about the Polk County budget. This section presents a summary of the total budget with charts and graphs depicting the major aspects of the budget.

Historical Summaries

This section includes listings of tax rates and assessed valuations, illustrations of revenues, expenditures, and transfers and balances.

Schedule of Employees

This section includes the number of County personnel.

Mission, Vision, Objectives

This section, which shows Polk County's mission, vision, and objectives, makes the link between our division objectives and the overall objective of the County to provide services that our citizens desire.

Result Areas

These sections, which include seven Result Areas (Basic Needs, Economic Development, Good Government, Growth and Infrastructure, Natural Resources and Environment, Recreation and Cultural Arts, and Safety), represent the program budgets for Polk County's divisions and elected officials.

Debt Service

Debt Service funds are used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest, and related costs.

Capital

This section provides a brief explanation of a Community Investment Program, as well as providing a summary of proposed projects encompassing the Fiscal Year 2016 through Fiscal Year 2020 plan.

Glossary

The Glossary provides an explanation of commonly used budgetary terms and concepts. Other supplemental information may be shown in this section.

Index

The Index provides the reader with quick, easy access to any item or area of interest in the budget document.

Appendix

This section includes Resolutions that adopt the ad valorem millage rates and Final Budget for Fiscal Year 2016/2017.

**POLK COUNTY, FLORIDA
FISCAL YEAR 2016/2017
ADOPTED BUDGET**

TABLE OF CONTENTS

BUDGET MESSAGE	1
COUNTY PROFILE	9
Location of County	12
County Organization Chart	13
Charter Government.....	14
Municipalities in Polk County	16
Demographics of Polk County Municipalities.....	17
Annual Review.....	19
Trends and Issues.....	20
BUDGET PROCESS AND POLICIES	25
Budget Calendar (State and Internal).....	27
Accounting Policies	30
General Fiscal / Budget Policies	32
Fiscal Policy for Annual Operating Revenue and Expenses.....	33
Capital Expenditures and Debt Financing	35
Amendments After Adoption.....	36
Investment Policy.....	38
Reserve and Fund Balance Policy.....	47
GASB Spending Policy.....	50
Community Investment Program Policy.....	51
CIP Process and Timeline	53
EXECUTIVE & FINANCIAL SUMMARIES	
Polk County Executive Summary	55
Financial Sources	56
Expenditures by Result Area	57
Expenditures by Function	58
Expenditures by Character	59
Expenditures by Fund Group	60
Operating Expenditures and Revenues by Funds	62
Operating Expenditures by Result Area.....	63
General Fund Revenues	64
General Fund Expenditures by Character	65
General Fund Revenue Summary	66
General Fund Expenditure Summary.....	69
Summary of Revenue and Expenditure by Fund (Budget Summary).....	73
Summary of Program Matrix by Unit and Fund Group.....	74
Summary of Revenues by Character and Object	90
Summary of Expenditures by Character and Object.....	94
Expenditures by Function and Program.....	96

Summary of Reserves by Fund	98
Funding Sources / Changes to Fund Balance & Net Assets	102
Revenue Sources	105
Impact Fee Rate Changes.....	113
Tax and Millage Information	114
Description of Fund Types and Funds	116
HISTORICAL SUMMARIES	121
Historical Total Adopted Budget	122
Historical Revenues by Character (Budgeted).....	123
Historical Taxes by Object (Budgeted).....	124
Historical Ad Valorem Revenue and State Revenue Sharing	125
Historical Sales Tax and Gas Tax Revenue	126
Historical Adopted Budgets and Millage.....	127
Historical General Fund Property Tax Rate and Countywide Property Tax Rate	128
Historical Municipal Services Taxing Units and Countywide Final Taxable Value	129
SCHEDULE OF EMPLOYEES	131
Allocated Positions by Board Functional Units	132
Allocated Positions by Board Divisions	133
MISSION, VISION, OBJECTIVES	137
RESULT AREAS	
Basic Needs.....	143
Economic Development.....	177
Good Government.....	195
Growth and Infrastructure	283
Natural Resources and Environment.....	359
Recreation and Cultural Arts	383
Safety	401
DEBT SERVICE	509
CAPITAL	515
GLOSSARY	531
INDEX	543
APPENDIX	549

This page was left blank intentionally

James P. Freeman
County Manager

Deputy County Managers:

Lea Ann Thomas

William D. Beasley

Gary W. Hester



Board of County Commissioners

330 West Church Street
PO Box 9005 • Drawer CA01
Bartow, Florida 33831-9005

PHONE: 863-534-6444

FAX: 863-534-7069

www.polk-county.net

October 1, 2016

Honorable Commissioners:

I am pleased to present the FY 2016/2017 balanced budget, which is a fiscally responsible plan for county operations. The total budget of \$1.29 billion is an increase of approximately \$20.48 million from the FY 2015/2016 adopted budget. Guided by the Board's policy direction, this budget maintains county services while directing available funds toward the Board's highest priority goals.

Background

For the past decade, the Board's budgetary policy has been to prioritize investments in services and infrastructure within the revenue generated by the same tax rates and lowest possible fees.

From 2008 to 2013, Polk County experienced major revenue reductions affecting many county business units, especially those funded primarily by general revenues. As property values declined each year, with no millage rate increases enacted, property tax revenue generated by the millage rate fell by 35 percent, from almost \$248 million to approximately \$162 million. Therefore, it was necessary to implement deep spending reductions to balance budgets.

The strategy to implement the spending reductions was to stabilize funding levels for public safety services (law enforcement, detention, fire rescue and emergency medical services), while cutting expenditures in other areas of county government. While we avoided public safety spending cuts, the same funding levels did not address increasing workload demands. As the economy has improved, to address the reduced service levels, the Board has invested most of the recent revenue growth in public safety services. Based on long-term budgetary projections, the Board will likely have to continue allocating most of the revenue growth to attain and maintain public safety services at the desired service levels.

In summary, the current tax and fee structure will not generate the necessary revenue to adequately address demands for other government services or achieve the Board's other long-term public policy objectives. In future fiscal years, the Board will have to determine an appropriate balance between increasing revenue, reducing public safety service levels or continuing to defer infrastructure expansion.

Population Growth

Further reductions in service levels or continuing to delay infrastructure expansion may be impossible given Florida's projected population growth of 7.4 million new full-time residents by 2045.¹ Historically, Florida's method of funding and providing public services falls primarily on local governments. According to Florida TaxWatch, more than half (53.2 percent) of all government revenues in Florida are raised by local governments, which is the third highest percentage in the nation, largely due to the fact that Florida relies more heavily on local governments to fund public services than almost all other states.²

Polk County's current population of 633,052 full-time residents is projected to increase by approximately 300,000 full-time residents by 2045.³ With more than 60 percent of Polk County's residents living in the unincorporated areas, the corresponding demand for public services will generate the need for large operating and capital investments. Given Florida's tax structure, it is questionable whether Polk County's revenue growth can sufficiently address future needs, making the Board's public policy focus on keeping tax rates steady increasingly difficult to sustain.

The Board's policy direction during the FY 2016/2017 budget process reflects the growing demand for service and infrastructure investments.

Board Goals

The adopted balanced budget includes funding to address the highest priority goals set by the Board at its annual retreat in February 2016.

Fire Rescue Service Improvements

In FY 2016/2017, the Board's highest priority is to expand fire rescue services and improve the working environment for our public safety employees.

¹ BEBR, Volume 49, Bulletin 174, January 2016

² "2016 How Florida Compares: Taxes" p. 3.

³ BEBR, Volume 49, Bulletin 174, January 2016

At A Glance:

- **Balanced Budget for FY 2016/2017 is \$1.29 billion**
- **1.6% increase from FY 2015/2016 adopted budget**
- **Countywide property value increased 6.04%**
- **\$352.9 million General Fund budget is a \$21.9 million increase from FY 2015/2016**
- **Net increase of 26 BoCC positions**
- **Board priorities for FY 2016/2017 include service improvements for Fire Rescue and address localized flooding**

Polk County Fire Rescue provides emergency medical services on a countywide basis. This critical quality of life service is primarily funded by ambulance fees, with a subsidy from general revenues. Polk County Fire Rescue also provides primary fire response in the unincorporated areas and some municipalities, which is funded by a fire fee on residential and commercial structures in these service areas. The adopted FY 2016/2017 budget includes funding increases to begin addressing some of the most important challenges faced by Polk County Fire Rescue.

<h3 style="text-align: center;">Insufficient Compensation</h3>	<h3 style="text-align: center;">Inadequate and Aging Fire Rescue Stations</h3>	<h3 style="text-align: center;">Increasing Call Volume</h3>
<ul style="list-style-type: none"> • Finalize pay study to define market competitiveness and quantify pay compression • Earmark funds to begin to address findings 	<ul style="list-style-type: none"> • Funding to build new Lake Marion Creek station • \$2.2 million to help address other station needs • Develop a master plan to use a more systematic approach to future station investments 	<ul style="list-style-type: none"> • Operating costs to staff two new 24X7 ambulances during the next fiscal year • Staffing includes additional 6 paramedics and 6 EMTs

Water Supply and Rates

Water is a long-term challenge for Polk County and all of Florida. Public utilities must provide potable water for a growing population within an increasingly challenging regulatory environment. Local governments cannot rely upon traditional sources of water to supply future demand; therefore, development of alternative water sources is critical for the future. Since the size, complexity and cost of alternative water supply projects require multi-jurisdictional cooperation, the county and 15 municipalities approved an interlocal agreement during 2016 to establish the Polk Regional Water Cooperative (PRWC). The primary role of the PRWC is to “proactively identify alternative water resources and projects that ensure the future sustainability of our regional water supply.” The FY 2016/2017 budget includes a \$0.30 per thousand-gallon surcharge, approved by the Board on August 16, 2016, to address Polk’s share of alternative water supply initiatives, regional water system consolidation efficiencies and a slightly expanded investment in needed recurring infrastructure repairs and replacements.

Localized Flooding

About 46 percent of Polk County lies in a special flood hazard area. Tropical storms and unpredictable rainfall patterns cause periodic localized flooding challenges throughout the county. The Board established a 2016 goal of prioritizing and providing a multi-year funding source to address localized flooding projects. While the FY 2016/2017 adopted budget does not include a multi-year funding source, it does provide one-time funding of \$1.95 million for six of the highest priority localized drainage/flooding projects:

- Lake Mariam/Lake Ring
- Citrus Woods Estates
- Mount Olive Road
- Forest View Estates Outfall
- Moss/Jones Road
- Aldine Circle

Future Transportation Challenges

In 2005, the Board approved a one-mill property tax levy for roads and increased transportation impact fees. The revenue from these actions, during the strong mid-2000s economy, provided resources to enhance road maintenance and fund a robust road construction plan that decreased the number of failing lane miles throughout Polk County. Significant revenue declines during the subsequent recession made it necessary to direct available resources almost exclusively to operations and maintenance. The Board’s 2015 actions to increase the tax levy for roads by 0.1 mill, as part of a revenue neutral realignment of millage rates, and to reinstate impact fees in January 2016 will provide some funding for road capacity projects.

However, this funding alone will not add road capacity within the required time period to address projected growth.

In December 2015, the Polk County Transportation Planning Organization (TPO) adopted Momentum 2040, the 25-year long-range transportation plan. Transportation system modeling using growth projections identified priority road projects

Road	Cost
Bartow Northern Connector PH II (US 17 to SR 60)	38 M
Spirit Lake Road (SR 540 to US 17)	63 M
Marigold Avenue (CR 580 to Coyote Road)	18 M
Thompson Nursery Road PH II (W Lake Ruby Dr to US 27)	49 M
Thompson Nursery Road PH I (US 17 to W Lake Ruby Dr)	58 M
West Pipkin Road, From Medulla Road to Harden Blvd.	28 M
Lake Wilson Road (CR54 to CR532)	12 M
Northridge Trail PH I (Northridge CRA)	23 M
North Ridge Trail Phase III	2 M
North Ridge Trail Phase IV (Waverly Barn Rd to Deen Still Rd)	8 M
	298 M

for the future. Most notable is the projected road capacity expansion needed in northeast Polk County. Within 25 years, the northeast quadrant of the county will have approximately the same population as the northwest quadrant; however, this area currently has only one-half the road lane miles. Avoiding

negative impacts to both quality of life and economic development will require a long-term strategy to fund major improvements on the state and county transportation systems.

Public Safety – Polk County Sheriff’s Office

The Sheriff’s FY 2016/2017 budget reflects a commitment to provide the highest quality law enforcement and detention services in the most cost effective means. When including the costs that were outside of the Sheriff’s control such as a 2 percent health insurance increase, recent 911 special revenue reductions and the state-mandated retirement rates, the Sheriff’s Budget equates to a 4.5 percent increase from the FY 2015/2016 adopted budget.

The Sheriff’s operating and capital budgets include inmate medical cost increases and investments in the fleet of law enforcement vehicles. After five years with no increases in the jail medical contract, negotiations required increases for FY 2016/2017. Delaying fleet replacement has led to repair and maintenance costs more than doubling, and the manufacturer discontinuation of the Chevy Impala has forced the Sheriff’s Office to move to the next most affordable pursuit vehicle, which is estimated to cost 13 percent more than the Impala.

The Sheriff’s Office faces similar hiring and retention challenges to Polk County Fire Rescue – compensating frontline public safety employees in an increasingly competitive market.

Economic Development

Economic development continues to be a Board priority. The adopted budget provides the same funding level for economic development programs by allocating the business tax revenue (approximately \$1.2 million) and continuing the recurring general revenue appropriation (\$500,000) for incentives/economic development initiatives. The Central Florida Development Council, Inc. (CFDC) announced projects in FY 15/16 representing 605 jobs and \$88 million in capital investment and is currently involved in active projects that represent a potential of 1700 jobs and \$279 million in capital expansion. Efforts are currently underway to establish a countywide Polk Global Trade Alliance to promote exporting and protocol initiatives to assist Polk County companies.

Polk County’s tourism tax revenue continues to set records with FY 2015/2016 collections exceeding FY 2014/2015 by 13 percent. The adopted FY 2016/2017 budget continues implementation of the Board’s multi-year tourism venue investment strategy. For FY 2016/2017, the plan includes the first of twenty annual \$1.1 million payments to Lakeland for debt service associated with the major renovation to Joker Marchant Stadium; \$1 million to Lakeland for “start up” costs for the planned Lakeland Center renovations; and \$1 million to Winter Haven for “start up” costs for the new Arena and Convention Center. Future appropriations will provide funding assistance to help complete these projects and construct a new equestrian and heritage center in Fort Meade. In addition to these investments, Polk County Tourism and Sports Marketing has increased efforts in hotel recruiting, which coupled with effective demand-driving strategies, are laying the groundwork for an ever brighter tourism economy, which is a vital part of Polk County’s overall economy.

5 | Adopted Budget

Indigent Healthcare

Since approved by voters in 2004, a half-cent discretionary sales surtax has served as a revenue source to provide direct medical services to eligible Polk County residents, who do not have adequate access to healthcare. It is also the funding source for state-mandated expenses including the county's portion of Medicaid and mental health, drug and alcohol treatment programs. The Board has approved a November 2016 referendum for extending the half-cent indigent sales surtax that will "sunset" in 2019, if not extended by voters before that date.

Budget Summary

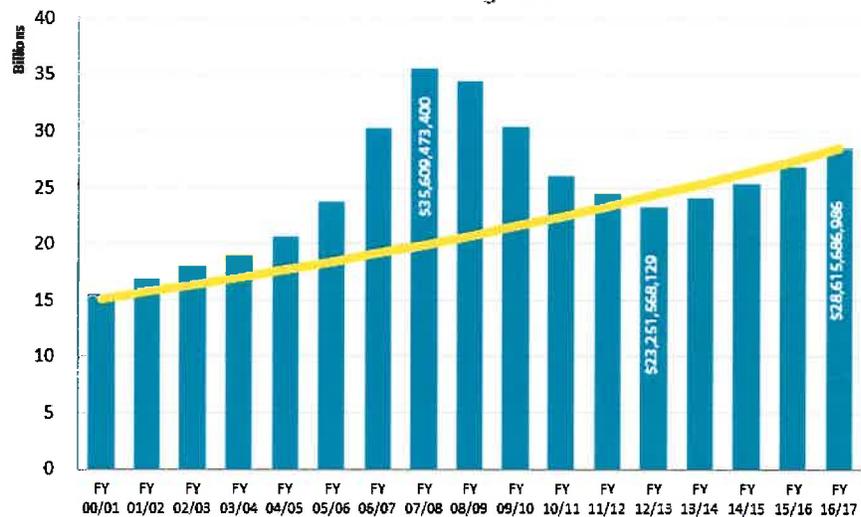
Polk County's economy continues to show signs of slow but steady improvement. The Office of Planning and Development reports continued modest growth in the number of unincorporated single-family residential permits, which is currently averaging about 142 permits per month. While this is more than double the average number issued at the lowest point in 2011, it remains 23 percent below the average number of monthly permits issued over the past 40 years.

Countywide property values were higher for the fourth straight year, with an increase of 6.04 percent.

The unincorporated area saw an increase of 5.81 percent. The budget is based on the same millage rates as the current year, increasing property tax revenue approximately \$11.3 million overall with \$8.8 million more in the General Fund. Property values are still only at 80 percent of peak property values in FY 2007/2008. Other revenues have also shown growth, with sales tax and state revenue sharing increasing an average of 5 to 6 percent each year for the last five years.

Actual Taxable Value

Historical Average Trend



The adopted FY 2016/2017 budget includes:

- Increasing the landfill dividend to the General Fund from \$4 to \$6 million to help fund facilities asset management, community cleanup and other Board goals;
- In addition to staffing the two new 24X7 ambulances (12), new positions are included in Facilities Management (2), Utilities (5), Emergency Management (1), Building (6), Fire Rescue (4), Parks (2) and Waste & Recycling (4) to maintain current levels of service;

- Funding to keep the countywide 800-megahertz radio system technology up to date and operational;
- Supplementing the normal amount budgeted for controlling mosquito-borne diseases by \$100,000 to enhance surveillance and control of mosquitos known to carry the Zika Virus;
- A pay increase of 3.5% effective January 2, 2017 for Board employees, in good standing, who have been employed for at least one year by January 2, 2017. Board employees who reach their first full year of service after January 2, 2017, will be given a 3.5% pay increase on their anniversary date. Negotiations are currently underway for employees represented by unions under Collective Bargaining Agreements.
- While staff continues to closely monitor monthly financial reports, after five years with no increase in employee or employer health insurance costs, a 2 percent increase is included to address increased claim costs.

Constitutional Officers Budgets

The General Fund portion of the Constitutional Officers' budgets is \$6.72 million more than the adopted FY 2015/2016 budget, of which the Sheriff's budget increase accounts for \$6.61 million of this amount.

The Property Appraiser's budget increase includes mandated aerial photography, vehicle replacement, and a facility capital project. The Supervisor of Elections' budget decreased by about \$650,000 because the FY 2015/2016 adopted budget included funds for the 2016 primary elections and preparations for the November 2016 presidential election.

Officer	FY 15/16 Adopted Budget	Requested FY 16/17 Budget	Change from Prior Year
Comptroller			
Auditor to the Board	\$3,531,963	\$3,490,615	(\$41,348)
Clerk Technology	\$638,835	\$669,326	\$30,491
Property Appraiser	\$6,424,412	\$6,976,952	\$552,540
Tax Collector (Net)	\$6,250,000	\$6,475,000	\$225,000
Supervisor of Elections	\$4,598,501	\$3,944,979	(\$653,522)
Sheriff	\$145,790,170	\$152,399,820	\$6,609,650
TOTAL	\$167,233,881	\$173,956,692	\$6,722,811

Infrastructure

The FY 2016/2017 to FY 2020/2021 Community Investment Program (CIP) totals \$124.0 million for Utilities, Waste & Recycling, Parks & Natural Resources, Roads & Drainage, Facilities Management, Fire Rescue and Information Technology. This is nearly **\$48.6 million less** than in FY 2015/2016.

The Board's 2015 action to realign millage rates stabilized the financial condition of the Transportation Trust Fund and Parks MSTU Fund, providing sufficient revenue to sustain current levels of service and provide for adequate asset management.

The Solid Waste Fund remains financially strong. The landfill has been constructed and expanded without debt. Tipping fees are competitive, and the current waste flows provide a revenue stream that covers operations and maintenance, construction of a new cell scheduled to open in 2017, adequate reserves, and an annual landfill dividend of \$6 million for the next five years dedicated to other infrastructure needs. The landfill dividend is roughly equal to a 0.2 mill levy, so it will be important to consider future public policy actions to maintain existing commercial waste flows.

Long-Range Strategic Planning

In FY 2015/2016, staff began a strategic planning initiative focused on identifying the strengths, weaknesses, opportunities and threats and developing appropriate business plans for Fire Rescue, Roads & Drainage, Parks, Indigent Healthcare, Social Services, Equity & Human Resources and Risk Management. This project will continue during the coming year with a goal of having a strategic plan for all county business units by FY 2018/2019. During FY 2016/2017, the next phase of strategic planning initiative will include the Budget & Management Services, Procurement, Facilities Management, Fleet Management and Communications divisions.

Conclusion

I believe the FY 2016/2017 adopted balanced budget is a fiscally responsible spending plan that is consistent with the Board's public policy direction and provides funding allocations to support the Board's highest priority goals.

Respectfully submitted,



Jim Freeman
County Manager

FY 2016 Polk Profile



Table of Contents

Photo by Kim Brown
Polk County Fire Rescue



BOARD OF COUNTY COMMISSIONERS

330 W. Church Street

PO Box 9005

Bartow, FL 33831-9005

What's **INSIDE**

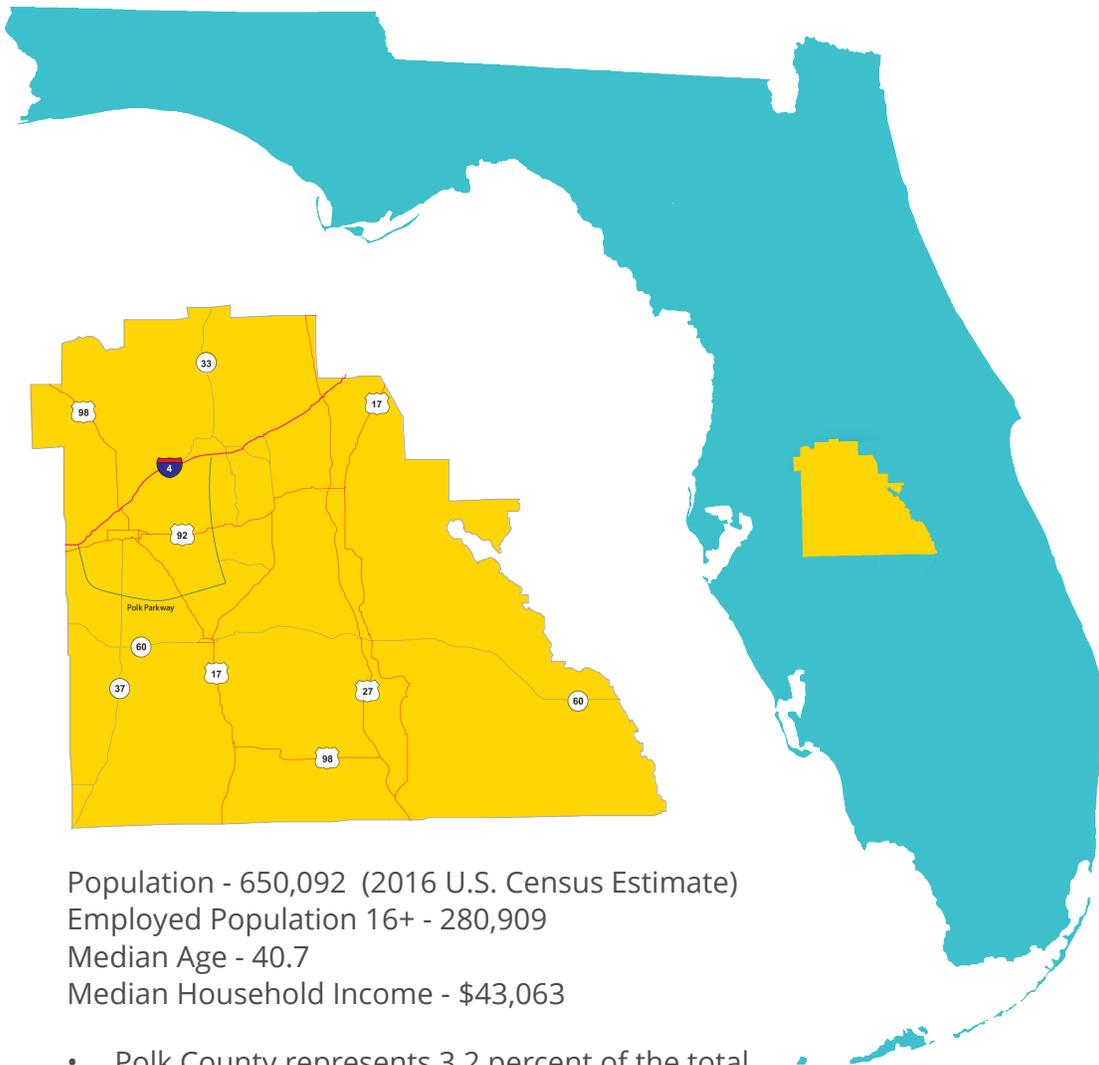
- About Polk County
- Our Structure
- Charter Government
- Constitutional Officers
- Municipalities
- Annual Review
- Trends and Issues



“ **Mission:** **We enhance the quality of life for people throughout Polk County.** ”



About POLK



Population - 650,092 (2016 U.S. Census Estimate)
Employed Population 16+ - 280,909
Median Age - 40.7
Median Household Income - \$43,063

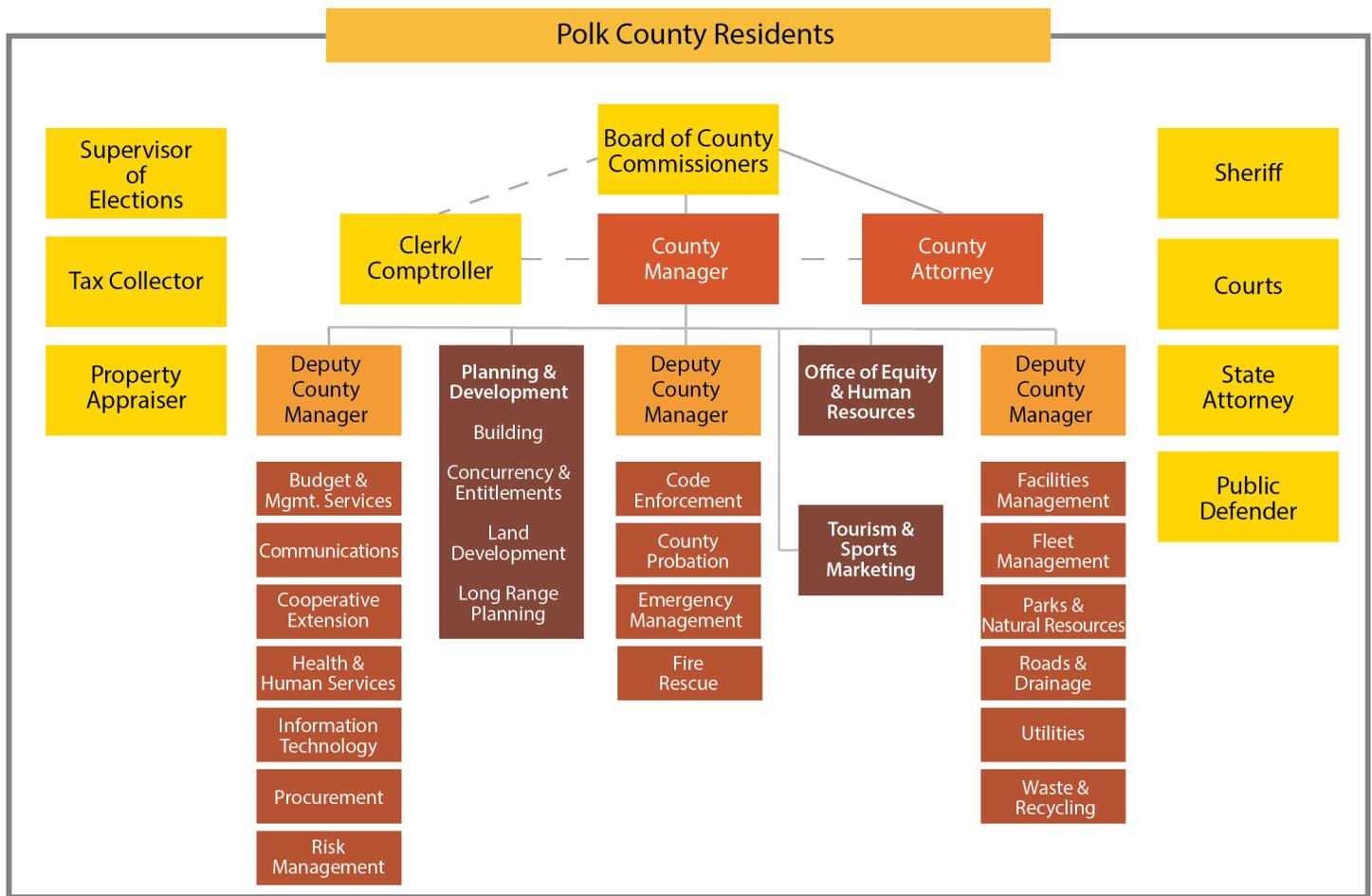
- Polk County represents 3.2 percent of the total population of Florida
- Nine million people and a workforce of 3.5 million are within a 70-mile radius of Polk County
- Polk County has six traditional colleges/universities, including the newest state university, Florida Polytechnic University. Combined, these institutions enroll more than 19,000 students

Total Square Miles - 2,012
Square Land Miles - 1,875
Square Water Area - 135

- Polk County is Florida's fourth largest county and is larger than the State of Rhode Island
- The county has 17 municipalities, the largest being Lakeland and the second being Winter Haven. Other municipalities include Auburndale, Bartow, Davenport, Dundee, Eagle Lake, Fort Meade, Frostproof, Haines City, Highland Park, Hillcrest Heights, Lake Alfred, Lake Hamilton, Lake Wales, Mulberry and Polk City



Our STRUCTURE



Polk County Government...

- Provides fire protection and ALL ambulance services
- Coordinates emergency evacuations
- Enforces housing codes and regulations
- Determines land use and zoning
- Facilitates garbage and recycling collection
- Issues building permits
- Operates county landfill
- Administers affordable housing programs
- Provides health and welfare programs
- Preserves natural eco systems
- Builds, resurfaces and maintains roads
- Assists in developing small businesses
- Supplies drinking water
- Minimizes mosquito population
- Produces Government television (PGTV)
- Builds and maintains parks
- Preserves wildlife
- Provides wastewater collection/treatment
- Stimulates economic development
- Reviews development construction plans
- Offers agricultural education programs
- Initiates countywide clean-up projects
- Recruits sporting events and promotes tourism
- Provides public transportation
- Plans transportation to accommodate growth
- Maintains more than 12,500 street signs each year
- Monitors criminals who are on probation
- And much more!



Charter Government



County Commissioners: John Hall (Chairman), District 5; Melony Bell, District 2; Todd Dantzler, District 4; George Lindsey III, District 1; Edwin V. Smith, District 3.

Polk County has a charter government authorized by the Florida Constitution. It may only be adopted by a vote of the local registered voters. It is a means by which local control, home rule and citizen input are enhanced. A county charter is a written document defining the powers, structure and functions of the county. The charter acts as a “mini-constitution” for the people of Polk County.

County government is granted all home rule powers of self-government as approved by the local voters that are consistent with state law.

Some of the key provisions of the Charter:

- Requires that candidates for County Commission reside in the district in which they are running at the time that they qualify

for office, in addition to maintaining residency after being elected

- Ordinances and charter amendments can be proposed by petition of the voters
- Members of the County Commission and the Constitutional Officers may be recalled from office in accordance with state law and the Governor retains the right to suspend or remove any county official from office
- Supervisor of Elections will become non-partisan.

The Charter does not affect city governments. It is not a form of annexation or consolidation. It does not affect the powers or duties of the Constitutional Officers or the School Board.



The State Legislature is the only governing body with the power to create, abolish or consolidate counties. A county cannot change its form of government, such as combining city and county governments, without a referendum.

Board of County Commissioners

The Board of County Commissioners is the governing body of Polk County. Each commissioner is elected by a countywide vote to a four-year term. In the November 2000 election, the Polk County Charter was amended to limit the number of terms to two consecutive four-year terms.

Each of Polk County’s five commissioners represents a county district and must reside in his/her district. Commissioners from districts one, three and five are elected in Presidential election years; districts two and four are elected in the intervening years.

In November, a chairman and vice chairman are elected by the members of the County Commission. The board selects committee chair/liaisons who, in turn, work with the county manager and staff to establish Board policies in specific focus areas, such as tourism, community outreach and legislative issues.

They also select citizens to serve on a variety of commissions, boards and councils.

Duties

The Florida Constitution and Chapter 125 of the Florida Statutes authorize the Board of County Commissioners to exercise all powers not prohibited by law. This includes levying taxes, distributing tax monies through budgeting and appropriations, constructing and maintaining roads and bridges, providing health and welfare services, managing all county-owned property, and providing supervision of all county functions and services. County taxes support many of the activities and services of county government, including the justice system, the sheriff, circuit and county court.

The County Commission meets the first and third Tuesday of the month in the Boardroom of the Neil Combee Administration Building in Bartow. Florida’s “Government in the Sunshine” law requires that all county government business takes place in public meetings and the public be given adequate notice of such meetings. The commission’s agenda is posted before each meeting and is available on the county’s website at www.polk-county.net. Meetings are also televised by PGTv and can also be viewed on the internet at the county’s website.

Constitutional Officers

Tax Collector
Joe Tedder



Supervisor of Elections
Lori Edwards



Sheriff
Grady Judd



Property Appraiser
Marsha Faux



Clerk of the Courts
Stacy Butterfield



County Manager

The Board of County Commissioners hires the county manager who is responsible for all the divisions within the county commission, except for the County Attorney’s Office, which answers directly to the Board. The county manager serves as the budget officer and selects, employs and supervises county personnel. In FY 16/17, the BoCC will employ about 1,970 people.

Advisory Groups

Advisory groups play a critical role in Polk County government. State law created some groups, the BoCC created others as advisors in specific areas. County residents are encouraged to participate by expressing a desire to be appointed to these groups or make recommendations for appointments.



Polk County Municipalities



City of Auburndale
P.O. Box 186
Auburndale, FL 33823
Telephone: (863) 965-5530



Town of Hillcrest Heights
P.O. Box 129
Babson Park, FL 33827-0129
Telephone: (863) 638-2732



City of Bartow
P.O. Box 1069
Bartow, FL 33830
Telephone: (863) 534-0100



City of Lake Alfred
155 East Pomelo Street
Lake Alfred, FL 33850
Telephone: (863) 291-5270



City of Davenport
P.O. Box 125
Davenport, FL 33837
Telephone: (863) 419-3300



Town of Lake Hamilton
P.O. Box 126
Lake Hamilton, FL 33851
Telephone: (863) 439-1910



Town of Dundee
P.O. Box 1000
Dundee, FL 33838
Telephone: (863) 419-3100



City of Lake Wales
P.O. Box 1320
Lake Wales, FL 33859-1320
Telephone: (863) 678-4182



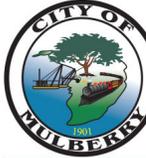
City of Eagle Lake
P.O. Box 129
Eagle Lake, FL 33839
Telephone: (863) 293-4141



City of Lakeland
228 South Massachusetts Avenue
Lakeland, FL 33801
Telephone: (863) 834-6000



City of Fort Meade
P.O. Box 856
Fort Meade, FL 33841
Telephone: (863) 285-1100



City of Mulberry
P.O. Box 707
Mulberry, FL 33860
Telephone: (863) 425-1125



City of Frostproof
P.O. Box 308
Frostproof, FL 33843
Telephone: (863) 635-7855



Town of Polk City
P.O. Box 1139
Polk City, FL 33868
Telephone: (863) 984-1375



City of Haines City
P.O. Box 1507
Haines City, FL 33845
Telephone: (863) 421-3600



City of Winter Haven
P.O. Box 2277
Winter Haven, FL 33883-2277
Telephone: (863) 291-5600



Village of Highland Park
1100 South Highland Park Drive
Lake Wales, FL 33898
Telephone: (863) 678-9354



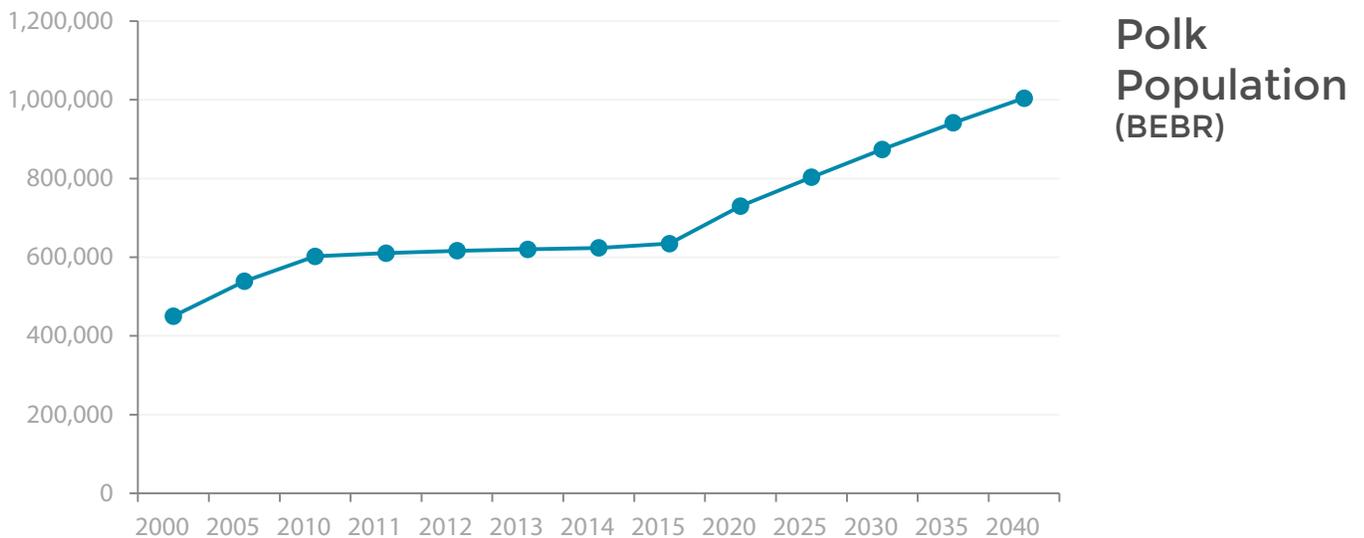
	Population*	Square Miles**	2016 Tax Rolls Taxable Values***	Operating Millage Rate
Auburndale	15,035	21.39	\$960,868,974	4.2657
Bartow	18,972	52.63	\$588,213,228	3.8044
Davenport	3,834	3.65	\$166,924,605	7.5000
Dundee	3,998	11.18	\$138,939,935	7.9000
Eagle Lake	2,594	2.71	\$68,078,905	7.6516
Fort Meade	5,975	5.16	\$95,563,085	6.2458
Frostproof	3,083	19.35	\$120,455,325	7.7716
Haines City	22,807	19.93	\$944,103,405	7.5895
Highland Park	243	1.06	\$11,874,029	9.9759
Hillcrest Heights	269	0.17	\$10,797,198	1.2726
Lake Alfred	5,475	13.16	\$162,715,038	7.2390
Lake Hamilton	1,313	4.11	\$67,483,583	8.4276
Lake Wales	15,541	20.10	\$641,350,463	7.3273
Lakeland	104,401	74.60	\$5,480,288,393	5.5644
Mulberry	4,238	6.91	\$182,390,422	6.7900
Polk City	1,838	5.01	\$72,477,319	8.0000
Winter Haven	37,689	40.22	\$1,934,969,231	5.7900
Unincorporated Polk	402,787	1,710.13	\$17,088,622,805	6.7815

* Population Source: 2016 US Census Bureau estimate

** Polk County Long Range Planning Division

*** 2016 Revised Recapitulation of the Ad Valorem Assessment Rolls

NOTE: The total Polk County taxable value is less than the individual sum of all municipalities and unincorporated Polk because of the way Senior Homestead Exemptions and Disabled Veteran Homestead Discounts are applied





Fire Rescue Services (FY 2016)

Stations	50
Employees (Full-Time)	546
Assist Outside Agencies	34
Citizen Assist/Service Call	1,530
Fire Alarm	1,626
Fire Call	2,687
Hazardous Conditions	435
Medical Calls	72,768
Other	9
Recsue Call	54
Special Detail	304
Technical Rescue	8
Traffic/Transportation Incidents	7,760
TOTAL	87,215

Source: Polk County Fire Rescue Division



Police Protection - Sheriff (FY 15/16)

Employees (Total)	1,948
Sworn	661
Certified	347
Civilian	668
Total Crimes in Polk County	8,082
Marine/Agricultural Calls for Service	2,562
Calls for Police Service	430,472
Traffic Crashes Investigated	6,031
Calls for Animal Control	38,159
Daily Average Jail Population	2,423
Jail Bookings	28,309

Source: Polk County Sheriff's 2015 Annual Report



Wastewater (September 2016)

Wastewater Facilities	7
Pumping Stations	306
Connections	45,359
Average Daily Treatment (mgd)	6,117
Average Permitted Daily Capacity (mgd)	12,996

Water (September 2016)

Plants	39
Connections	62,655
Average Daily Flow Pumped (mgd)	14,027
Average Daily Flow Permitted (mgd)	31,487

Public Access Reclaimed Water (September 2016)

Facilities	3
Connections	7,457
Average Daily Reuse Flow (mgd)	3,439
Average Daily Reuse Flow Permitted (mgd)	7,515

**Source: Polk County Utilities Division*



Annual Review

County Parks (September 2016)

Mini Parks	25
Developed Parks	35
Park Acres	3,868
Lighted Ballfields	79
Lighted Multi-purpose Fields	40
Boat Ramps	48
Docks	20
Boat Ramp Lanes	56

Source: Polk County Parks and Natural Resources



Environmental Lands (FY 15/16)

Acres Acquired	26,037
Land Acquisition Cost	\$110,524,362
Acquisition Partners	\$79,413,108
18 of 32 properties	
County's Land Acquisition Cost	\$31,111,004
Savings % County from Partners	72%
Cost of Land Sold to State	\$1,788,965

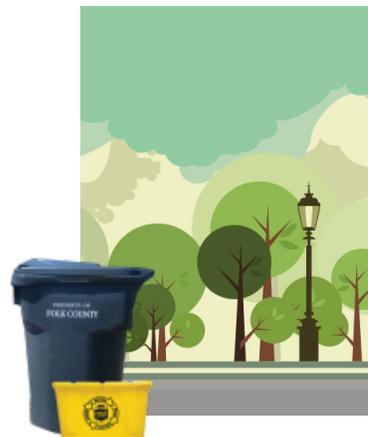
Source: Polk County Natural Resources Division



Public Works (September 2016)

Tons of Solid Waste Collected	613,289
Annual Collections per Household	156
-Weekly garbage, yard trash, recycling	
Households Served	139,443
Annual Curbside Waste Pick-ups	21,753,108
Cost Per Pick-Up	\$0.63
Street Miles-Center Line	2,726
Street Lights	2,206

Sources: Polk County Waste & Recycling Division
Polk County Roads & Drainage Division



Library (October 1, 2016)

Number of Libraries	17
Library Materials	752,497
Annual Circulation	2,339,335
Registered Borrowers	357,976

Source: Polk County Library Cooperative



Polk County Trends & Issues

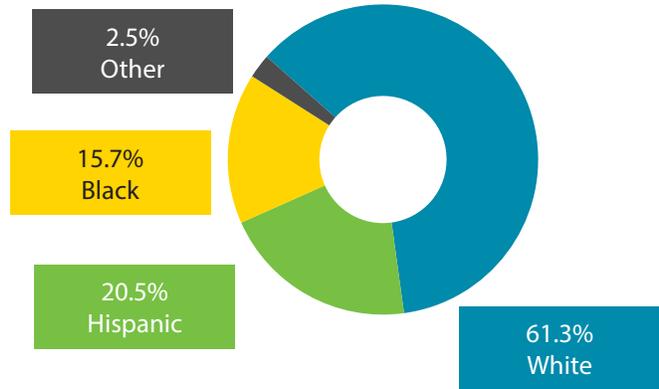
Gender



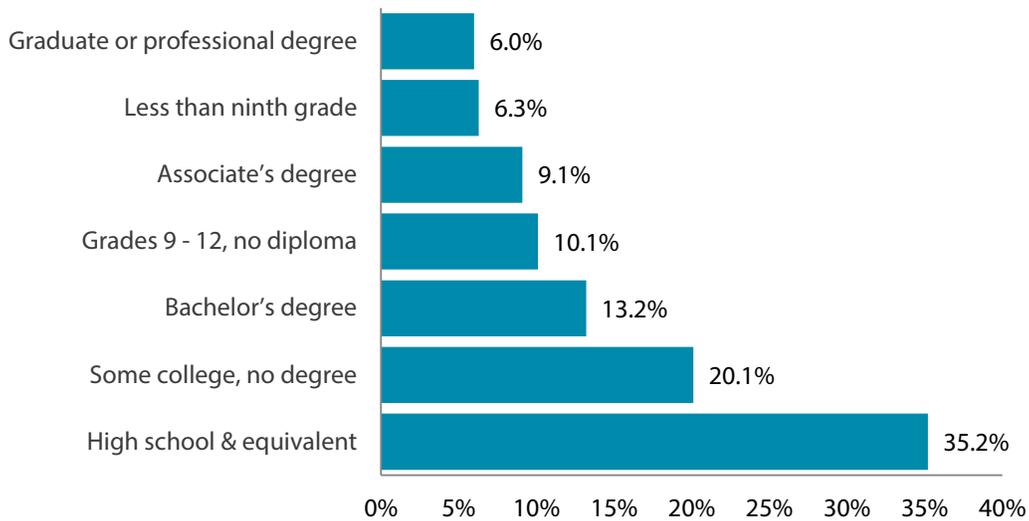
51%

49%

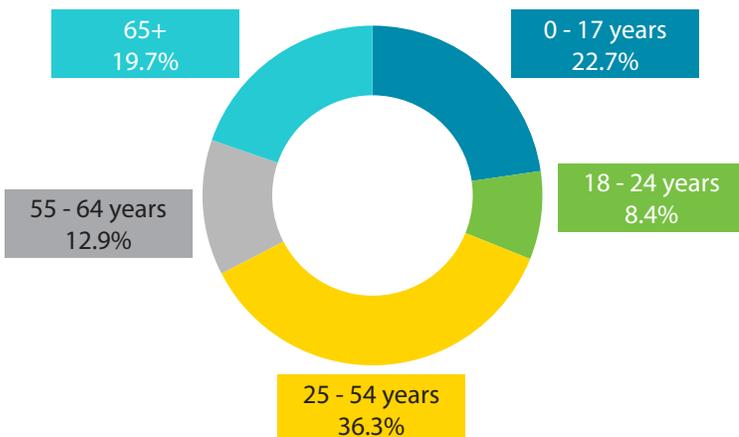
Race



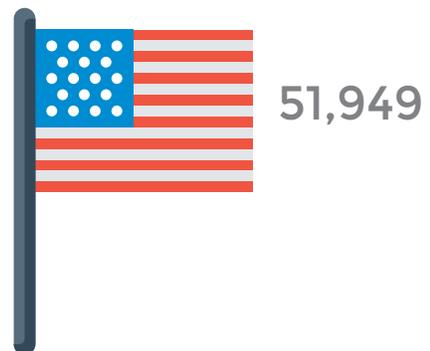
Education



Age



Veterans in Polk



Households



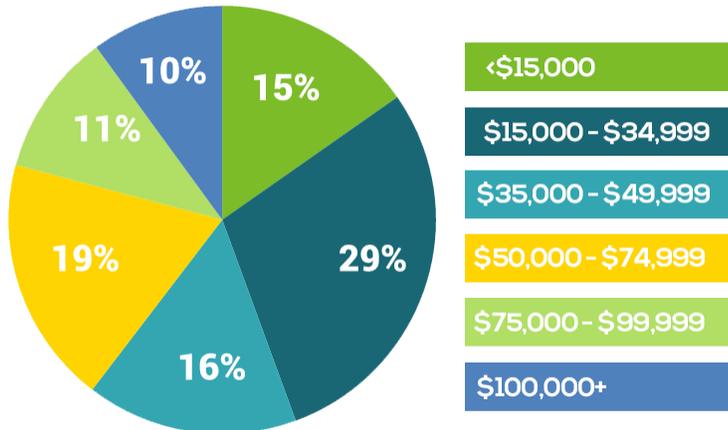
Ave. Household Size	2.73
Housing Units (2015)	284,342
Median Household Income (2014)	\$43,113
Unemployment Rate (2016)	5.8%

Languages Spoken at Home



English only	81.33%
Spanish	14.86%
Indo/European	2.40%
Asian/Pac. Island	1.26%
Other	.16%

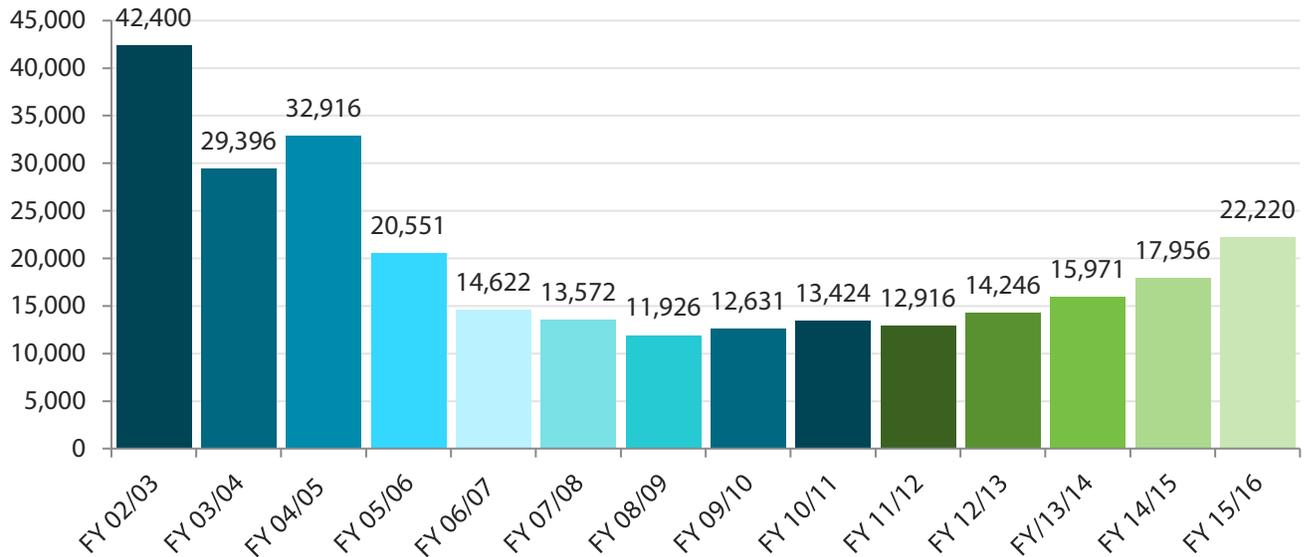
Households by Income



Median Home Value

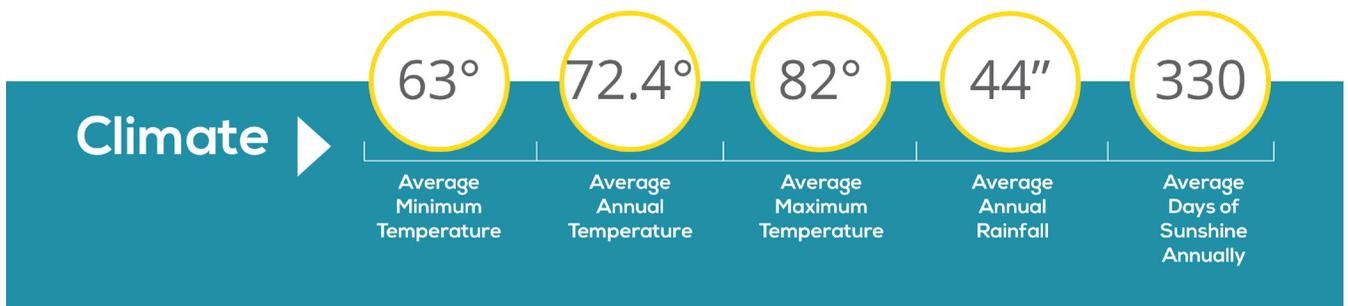


Building Permits Issued

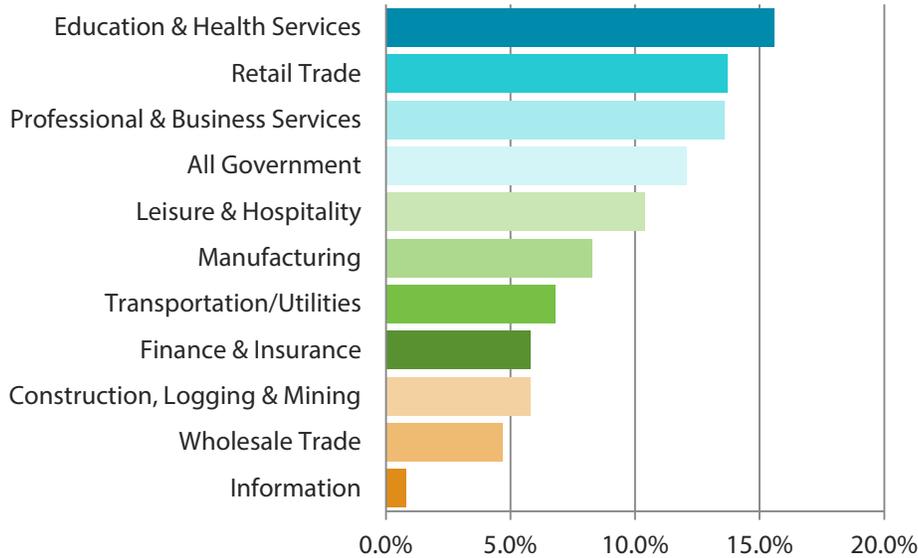


Source: Polk County Building Division

Land Use in Polk County

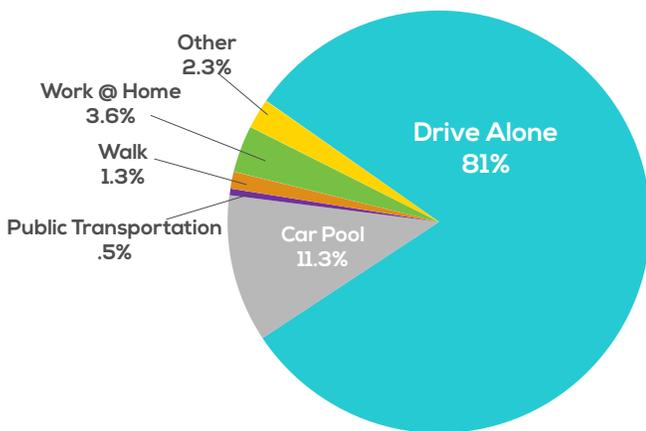


Job Base by Industry

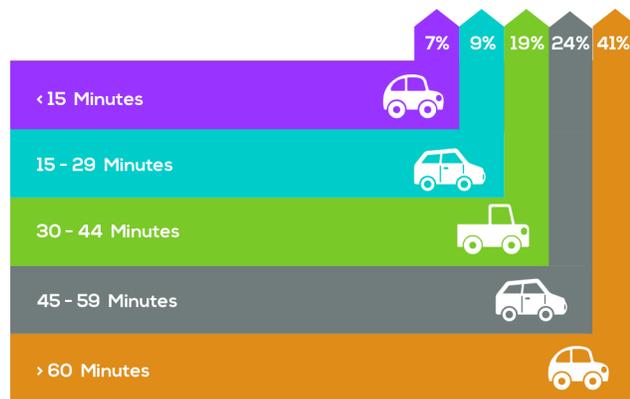


Source: Central Florida Development Council

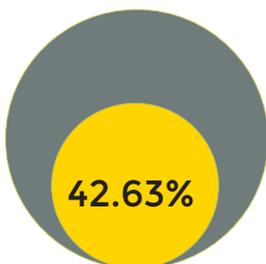
How Residents Get to Work



Travel Time to Work*



*2015 Estimated Average Travel Time to Work is 25.6 Minutes

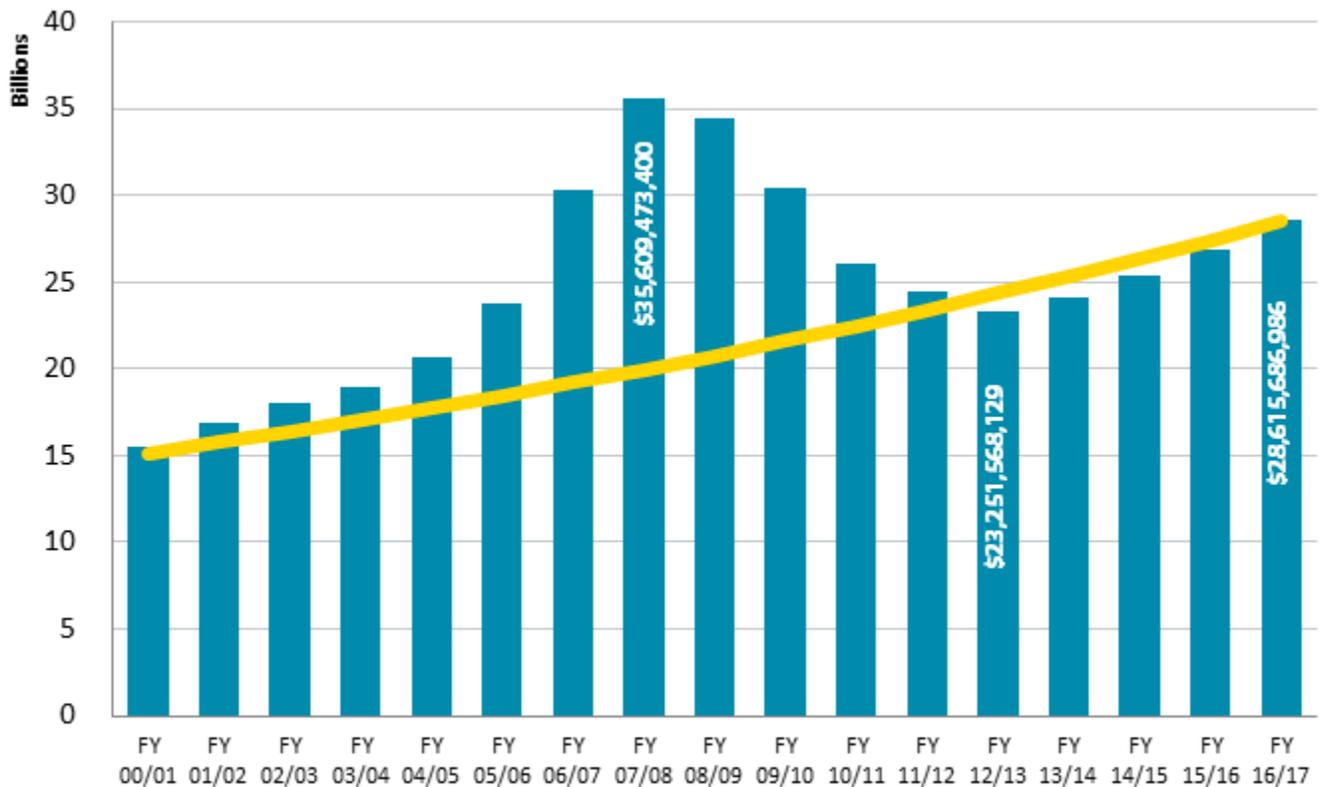


Number of Vehicles per Household (%)

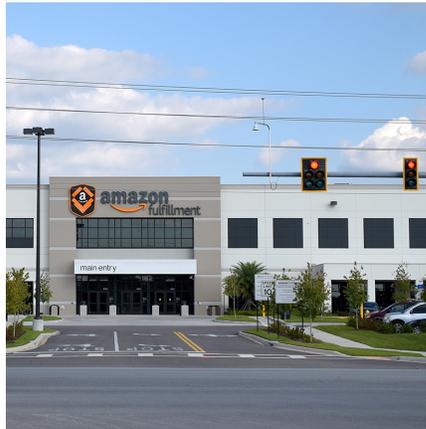
No Vehicles	6.71
1 Vehicle	42.63
2 Vehicles	37.85
3 Vehicles	9.46
4 or more	3.35



Actual Taxable Value



Economic Development



Agriculture, citrus and tourism continue to remain powerful economic engines in Polk County but Polk County's economic climate is expanding. Several major corporations have selected Polk County as their headquarters or as sites of major warehousing, manufacturing or distribution centers. In 2014, Amazon opened its first fulfillment center in Florida in Polk County. Walmart is currently constructing more than 1 million square feet of distribution space in Polk, which create hundreds of new jobs.

Growth in the county's tourism industry continues with expansion at LEGOLAND. Polk County has invested \$20 million in improvements at Joker Marchant stadium to retain major league baseball, the Miss Florida pageant committed to Lakeland for five years and ground was broken on the USA Water Ski Foundation new USA Training Center and Water Sports Complex at Lake Myrtle in Auburndale.



BUDGET PROCESS AND POLICIES

Budget Process and Calendar

The budget process for county governments in Florida is, in large part, statutorily driven as outlined in the timetable on the page titled **BUDGET CALENDAR**. For further detail, please refer to Florida Statute, Section 200.065. Following the statutory timetable is the budget calendar for Polk County (henceforth known as “County”), Florida.

Every employee of the County has a role in preparing the budget, which must be formulated, prepared, implemented, and evaluated. Each director is accountable to the County Manager for the performance of their respective personnel and whether or not their division meets their objectives within the allocated resources.

The County uses a biennial budget format in which the first year establishes the appropriated budget, and the second year concentrates on financial planning. Enabling strategic and tactical thinking, the multi-year format, together with the five-year projections, provides for improved decision making with a longer-term focus on goal achievement and infrastructure maintenance.

The budget relies on citizen input through citizen surveys, focus groups, and involvement of citizens in the budget process itself. Their input focuses on quality of life trends, identification of important issues facing County residents, and budget and financial priorities including the identification and ranking of critical County services. These interactions guide many of the decisions reflected in the adopted budget.

The following outlines the various stages of budget development and administration and identifies the roles and responsibilities of the key participants in the process.

The Planning Phase

Budget development begins in the first quarter of the fiscal year when plans are set forth for next year’s budget process. Budget and Management Services reviews obstacles from the previous year’s budget process, designs objectives for the next year’s budget process, and implements a plan to overcome any prior problems.

Budget and Management Services also reviews instructions and examples, arranges training classes, and sets budget calendar schedules. In December or January, the Budget office distributes the tentative calendar and a reminder of the Budget Kickoff meeting to all divisions and Constitutional Officers.

The Preparation Phase

At the Board Retreat in February, the Board sets their goals for the budget process. With the Board goals set, Budget and Management Services finalizes the assumptions and presentation for the budget kickoff held one to two weeks after the Board Retreat. The Budget Kickoff meeting sets the pace for the preparation of the budget and provides the financial status of the County, economic growth in the County, and issues that need to be addressed during future budget work sessions.

Divisions are directed on the assumptions to use during the budget process. During this period, the five-year community investment program is updated, and a five-year projection is prepared for the major funds.

After reviewing requests with each division, Budget and Management Services proceeds to make needed changes to the requests for review by the County Manager. Following the County Manager's review, the Budget office schedules work sessions with all divisions and the County Manager for final changes. Budget reviews begin in April and continue until the proposed budget is submitted to the Board of County Commissioners. A tentatively balanced budget is presented to the Commissioners at a regularly scheduled Board meeting in July.

The Review and Adoption Phase

Board Work Sessions are held in a public setting and scheduled for the remainder of July and August. During these sessions, the Board reviews budget issues and recommends funding of said issues.

During this time, the Property Appraiser prepares and mails the Notice of Proposed Property Taxes, known as TRIM (Truth in Millage). The TRIM notice includes the date of the first Public Hearing to adopt the tentative budget and the tentative millage rate.

The purpose of the Public Hearing is to provide the general public an opportunity to speak for or against the proposed budget and millage rate. At the end of this first Public Hearing, a date and time is set for the final Public Hearing. An advertisement for the Public Hearing is published in a local newspaper and includes summary budget information, tentative millage rate, and tentative approved budget based on the first Public Hearing, as well as the time, date, and location for the final Public Hearing.

The purpose of the final Public Hearing is to provide the general public a second opportunity to speak for or against the budget and millage rate. At this Public Hearing, the Board adopts the final budget (including the Community Investment Program (CIP)) and millage rate. Within the next three days, the Property Appraiser, Tax Collector, and State Department of Revenue must be notified of the adopted millage rate. In early November, the Tax Collector mails final tax invoices to property owners.

The adopted budget is effective on October 1 of each year.

BUDGET CALENDAR

Local Government TRIM Timetable (State Guidelines)

Day #	“Typical” Date *	Agency	Activity
1	July 1 or date of certification (whichever is later)	Property Appraiser	Property Appraiser certifies roll or count certifies interim roll (DR-420).
35	August 4	Taxing Authority	Taxing Authority advises Property Appraiser of proposed millage, rolled-back rate, and date, time, and place of the TENTATIVE BUDGET HEARING.
55	August 24	Property Appraiser	Property Appraiser prepares notice of proposed property taxes (DR-474, TRIM Notice).
Between 65 to 80 days	September 3 to September 18 (assuming notice is mailed on August 24)	Taxing Authority	Tentative budget and millage hearing. Tentative budget and millage are adopted at this hearing. This hearing cannot be held sooner than 10 days following the mailed notice.
Between 80 to 95 days	September 18 to October 3	Taxing Authority	Advertisement of final budget and millage hearing. Advertise this final hearing within 15 days after the tentative budget and millage are adopted.
Between two to five days after ads	September 20 to October 8	Taxing Authority	Final budget and millage hearing. Final budget and millage are adopted at this hearing. This hearing CANNOT be held sooner than two days nor later than five days after it is advertised in the newspaper.
Within three days after adoption	September 23 to October 11	Taxing Authority	Taxing Authority certifies adopted millage to Property Appraiser and Tax Collector.
	Typically, after the Value Adjustment Board (VAB)	Property Appraiser	Property Appraiser notifies taxing authority of final adjusted tax roll (DR-422).
	No later than three days after receipt of the Notice of Final Taxable Value	Taxing Authority	Taxing Authority completes and certifies DR-422 to Property Appraiser. This shall be completed and returned NO LATER THAN THREE DAYS after receipt.
	Within 30 days of second Public Hearing adopting final millage and budget	Taxing Authority	Taxing Authority certifies compliance with Sections 200.065 and 200.068, F.S., to Department of Revenue.

* This is an EXAMPLE ONLY using July 1 as the date of certification and showing the range of dates (minimum to maximum) that would be utilized for scheduling. These dates DO NOT make any provision for the shortening of time frames.

Budget Calendar

Planning Phase

October

- Publish and submit Adopted CIP books, including Unfunded CIP
- Schedule Budget Public Hearings for September
- Send letters to Outside Agencies
- Submit final fund adjustments for prior year budgets
- Finalize TRIM documents and submit compliance packet to Department of Revenue
- Begin planning for next budget process
- Complete Budget Book for submittal to GFOA and Divisions

November

- Conduct training on Budgeting for Managers and Supervisors
- Prepare draft of CIP Calendar
- Prepare draft of Budget Calendar

December

- Complete CIP True Up
- Finalize and schedule all CIP Calendar meetings and Budget Calendar meetings
- Finalize Budget and CIP instruction manuals and forms for Kickoff meetings
- Finalize assumptions to use for Budget Process

Preparation Phase

January

- Prepare five-year projections by Budget and Management Services
- Begin new Cost Allocation study process
- Set up Budget Module Worksheet

February

- Establish goals for the budget process at Board Retreat
- Conduct Budget Kickoff

March

- Conduct division budget meetings
- Conduct budget meetings with Deputy County Managers

April

- Conduct CIP Kickoff
- Continue budget meetings with Deputy County Managers

May

- Conduct division budget meetings with County Manager
- Receive division CIP documents by Budget and Management Services
- Review and prepare CIP document for Committee meetings, including unfunded
- Receive budgets from constitutional elected officials other than Property Appraiser
- Continue County Manager's meetings

June

- Receive budget from Property Appraiser
- Receive preliminary valuation from Property Appraiser
- Conduct CIP Committee meetings
- Conduct Budget Work Session with Board to prepare for Proposed Budget

July

- Property Appraiser certifies taxable values
- Present Proposed Budget and Tentative CIP and Budget by County Manager to Board of County Commissioners
- Conduct CIP Workshops
- Send DR-420s to Property Appraiser, Florida Department of Revenue, and Tax Collector

Review and Adoption Phase

- Conduct Budget Review Work Sessions with Board of County Commissioners
- Advise Property Appraiser of proposed millage rate and computed rolled-back rate; date, time, and location of Public Hearings on budget and millage rate established per Florida Statute

August

- Conduct Budget Review Work Sessions with Board of County Commissioners
- Present CIP Changes to Board of County Commissioners during a Work Session

September

- Conduct two Public Hearings on budget and millage rate per Florida Statute
- Adopt budget (including the CIP) and millage rate

ACCOUNTING POLICIES

Summary of Accounting Policies

Government resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped within two broad categories as follows:

Governmental Fund Types

General Fund (00100) – This fund is the general operating fund of the Board and is used to account for all financial resources except those that are required to be accounted for in another fund.

Special Revenue Funds (10100s) – These funds are primarily used to account for the proceeds from specific revenue sources that are legally restricted to expenditures for specified purposes.

Debt Service Funds (20000s) – These funds are used to account for the accumulation of resources for, and the payment of, principal, interest, and related costs on general long-term debt (other than those payable from the operations of enterprise funds).

Capital Projects Funds (30000s) – These funds are used to account for financial resources to be used for the acquisition or construction of major capital projects (other than those financed by proprietary funds).

Proprietary Fund Types

Enterprise Funds (40000s) – These funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges. In addition, the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Internal Service Funds (50000s) – These funds account for the financing of goods or services provided by one division or agency to other divisions or agencies of the Board on a cost reimbursement basis.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the financial statements and relates to the timing of the measurements made, regardless of the measurement focus applied. Polk County's budget uses a basis for accounting that mirrors the basis used for actual accounting of County revenues and expenditures at the fund level. Budgeting for governmental funds is prepared using the modified accrual basis of accounting. Revenues are budgeted for the fiscal year and are expected to become measurable and available as net current assets. Expenditures are budgeted for the fiscal year when the related fund liability is expected to be incurred, except for expenditures related to general long-term debt, which is recognized when due.

Basis of Budgeting

The preparation, approval, adoption, and execution of the County budget are in compliance with Florida Statute, Chapter 129, and consistent with generally accepted accounting principles.

All budgets for Governmental Funds (General, Special Revenue, Debt Service, and Capital Projects) are prepared using a modified accrual basis of accounting. The modified basis is a mixture of the cash and accrual basis. To be recognized as a revenue or expenditure, the actual receipt or disbursement of cash must occur soon enough after a transaction or event has occurred to have an impact on current spendable resources. Revenues must be both measurable and available to pay for the current period's liabilities. Revenues are considered available when collectible either during the current period or after the end of the current period but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources. Formal budgetary integration is employed as a management control device during the year.

Budgets for Proprietary Funds (Enterprise and Internal Service) use the accrual basis of accounting. Revenues are recognized in the period in which they are earned, and expenditures are recognized in the period in which the liability is incurred.

The Comprehensive Annual Financial Report (CAFR) shows the status of the County's finances on the basis of generally accepted accounting principles. Generally, this is the manner in which the budget is prepared. Some exceptions are the treatment of capital assets, compensated absences, other post-employment benefits (OPEB), and pension obligations. The full purchase price of capital assets is an appropriation in the budget and is capitalized and depreciated in the Government-Wide statements and the Enterprise Funds in the CAFR. The entire unpaid liability for OPEB, compensated absences and the County's proportionate share of the Florida Retirement System Plans' liabilities are recorded in the Government-Wide statements in the CAFR, whereas the current liability is budgeted as an appropriation in the year when it is expected to be expended.

Internal Budget Adjustments

Budget adjustments are designed to give the County limited flexibility in its budgetary proceedings and may generally be approved for one of three reasons. First, a budgetary oversight may have been made in the original approved budget. Because the budget cycle begins so early in the year, it is very easy to overlook certain items that should have been included or to over-estimate or under-estimate the expenses or need for certain other items. A second justification for an adjustment is emergency purchases. In many instances, equipment, supply, or maintenance costs must be incurred at a higher level than could have been anticipated due to a breakdown of equipment, the assumption of a new service, or unusually large contract prices. A third justification for an adjustment is an avoidance of future cost increases. A contract may be entered into earlier than projected to lock in a price for the purchase of goods or services that is expected to increase by the originally projected contract date.

As noted above, budget adjustments exist for very specific reasons and should not be used to balance an organization's budget each month. Operating within one's available budgetary resources is a managerial responsibility. The approved budget is only a plan and can be adjusted as circumstances change; however, it should be adhered to as closely as possible.

When needs are less than originally anticipated or prices come in lower than budgeted, excess funds should accrue as savings to the County and should not be considered as available dollars for additional expenditures. These accrued savings become cash forward in the next year's budget and are very valuable revenue in maintaining service levels and avoiding tax rate increases.

Capital Equipment Adjustments

Capital equipment items not approved in the budget can be purchased in one of three ways:

1. If the amount is less than or equal to \$10,000, and if the requesting party has funds available, then Budget and Management Services can approve the purchase.
2. If individual items or systems exceed \$10,000 but do not exceed \$50,000, and if the requesting party has funds available, then the County Manager or designee can approve the purchase.
3. Individual items or systems over \$50,000 require Board approval with justification of fund availability whether from within one's own budget or if requiring a transfer of the appropriate contingency.

Encumbrances

Encumbrances represent commitments related to unperformed contracts for goods or services and are recorded in order to reserve that portion of the applicable appropriation. Encumbrance accounting is utilized in the governmental funds.

GENERAL FISCAL / BUDGET POLICIES

GENERAL POLICY

1. The annual operating budget of Polk County, Florida shall balance the public service needs of the community with the fiscal capabilities of the County. The budget is intended to achieve the goals and objectives established by the Board of County Commissioners for the following fiscal year. County programs will represent a balance of services, but with special emphasis on public safety, quality of life, and compliance with various State and Federal mandates including the comprehensive plan. Services shall be provided in a most cost-effective basis. A balance between personnel and other classes of expenditures will also be achieved.
2. Polk County recognizes that its citizens deserve the County's commitment to fiscal responsibility and that a balanced operating budget is the cornerstone of fiscal responsibility. Annual operating expenditures, such as personal services, operating costs, and capital outlay, will be fiscally balanced with revenues or income estimates that can reasonably and normally be projected to be received during the fiscal year. New programs or changes in policies, which would require the expenditure of additional operating funds, will either be funded through reductions in existing programs of lower priority or through adjustments to fees, service charges, or taxes. New requests or changes to programs or policies will be accompanied by an analysis of the short-term and long-term impact on the operating budget caused by such changed or new program or policy.
3. New programs, services, or facilities shall be based on general citizen demand or need.
4. The County shall prepare and implement a Capital Improvement Budget (Community Investment Program), which is consistent with State requirements, that schedules the funding and construction of projects for a five-year period. As identified in the County's comprehensive plan, the Community Investment Program shall balance the needs for improved public facilities within the fiscal capabilities and limitations of the County.

5. The County shall maintain its accounting records in accordance with generally accepted accounting principles (GAAP), which is applied to governmental units as promulgated by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).
6. The County shall provide funding for public services on a fair and equitable basis and shall not discriminate in providing such services on the base of race, sex, color, religion, national origin, or physical handicap.
7. Budgets for all County divisions and all other County expenditures, including all Constitutional Offices, shall be under Commission appropriation control.
8. Inter-fund loans must be supported by a fiscally sound source of funds available for repayment.
9. Preparation of the County's budget shall be in such a format as to allow correlation with the costs reported in the County's Comprehensive Annual Financial Report.

FISCAL POLICY FOR ANNUAL OPERATING REVENUE AND EXPENSES

ALL FUNDS – REVENUE

1. Revenue projections will be based on an analysis of historical trends and reasonable assumptions of future conditions.
2. Revenue estimates will be made on a reasonable conservative basis to ensure that estimates are realized.
3. The operating budget will be prepared based on 95% of the certified taxable value of the property tax roll and other anticipated revenues.
4. The County will not use long-term debt to finance expenditures required for operations.
5. The operating budget will be balanced using current year revenues to finance current year expenditures. Fund balances shall not normally be budgeted as a resource to support routine annual operating expenses. Fund balances may be budgeted as a resource to support capital, debt, or extraordinary major maintenance needs on a non-recurring basis or as reserves to be carried forward.
6. As early as practical in each annual budget cycle, the Board shall give direction to administration as to the circumstances under which an Ad Valorem tax millage increase would be considered. Normally, such direction should be given in January of each year in conjunction with setting a tentative budget calendar.
7. Fees should be collected on all County-provided services for which specific users may be readily identified and use may be reasonably quantified. The fee amount should be based on actual costs incurred in providing the services (or facility) and shall be reviewed at least every five years. The degree to which fees shall recover full costs shall be a policy determination of the Board, but in no instance should it exceed that total cost.

ALL FUNDS – REQUIREMENTS

1. Normal maintenance requirements necessary to sustain the basic asset value will be included in the budget of the proper operating fund.
2. Contractual obligations and compensation plans for employees will be provided.
3. As early as practical in the budget process, the Board shall discuss staffing for current and planned years with County administration.
4. Capital will be provided for major improvements and automation of services based on multiple-year planning and appropriate cost benefit analysis. Each year, as early as practical, the Board shall discuss specific capital replacement requirements and policies for the upcoming year.
5. Future capital improvement requirements and replacement will be included in operating plans requiring such reserves as may be necessary. The annual amount set aside to provide reserves for future capital requirements should be consistent with individual fund needs as approved by the Board.
6. Along with other required budget material submitted by division directors in March and April of each year, the Risk Manager shall prepare an estimate of amounts to be budgeted for workers' compensation, self-insured, and malpractice claims. This amount shall be discussed with the Board at as early a date thereafter, as practical.

SPECIFIC GUIDELINES FOR INDIVIDUAL FUNDS

General Fund

It is the objective of the County to pay as great a portion of operating expenses of the General Fund as possible from sources other than ad valorem taxes. Only to the extent that non-ad valorem tax sources of revenue are inadequate to support services at desired levels should ad valorem taxes be considered for assessment.

Service charges and fees for all General Fund services will be analyzed to ensure an appropriate proportional recovery of direct costs and overhead.

Enterprise Funds

The annual operating budget includes three enterprises that have multiple funds, namely, Utilities (water and sewer), Waste and Recycling, and the Rohr Home. Each enterprise reimburses the General Fund for its proportionate share of the cost of general administrative divisions. Services charges, rent, and fee structure are established to ensure recovery of costs for these funds to the fullest extent possible, considering public benefit. Utilities and Waste Resource Management make a payment-in-lieu-of taxes computed in a fashion that relates the tax to a comparable commercial use.

A review of cost of service and rate structures for Utilities (water and sewer) and Waste and Recycling charges are performed on a routine basis. The recommended budget sets forth the amount to be recovered by the service charges, which will be based on the cost of services provided. The impact of such cost of services on rate schedules shall be presented to the Board in a timely manner to allow review and analysis prior to their approval.

Internal Services Funds

Charges to divisions for services rendered will be sufficient to cover the total cost of performing those services on an efficient basis. Rate changes for such services shall be presented to the Board at least 60 days prior to the planned date of implementation and shall be accompanied by an analysis and justification.

Considering inflationary cost factors, replacement of equipment will be included in the cost of furnishing services.

Lease purchase or borrowing of funds will be considered appropriate only if it involves a major conversion from which the cost saving benefits will accrue in future years during the useful life of assets acquired by such methods.

FISCAL POLICY FOR CAPITAL EXPENDITURES AND DEBT FINANCING

ALL FUNDS

Revenue

Revenue projections for the Community Investment Program shall be based on conservative assumptions of future earnings and bond market conditions.

Requirements

Capital projects shall be justified in relation to the applicable elements of the County's comprehensive plan or other requirements or needs.

Estimated requirements for capital projects shall include all costs reasonably associated with the completion of the project.

The impact of each project on the operating revenues and requirements of the County shall be analyzed as required by the general fiscal policy stated above.

Long-Term Debt

Long-term borrowing will not be used to finance current operations or normal maintenance. A policy of full disclosure will be followed in all financial reports and official statements for debt.

Medium-Term Debt

Lease purchase methods, bonds, or other debt instruments may be used as a medium-term (four to 10 years) method of borrowing for the financing of vehicles, other specialized types of equipment, or other capital improvements. The equipment or improvement must have an expected life at least equal to the years leased or financed. The County will determine and utilize the least costly financing methods available. Such debt arrangements will be repaid within the expected life of the equipment or improvement acquired.

Short Term Debt

The County will determine and utilize the least costly method for short-term borrowing. Short-term debt may be refunded in accordance with applicable federal laws.

SPECIFIC GUIDELINES

1. *General Capital Improvements:* These improvements, or those not related to County-owned enterprises, shall be funded from general operating fund revenues or fund balances, the sale of revenue bonds or general obligation bonds, and from special assessments and grants.
2. *Pay-As-You-Go Capital Improvements:* These improvements shall be funded from general operating fund revenues or fund balances, State and Federal grants, special assessments, or other sources of revenue, which may become available to the County. Major capital projects related to the delivery of general public services shall be paid from general-purpose revenues.
3. *Special Assessments:* When special assessments are used for Pay-As-You-Go general capital improvements, whereby the County as a whole receives the benefit, the County, consistent with State law, will establish the interest rate charged.
4. *Revenue Bond Debt Limit:* Sale of revenue bonds shall be limited to that amount which can be supported by user fees and other associated revenues. Revenue bond coverage shall not be less than parity-required coverage. Net annual debt service shall be gross annual debt service less estimated interest on debt service reserve accounts and funds from other governmental units designated for payment of such debt service.
5. *Enterprise Capital Improvements:*

Pay-As-You-Go Improvements: Enterprise funds should support needed capital improvements on a Pay-As-You-Go basis to the greatest extent possible.

Revenue Bond Debt Limit: Enterprise revenue bond coverage shall not be less than parity-required coverage.

Amendments After Adoption

As provided in Florida Statute, Chapter 129.06, once the budget is adopted, it may be amended by the Board at any time within a fiscal year in the following manner:

1. Appropriations for expenditures in any fund may be decreased and other appropriations in the same fund correspondingly increased by motion recorded in the minutes, provided that the total of the appropriations of the fund are not changed.
2. Appropriations from the Reserve for Contingency may be made to increase the appropriation for any particular expense in the same fund or to create an appropriation in the fund for any lawful purpose; however, expenditures may not be charged directly to the Reserve for Contingency.

3. Revenue of a nature or source not anticipated in the budget and received for a specific purpose such as grants, donations, gifts, or reimbursement for damages may, by resolution of the Board, be appropriated and expended for that purpose. For example, Transit Services received an unanticipated grant from the Florida Department of Transportation that required appropriations to be budgeted and approved by the Board.
4. Increased receipts for enterprise or proprietary funds received for a particular purpose may, by resolution of the Board, be appropriated and expended for that purpose.
5. Request for appropriations of funds not previously budgeted will be processed as budget amendments as required by Florida Statute, Chapter 129.06 (2) (d) and (e).

Any amendment to the budget not specified above may be authorized by resolution or ordinance of the Board following a Public Hearing.

Budget Transfers

Budget transfers are designed to give the County limited flexibility in its budgetary proceedings. Transfers may generally be approved for one of three reasons. First, a budgetary oversight may have occurred in the original approved budget. A second reason for which transfers may be approved is emergency purchases. A third justification for a transfer is the avoidance of future costs. Budget transfers should not be used to balance an organization's budget each month. The approved budget is only a plan and can be changed as circumstances change; however, it should be adhered to as closely as possible.

Any budgetary organization may request a transfer by submitting a completed Budget Transfer Request form to Budget and Management Services. The form must contain all information requested, including Oracle account string information, justification for transfer, amount of transfer, origin and destination of funds, and signed approval by the appropriate director or designee. If there is insufficient space on the form to provide adequate justification, the requester may attach an additional page. Budget and Management Services will return any incomplete forms to the requesting organization.

Upon receipt of a completed form, Budget and Management Services reviews the information provided for accuracy and evaluates the merits of the request. Once all necessary information requirements have been satisfied, the Budget office processes a journal voucher to document the proposed transfer for auditing purposes.

The request for transfer of funds requires the signature/approval of the division director.

Transfers that require the expenditure of contingencies may only be made with the approval by the Board. Such transfers shall be placed on the Board's agenda and will include all information necessary to enable a reasonable decision by the Board and will include a recommendation for either approval or denial by Budget and Management Services.

Transfers that require the transfer of monies from one division to another shall require approval by the County Manager or designee.

Once the appropriate authority has approved a transfer request, it shall be the responsibility of Budget and Management Services to ensure that an adjustment is forwarded to the Clerk and Auditor in the form of a journal voucher complete with all necessary supporting documentation for review, auditing, and posting to the general ledger.

Only budget transfers that are of an emergency nature will be processed immediately. All other requests will be processed as needed or on a quarterly basis on January 1, April 1, July 1, and September 15 of each budget year.

INVESTMENT POLICY

Policy approved by the Board of County Commissioners on October 4, 2016

I. SCOPE

This investment policy applies to all financial assets of Polk County, which are under the direct control of the Clerk of the Circuit Court as the County Comptroller for the Board of County Commissioners of Polk County, hereinafter referred to as the County. This Policy does not include any financial assets under the direct control of any of the Constitutional Officers of Polk County. At such time, as the funds under their direct control pass to Polk County, then this policy will be applicable. The Clerk has discretion to manage the investment portfolio and to vary limits on securities as defined in this policy but within the limits of Florida Statutes.

The Policy was adopted using Florida Statutes Section 218.415 as a guideline. Bond proceeds may be further limited or expanded by their respective bond resolutions or covenants and shall not be considered to be in conflict with the Investment Policy.

II. INVESTMENT OBJECTIVES

The following investment objectives will be applied in the management of the county's funds. By using an active portfolio management philosophy, rather than a "buy and hold" philosophy, portfolio yield will be enhanced without any appreciable increase in risk.

- A. SAFETY OF CAPITAL** – Safety of capital is regarded as the highest priority in the handling of investments for the County. All other investment objectives are secondary to the safety of capital. Each investment transaction shall seek to first insure that capital losses are avoided, whether they be from securities defaults or erosion of market value.
- B. LIQUIDITY** – The County's investment strategy will provide sufficient liquidity such that cash flow requirements are met through the utilization of marketable securities with structured maturities.
- C. YIELD** – In investing public funds, the Clerk will strive to maximize the return on the portfolio but will avoid assuming unreasonable risk.
- D. INTEREST RATE RISK** – It is the policy of the County to manage Interest Rate Risk while pursuing opportunities that are consistent with long term yield optimization. Portfolio decisions regarding Interest Rate Risk will be balanced with the consistent priorities of safety of capital and liquidity followed by probable portfolio yield and forecasted market conditions.

III. STANDARDS OF CARE

- A. **PRUDENCE AND ETHICAL STANDARDS** – The “Prudent Person” standard shall be used in the management of the overall investment portfolio. The prudent person standard is herewith understood to mean the following: Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Authorized persons in accordance to section IV. B., performing the investment functions, acting as a “Prudent Person” in accordance with these written policies and procedures, exercising due diligence and investing in investments authorized by law, shall be relieved of personal responsibility, for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion, as described in the internal control section of this policy, and appropriate action is taken to mitigate adverse developments.

- B. **INVESTMENT AUTHORITY** – Responsibility for the administration of the investment program is vested in the Clerk of the Circuit Court (Clerk), as provided in Section 28.33, F.S. The Clerk shall exercise this authority and regulate the administration of the investment program through the Clerk’s Office, including the utilization of an Investment Manager and other internal positions as the Clerk deems appropriate. If at any time the Investment Manager is unavailable, a person from the list in the Internal Controls (Section IV.B.) shall be designated to execute the investment function as stated in the Internal Controls section of the policy.
- C. **ETHICS AND CONFLICTS OF INTEREST** – The Clerk and Clerk employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. The above mentioned shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Investment related officers and personnel shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of their entity.

IV. SAFEKEEPING AND CUSTODY

- A. **AUTHORIZED INVESTMENT INSTITUTIONS AND BROKER/DEALERS** – Documented lists of the authorized financial institutions and dealers/broker will be developed and maintained by the Investment Manager and approved by the Clerk. Brokers/dealers will consist of banks, regional firms, and other recognized firms in the general securities business.

Evaluation criteria will include:

1. The institutional and broker qualification as they relate to both general and specific product knowledge
2. The technical support capabilities, as well as the operations efficiency of the organization
3. The ability to provide value added services

4. Pricing competitiveness based on the ability of the dealer to support both the “bid” and “ask” side of various securities market instruments
5. The financial strengths and security of the company
6. Have a minimum capital of \$10 million.

Before engaging in investment transactions with a financial institution or broker/dealer, the Investment Manager will have received from said broker/dealer a signed Investment Certification Form (Attachment A) attesting that the individual is responsible for the County’s account, has reviewed the County’s Investment Policy and that they agree to undertake reasonable efforts to preclude imprudent transactions involving the County’s funds.

Time, practicality, and general business constraints limit the number of quality investment relationships which can be managed on a regular basis. In most cases, normal investment activity will be limited to a small group of relationships. In all cases, investment relationships will consist of a minimum of four institutions.

Review of FINRA’s (Financial Industry Regulation Authority) Central Registration Depository (CRD®) for information on approved financial institutions and/or dealers/brokers will be completed on an annual basis. Financial institutions and/or dealers/brokers may be removed at any time for violations or if sanctions are imposed by a regulatory agency or government.

If at any time the Clerk is appropriately notified of any threat to the integrity of the investment portfolio, proper security measures may be suggested and implemented, and the Clerk shall have the option to further restrict investment in selected instruments, to conform to the then-present market conditions.

Repurchase Agreements will be conducted through, and negotiated only with Qualified Public Depository financial institutions and primary securities brokers/dealers. A written Master Repurchase Agreement will be negotiated with any institution with which the County, through the Clerk, enters into a specific repurchase agreement.

B. INTERNAL CONTROLS – The Clerk shall exercise and monitor a set of internal controls to be conducted through the Investment Manager, which said controls are designed to protect the County’s funds and ensure proper accounting and reporting of the securities transactions. Such internal controls shall consist of the following:

1. The Clerk is authorized to accept, on behalf of and in the name of The Polk County BOCC, bank trust receipts and/or confirmations as evidence of actual delivery of the obligation or securities in return for investment of funds.

Trust receipts or confirmations shall fully describe the various obligations or securities held. The receipt or confirmation shall state that the investment is held in the name of The Polk County Board of County Commissioners.

2. Written documentation and/or confirmation of telephone transactions and wire transfers will be maintained.

3. There will be adequate separation of duties with clear delegation of authority among investment personnel.
4. Investment review and performance reporting, interim and annual, shall be performed by the Investment Manager and reviewed by the Clerk.
5. The Investment Manager will promptly notify the Clerk or Comptroller Division Director of any threat to the safety of the Portfolio and proper security measures will be suggested and implemented to conform to market conditions.
6. There will be no physical delivery of securities, except Certificates of Deposit which will be maintained in a safe in the Department of Finance and Accounting.
7. There will be prohibition of collusion.
8. Custodial/Safekeeping shall be utilized. Monthly custodial/safekeeping account statements shall be maintained.
9. Transaction confirmations will be received from the financial institution or securities dealer awarded the investment and maintained as investment documentation.
10. Periodic training and educational opportunities will be provided and made available concerning investments and related subjects for appropriate personnel, in accordance with F.S. 218.415.
11. Investment activity will be performed by the Investment Manager and subsequently approved by the Clerk. In the absence of the Investment Manager, Comptroller Division Director, the Chief Accountant responsible for overseeing investment record keeping, or other designee will perform the investment activity and obtain approval of the Clerk.
12. Additional controls will be established in written policies and procedures by the Clerk, as needed.
13. The internal controls for investments will be reviewed by the County's independent auditors as part of the County's annual financial audit.
14. All securities purchased or sold will be transferred only under the "Delivery Versus Payment" method to ensure that funds or securities are not released until all criteria relating to the specific transaction are met.

C. SAFEKEEPING OF MONIES AND SECURITIES – Collateral for public deposits is controlled by the State of Florida through Chapter 280 of the Florida Statutes. The County shall not be under any obligation to secure additional collateral beyond the provision set forth in Chapter 280, except in the case of Repurchase Agreements. Collateral requirements for Repurchase Agreements will be contained in the Master Repurchase Agreement, executed between the County and the broker/dealer or bank.

All investment securities purchased, except Certificates of Deposits, shall be held in safekeeping at an institution designated by the Clerk and no withdrawal of such securities, in whole or in part, shall be made from safekeeping except by those **designated** in the internal

control section of this policy. The institution shall issue a safekeeping receipt to the Clerk's Office listing the specific instrument, par value, rate, maturity and any other pertinent information. In addition, the safekeeping institution shall monthly send a report listing all securities held in the County's safekeeping account which shall be verified by the Clerk's office.

V. SUITABLE AND AUTHORIZED INVESTMENTS

The County shall limit investments to:

- A. Negotiable obligations of, or obligations the principal and interest of which are unconditionally guaranteed by, and which carry the full faith and credit of, the United States Government and its agencies. Investments in this category would include but not be limited to the following: United States Treasury Bills, Notes, Strips and Bonds, and securities issued by the Government National Mortgage Association (Ginnie Mae), Federal Financing Bank (FFB) and Federal Housing Administration (FHA).
- B. Fully collateralized United States Agency obligations otherwise known as Government Sponsored Enterprises (GSEs) which carry an implied guarantee and the implied full faith and credit of the United States Government. Investments in this category would include but not be limited to the following: obligations of the Federal Farm Credit Bank (FFCB), Federal Home Loan Bank (FHLB), Federal Home Loan Mortgage Corporation (FHLMC), Tennessee Valley Authority (TVA), Financial Assistance Corporation and Federal Agriculture Mortgage Corporation (Farmer Mac) and the Federal National Mortgage Association (FNMA).
- C. Permitted investments in the above listed agencies and instrumentalities shall include bonds, debentures, notes or other evidence of indebtedness issued including mortgage pass-throughs, collateralized mortgage obligations, adjustable rate securities (such as step-ups and floating rate notes) and adjustable rate mortgages (ARMs).
- D. Banker's Acceptances which are issued by a domestic bank which has the top ten rating of at least "Prime-1" and "A" by Moody's Investors Service and "A-1" and "A" by Standard & Poor's Corporation.
- E. Commercial Paper rated, at the time of purchase of at least, "Prime-1" by Moody's and "A-1" by Standard & Poor's.
- F. Interest bearing savings accounts, money market accounts, certificates of deposit, money market certificates or time deposits constituting direct obligations of any bank or savings and loan association certified as a Qualified Public Depository by the State of Florida or Federal Deposit Insurance Corporation.
- G. Repurchase Agreements collateralized by securities otherwise authorized in paragraphs A. to E.
- H. State of Florida Local Government Surplus Funds Trust Fund (FL Prime or SBA).
- I. Florida Local Government Investment Trust (FL Trust or FLGIT).
- J. Bonds, notes or instruments backed by the full faith and credit of the government of Israel.

- K. Municipal Debt General Obligation (GO) Securities and Water & Sewer Revenue Securities issued by a municipality within the United States, provided that such instrument is rated “A- or equivalent” or better by at least one Nationally Recognized Statistical Rating Organization (NRSRO) at time of purchase.
- L. Corporate Debt Securities issued by any corporation within the United States, provided that such instrument is rated “A- or equivalent” or better by at least two Nationally Recognized Statistical Rating Organizations (NRSRO’s) at time of purchase. Investment in convertible securities is prohibited.
- M. Securities and Exchange Commission (SEC) registered Money Market Funds with the highest credit rating (AAAm or equivalent) by either major Nationally Recognized Statistical Rating Organization (SRSRO) and a weighted average maturity (WAM) of assets in the fund shall be sixty (60) days or less.
- N. Asset Backed Securities (ABS) limited to traditional consumer receivables, such as, auto, equipment or credit card receivables provided that such instrument is rated A-1/P-1 or equivalent if the final maturity is 13 months or less and AAA or equivalent for longer maturities by at least two Nationally Statistical Rating Organizations (NRSRO’s) at time of purchase.
- O. Supranational Securities U.S. dollar denominated debt obligations of a multilateral organization of governments rated AAA or equivalent by at least two Nationally Statistical Rating Organizations (NRSRO’s) at time of purchase.

BID REQUIREMENT

Although in most situations the competitive bid process shall be utilized, there is no obligation to secure competitive bids from all financial institutions and securities dealers on the approved list. Rather a decision may be made by the Investment Manager and/or the Comptroller Division Director as to the institutions that have been the most competitive over the preceding investment bids or by a fair rotation, without exceeding maximum issuer limitations. When purchasing or selling securities, the Investment Manager, or those designated staff, will obtain competitive bids or offerings from at least three dealers, except in situations where:

- A. The security involved is a “new original issue” and can be purchased at par prior to issue date, or “at the window” at date of sale
- B. The security involved is available through direct issue or private placement
- C. The security involved is of particular special interest to the entity and dealer competition could have an adverse impact with the respect to the price and availability to the entity.

REPORTING

The Treasury Manager shall generate monthly reports for management purposes. In addition, the Treasury Manager shall submit an annual report, which presents the County’s portfolio by type of investment, book value, income earned, and market value as of the report date.

INVESTMENT PARAMETERS

From time to time economic and/or market aberrations may create situations where markets become abnormal and portfolio composition and/or maturity guidelines may become temporarily exceeded. Deviations from the general guidelines in this policy may be granted by the Clerk.

A. **LIQUIDITY REQUIREMENTS** – To meet the day-to-day operating needs of the County and to provide the ready cash to meet unforeseen temporary cash requirements, a liquidity base of approximately at least two months of anticipated disbursements, excluding bond construction payments made from escrow or trust accounts, will be kept in relatively short-term investments. These would include State of Florida Local Government Surplus Funds Trust Fund, Discount Notes, Commercial Paper, Certificates of Deposit, Treasury Bills, Money Market Funds or Repurchase Agreements.

B. PORTFOLIO COMPOSITION/RISK AND DIVERSIFICATION

Assets held shall be diversified to control the risk of loss resulting from over concentration of assets in a specific maturity, issuer, instrument, dealer or bank through which these instruments are bought and sold. The percentage allocation requirements for investment types, issuers and maturities are calculated based on the PAR Value of each investment. Diversification strategies within the established guidelines shall be reviewed and revised periodically, as necessary, by the Clerk of Circuit Court, Comptroller Division Director and Investment Manager. These guidelines may be temporarily amended by the Clerk for specific circumstances and will be reported to the County Manager and the Chairman of the County within five business days and to be reviewed with the County at their next scheduled Finance Committee Meeting:

Local Government Surplus Funds Trust Fund	100%
United States Treasury Bills/Notes/Bonds/Strips	50%
United States Federal Agencies	
Full Faith & Credit (FFC)	25%
Federal Instrumentalities/ Government Sponsored Enterprises (GSEs)	50%
Collateralized Mortgage Obligations	25%
Mortgage Backed Securities (MBS) Pass-Through(s)	25%
Repurchase Agreements	35%
Certificates of Deposit	50%
Florida Local Government Investment Trust	20%
Banker's Acceptances	20%
Commercial Paper	25%
Israel Bonds	5%
SEC Registered Money Market Funds	50%
Municipal Bonds General Obligation (GO) and W&S Revenue	25%
Corporate Bonds	25%
Asset Backed Securities (ABS)	25%
Supranationals	25%

- C. **PERFORMANCE STANDARD** – The County seeks to optimize return on investments within the constraints of safety and liquidity. The investment portfolio shall be designed with the annual objective of exceeding by 25 basis points above the weighted average return earned on investments held in the SBA.
- D. **MATURITY GUIDELINES** – The County’s portfolio should be structured when practicable so that securities mature to meet the County’s cash needs, thereby avoiding the need to sell securities prior to maturity.

Generally, no more than 10% of the portfolio will be invested in amortizing securities that have a Weighted Average Life (WAL) exceeding five (5) years.

Generally, non-amortizing, non-adjustable rate securities purchased with maturities exceeding five (5) years should not be more than 25% of the total portfolio and maturities exceeding ten (10) years should not exceed 10% of the total portfolio. Fixed rate securities have the potential for greater interest rate sensitivity. However, in periods when interest rates are forecasted to decrease and/or remain relatively low for extended periods of time, fixed rate securities with longer maturities can be very advantageous for higher portfolio income and greater price appreciation.

Generally, non-amortizing, adjustable rate securities purchased with maturities exceeding five (5) years should not be more than 25% of the total portfolio. These securities purchased with maturities greater than ten (10) years should not be more than 10% of the total portfolio. This security type, depending on the structure, has the potential for less interest rate sensitivity in a rising interest rate environment.

SALE OF SECURITIES

- A. From time to time, securities may be traded for other similar securities or sold to improve yield, maturity or credit risk. For these types of transactions, a temporary loss may be incurred for accounting purposes, provided the loss is more than offset by the higher yield. The following are examples of circumstances considered appropriate for a swap/sale:

1. The yield can be increased.

Market aberrations are often caused by supply and demand conditions for particular securities. For example, if a short supply exists for a particular maturity range, then it may be advantageous to swap/sell out of the security in a short supply and into another similar security in a different maturity range.

2. The maturity length can be reduced.

Market aberrations occasionally create a situation where longer maturity securities are yielding the same or less than securities with a shorter maturity. Portfolio quality can be improved by switching from the longer maturity security to the shorter maturity with little or no interest penalty.

3. The quality of the investment can be improved.

Market aberrations occasionally create a situation where certain higher risk securities

yield the same or less than an equivalent lower risk security. Portfolio quality can be improved by switching from the higher risk security to a lower risk security without an interest rate penalty.

- B. When invested funds are needed in whole or in part for the purposes originally intended or for more optimal investments, such investments may be sold, with prior approval from the Clerk or Comptroller Division Director, at the then-prevailing market price.
- C. Credit ratings may fluctuate on municipal or corporate security holdings. Should the credit rating on a security held in the portfolio fall below minimum purchase requirements, the Comptroller Division Director will be notified immediately. A thorough review of the security will be conducted to determine if sale of the security is warranted. If market conditions allow or practicable, a sale will be conducted upon joint decision of the Investment Manager or other designee, Comptroller Division Director and/or Clerk. If market conditions do not allow and/or are not practicable, sole authority to sell a security may be delegated to the Investment Manager or other designee.
- D. Should the credit rating on a security held in the portfolio fall below minimum purchase requirements as a result of a rating agency's general recalibration of how they rate issuers and not due to any material changes in the underlying fundamentals of the issuer and not as the result of a change in the rating agency's opinion of the credit quality of the affected issuer, a sale of the security will not be required.
- E. When portfolio composition guidelines have been exceeded it may become necessary to sell an investment or a portion of an investment to maintain compliance with portfolio composition guidelines. A thorough review of the security will be conducted to evaluate the security's fundamental value and if loss would occur due to sale. Consideration will be given to future portfolio purchases, maturities and the amount of excess above the stated portfolio composition guidelines. Sale of a security or a portion of a security at a loss to meet compliance guidelines will be conducted as a last resort and only upon joint decision of the Investment Manager or other designee, Comptroller Division Director and/or Clerk.
- F. Portfolio rebalancing is meant to add economic value to a portfolio under circumstances prevailing during the rebalancing process. This may necessitate the sale of securities at a loss in order to reduce portfolio risk (without a material reduction in portfolio return) or to achieve a greater overall return (without assuming material amounts of additional risk) that could have been obtained if the original position(s) had been held. Portfolio rebalancing should be completed in such a manner as to minimize the amount of realized loss. The effects of investment purchases, maturities and sales should be considered when determining a rebalancing strategy. In recognition that specific investments and markets are dynamic and that relative values can change over time, it is the policy to review and pursue those opportunities that are consistent with long term optimization. It is the policy of the County to manage the investments within the constraints outlined in these policies by regularly re-assessing their analysis and projected performance and by making timely re-allocations.

RESERVE AND FUND BALANCE POLICY

Policy approved by the Board of County Commissioners on October 04, 2016

The Polk County Board of County Commissioners realizes that it is essential for governments to maintain adequate levels of reserves combined with fund balance to mitigate current and future risks such as revenue shortfalls, natural disasters, and unanticipated expenditures. Also, various bond rating agencies recognize that the best reserve policies provide both specificity and flexibility, accomplishing one or more of at least three main criteria: establishing a target level of reserves or a reserve floor, specifying the appropriate circumstances for drawing down reserves, and directing the replenishment of reserves. The Government Finance Officers Association of the United States and Canada (GFOA) recommends a minimum General Fund reserve of (1) no less than 5% to 15% of the operating revenues or no less than one to two months of regular operating expenditures or (2) no less than one to two months of regular General Fund operating expenditures. It is the recommendation of GFOA that the following specific policies were recommended.

DEFINITIONS

Reserve for Contingency: A budgeted reserve to fund unanticipated expenditures that may come up within the fiscal year. Examples include and are not limited to: matching dollars for grants, capital projects, outside agency requests, division requests to fund increases to current or new program initiatives, or to fund expenditures relative to a major storm or other unforeseen disaster that fundamentally alters the current tax base. According to Florida Statute, Chapter 129.01, a reserve for contingency cannot be greater than 10% of the fund in which it is budgeted.

Reserve for Budget Stabilization: A budgeted reserve, primarily to be budgeted in the County's General Fund, is used for short-term cash flow purposes and to maintain service levels in the event that an economic downturn should cause a shortfall in revenues.

Reserve for Debt Services: Debt Service reserves will be maintained as required by bond covenants or other obligations.

Reserve for Future Capital Expansion: Capital Funds should maintain fund balance budgeted in reserves to assist in funding the out years of the County's Capital Improvement Plan (CIP). The County currently only appropriates capital dollars to fund that portion of a capital project that will be completed in the current fiscal year. Monies to complete the project(s) in out years will be budgeted for in this reserve. The County's five-year CIP should match the reserve levels in Capital Funds.

Reserve for Cash Balance Forward: To be used to fund operating expenditures for the first few months of the fiscal year until the Fund's recurring revenue starts to come in. This type of reserve is primarily used in Ad Valorem supported funds but may be used in other funds as deemed appropriate. Budget and Management Services will monitor the funding levels and projected cash flow needs of the funds utilizing this reserve on an annual basis as part of the County's budget process. According to Florida Statute, Chapter 129.01, a reserve for cash balance forward cannot be more than 20% of the fund.

There may be other reserves utilized by various funds based upon their needs to reserve monies during any particular budget cycle.

Utilization of any monies from any Reserve can only be appropriated by authorization of the Board of County Commissioners.

RESERVE POLICY:

GENERAL FUND

The County's General Fund should maintain a 60-day or 16% total Reserve component. Within the following three Reserves, a total of 60 days or 16% should be maintained for adequate cash flow and emergency purposes.

Reserve for Contingency: An amount equal to 2% of the County's General Fund operating budget.

Reserve for Self Insurance Claims: An amount equal to 50% of the annual audit requirement for the County.

Reserve for Budget Stabilization: An amount equal to the balance needed to get the General Fund to 60 days or 16% of the total General Fund operating budget. This reserve will also encompass the remaining requirements for the General Fund's Cash Balance Forward needs to keep the General Fund in a positive cash flow until Ad Valorem revenues are received.

Utilization of any of the above reserves during the fiscal year should be replenished in the ensuing fiscal year's budget utilizing any undesignated/unreserved ending fund balance coming from excess revenues and/or unspent appropriations.

Other Reserves: As necessary, for the ensuing fiscal years.

SPECIAL REVENUE FUNDS

These funds include Reserve for Cash Balance Forward, Contingency, Future Capital Expansion, or other reserves as necessary for the ensuing fiscal year. As part of the budget process, these reserves will be reviewed for necessity, as well as funding limits by Budget and Management Services annually.

ENTERPRISE FUNDS

Utility System and Solid Waste

The Utility System and Solid Waste operating funds should maintain a Fund Balance/Reserve for Contingency or Cash Balance totaling a minimum of 30 to 60 days of operating expenditures plus debt service requirements sufficient to meet debt covenants.

The reserve(s) will be used in the case of a major interruption of the current revenue stream due to unforeseen circumstances such as a natural or man-made disaster or significant economic downturn. Recovery of these reserves after drawdown for the specified purposes will be accomplished through the use of customer service rates, assessment revenues, and/or the net income of the system.

INTERNAL SERVICE FUNDS

Fleet Replacement Fund

Fleet Replacement should maintain a Fixed Asset Replacement Reserve (Reserve for Future Capital) equal to a minimum of one year's estimated replacement cost of assets. The reserve may be used in the event of a major interruption of the current revenue stream due to unforeseen circumstances such as a natural or man-made disaster. The Fixed Asset Replacement Reserve should be used for the replacement of assets currently in service.

If reserve balances exceed their requirements, the County should adjust rates charged to other County operating funds. Recovery of these reserves after drawdown for the specified purposes will be accomplished through the use of internal service charges to other County operating funds. Annual funding of the Asset Reserve will be through the annual budget process and will be in an amount equal to the annual rental revenues charges to the user divisions.

Information Technology Fund

This fund can include Reserve for Contingency, or other reserves as necessary for the ensuing fiscal year. As part of the budget process, these reserves will be reviewed for necessity by Budget and Management Services annually. If reserve balances exceed or are not enough to meet requirements, rates charged to other County operating funds will be adjusted appropriately.

Health Insurance Fund

The Health Insurance Fund should maintain a reserve in accordance with the annual actuarial analysis to ensure financial viability. The State of Florida reserve standard for self-insured plans is two months (or 16%) of projected claims. This will serve as the County's absolute minimum. The County will procure an actuarial study annually and will take a conservative approach when establishing the amount of reserves required.

The Health Insurance Fund will charge premiums to the covered entities in adequate amounts to establish and maintain the above reserves.

FUND BALANCE POLICY:

The operating budget will be balanced using current year recurring revenues to finance current year recurring expenditures. Fund balances should not normally be budgeted as a resource to support routine recurring annual operating expenses. For the purposes of this policy, there are two types of fund balances:

Reserved Beginning Fund Balances will be estimated and included in the annual budget to fund the carryover of reserves, capital projects, or other items budgeted for in the prior year that need to be carried over into the next fiscal year in order for the goods or services to be delivered or completed.

Unreserved Beginning Fund Balances are accumulated through unspent appropriations and excess revenues received over what was budgeted. The following outlines the appropriate uses of this one time balance:

1. Pay for unfunded projects
2. Increase or replenish reserves in a fund based upon Reserve Policy guidelines
3. Fiscal stabilization of offsetting operating revenue shortfalls as long as the amount budgeted is disclosed as part of the budget process
4. Fund outside agency requests
5. Retirement or accelerated payments towards debt service
6. Extraordinary major maintenance needs on a non-recurring basis
7. Fund technology needs which support efficiency and effectiveness of operations
8. Fund pilot programs for a period of time to ensure that the program revenues cover expenditures as projected and to ensure that program performance measures are met

In the General Fund, 50% of unreserved beginning fund balance will be used to fund the Board's highest priority unfunded projects as established in the Board's yearly goals.

Unreserved balances should not be used to provide for the following:

1. Fund new positions
2. Fund recurring salary increases

Any unreserved beginning fund balances that were not estimated as part of the annual budget cycle will be budgeted in the next fiscal year, as guided by this Unreserved Beginning Fund Balance Policy.

GASB SPENDING POLICY

Policy approved by the Board of County Commissioners on April 26, 2011

GASB issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, which is intended to clear up confusion on issues related to how fund balance is reported, specifically regarding reserved and restricted assets and the interpretation of fund balance reporting.

To help clarify, GASB created five categories that all fund balance will be reported in:

- **Non-spendable fund balance** – Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact.
- **Restricted fund balance** – Amounts restricted for specific purposes by external sources, such as grantors, laws, statutes, contributors, or legislation to name a few. An example of this would be the Fuel Taxes that are limited by Statute to be spent on Transportation-related items.
- **Committed fund balance** – Amounts constrained to specific purposes by the highest level of internal decision-making. Examples of this would be revenue restricted by Board-adopted resolutions or ordinances.
- **Assigned fund balance** – Amounts a government intends to use for a specific purpose, but there is no formal document such as a resolution or ordinance that has been adopted to formalize the intent.

- **Unassigned fund balance** – Classification for fund balance that has not been assigned to other funds and that has not been restricted. This classification is used primarily in the General Fund and is used in other funds if there is a deficit.

All funds and revenue sources in each fund must be identified in one of these classifications and each government must disclose *the order in which a government assumes restricted, committed, assigned, and unassigned amounts are to be spent when amounts in more than one classification are available for a particular purpose.*

This policy establishes that the Polk County Board of County Commissioners has approved one order of expenditures for the General Fund and another order of expenditures for all other funds.

- **General Fund** – In the General Fund, the fund balance will be expended in the following order: Restricted, Committed, Assigned, then Unassigned
- **All Other Funds** – For any fund other than General Fund, the fund balance will be expended as follows: Assigned, Committed, then Restricted

COMMUNITY INVESTMENT PROGRAM POLICY

Policy approved by the Board of County Commissioners on September 2, 2014

- 1. Community Investment Program** – Polk County’s Capital Improvement Program, otherwise known as the Community Investment Program (CIP), is a five-year plan for capital/infrastructure projects. The program identifies anticipated projects, schedules, costs, revenue sources, comprehensive plan information, and future operating impacts.
- 2. CIP Project Definition** – A project that has a life of at least five years before it needs to be replaced, costs at least \$100,000, is consistent with the County’s Comprehensive Plan (if applicable), and one of the following:
 - a. Construction, expansion, renovation, or replacement
 - b. Maintenance or rehabilitation (examples include categories, such as road resurfacing and major pipe replacement)
 - c. Equipment/software
 - d. Vehicles only included if part of a project; for example, when we build a new fire station, the cost of any new fire trucks will be included in the project cost
- 3. CIP Review Committee** – The CIP Committee is comprised of the County Manager’s Office, Budget and Procurement Division employees, and Division Directors that are associated with any capital project. The purpose of the committee is to communicate and obtain consensus relative to project prioritization and management. The committee will meet a minimum of two times per year, once prior to the County Manager CIP meeting, and once in the second quarter of the fiscal year.

4. **Citizen Input** – Citizens are given the opportunity to engage in discussions with the County regarding projects that may impact their community. Each division coordinates citizen input on projects as necessary.
5. **Adopting the CIP** – The CIP is presented to the Board in the August timeframe to discuss projects and get Board guidance. This guidance will be used to develop the CIP, which will be included and adopted at the Budget Public Hearings in September. CIP books will be published for:
 - a. Proposed CIP, as presented to the Board in the August timeframe
 - b. Adopted CIP, as approved by the Board in September
 - c. CIP True Up, that will account for any expenditure that occurs after the adopted budget but prior to the new fiscal year
6. **Amending the Adopted CIP** – Circumstances may arise during the fiscal year which makes it necessary to amend the Adopted CIP. Since many of the County’s CIP projects span multiple years and funding sources, the Board considers certain variances of estimates to be reasonable and not require BoCC approval. The CIP may be amended as follows:
 - a. The Budget and Procurement Director or designee may administratively approve changes to the funding source of a project, as long as the total project budget does not change.
 - b. The County Manager or designee may approve project budget increases or decreases, which are less than 5% of the total project budget or \$250,000 (whichever is less). Multiple amendments to the same project can be approved by the County Manager if the total is under 5% or \$250,000.
 - c. The Board must approve an amendment if:
 - 1) A project budget increase or decrease is equal to or greater than 5% or \$250,000 as related to item “b” above.
 - 2) A transfer from a reserve is required to fund the CIP increase or change.
 - 3) A new project is being added that was not included in the Adopted CIP.Amendments for items “a” and “b” will be reported to the Board in Finance Committee Meetings.
7. **Monitoring** – The County utilizes a few avenues for monitoring existing CIP projects:
 - a. The County website includes a CIP page to communicate project status. This site is updated quarterly to let citizens know the status of projects located in their community.
 - b. The CIP Review Committee meets at least twice a year to discuss project status.

The CIP Process and Timeline table below show the typical CIP timeline during a fiscal year.

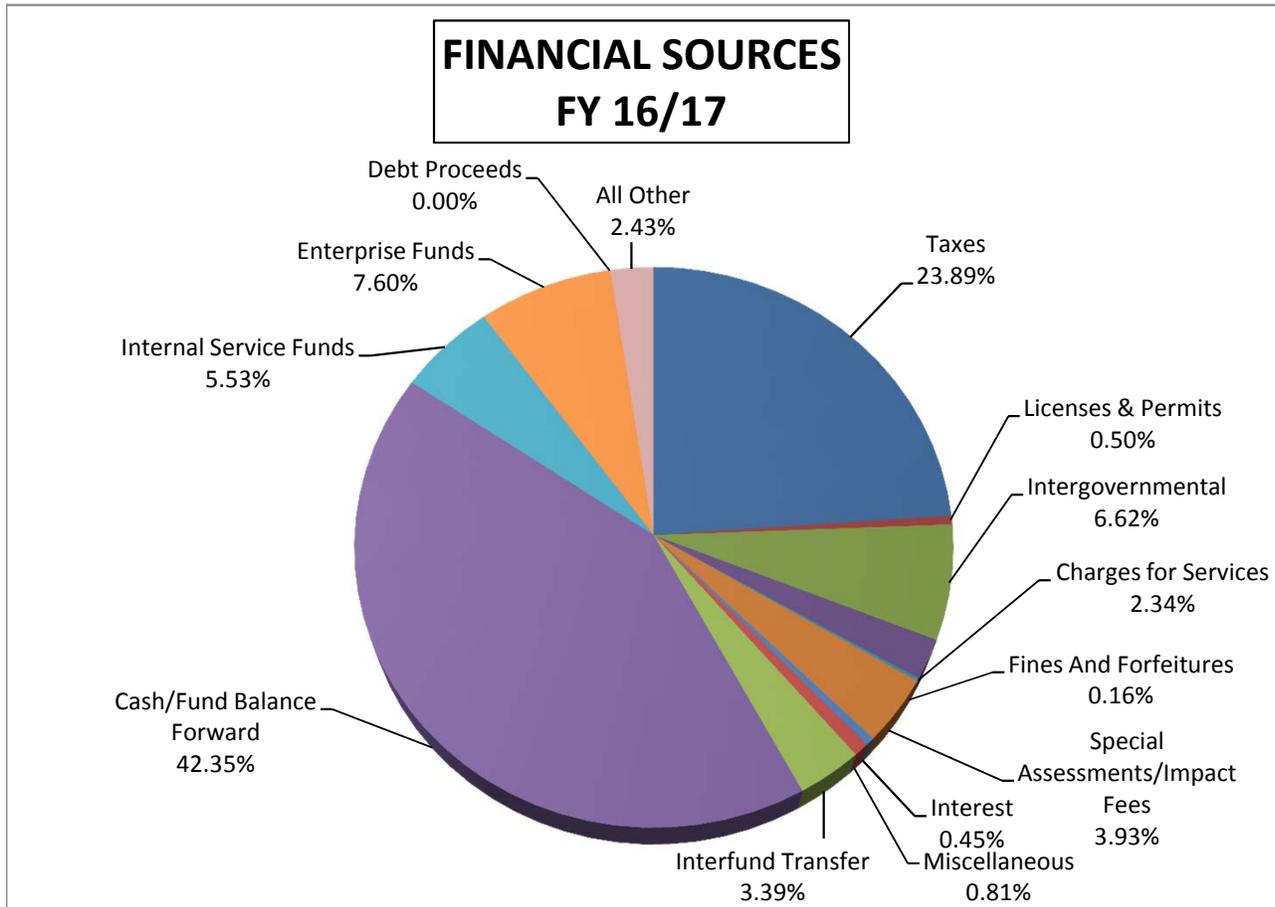
CIP Process and Timeline	
Time Frame	Process
November-December	County Divisions assess future capital needs. A recalculation/reduction of current year's project budgets to account for full prior year's expenditures shall be completed. This process is commonly referred to as True-Up.
January-March	The Budget Office prepares CIP Kickoff. CIP Committee meets to discuss status of projects.
April	The Budget Office shall hold CIP Kickoff, instructional meeting with Divisions.
May-June	Divisions shall submit CIP Documents to the Budget Office, who then reviews and analyzes the divisions' CIP project proposals, operating budget impacts, and probable revenues. The documents are given to the CIP Committee, who then meets to evaluate projects. CIP presented to the County Manager and preparations begin to present to the BoCC.
July-August	The Proposed Capital Improvement Program shall be presented to the BoCC in a Capital Improvement Program Workshop. The County Manager presents the tentative Capital Improvements Program and Budget to the BoCC, Clerk of the Circuit Court, County Attorney, Division Heads, and media.
September	Two Public Hearings shall be held to adopt the County Budget, which includes the CIP.
October	Budget and CIP take effect.

This page was left blank intentionally

POLK COUNTY EXECUTIVE SUMMARY

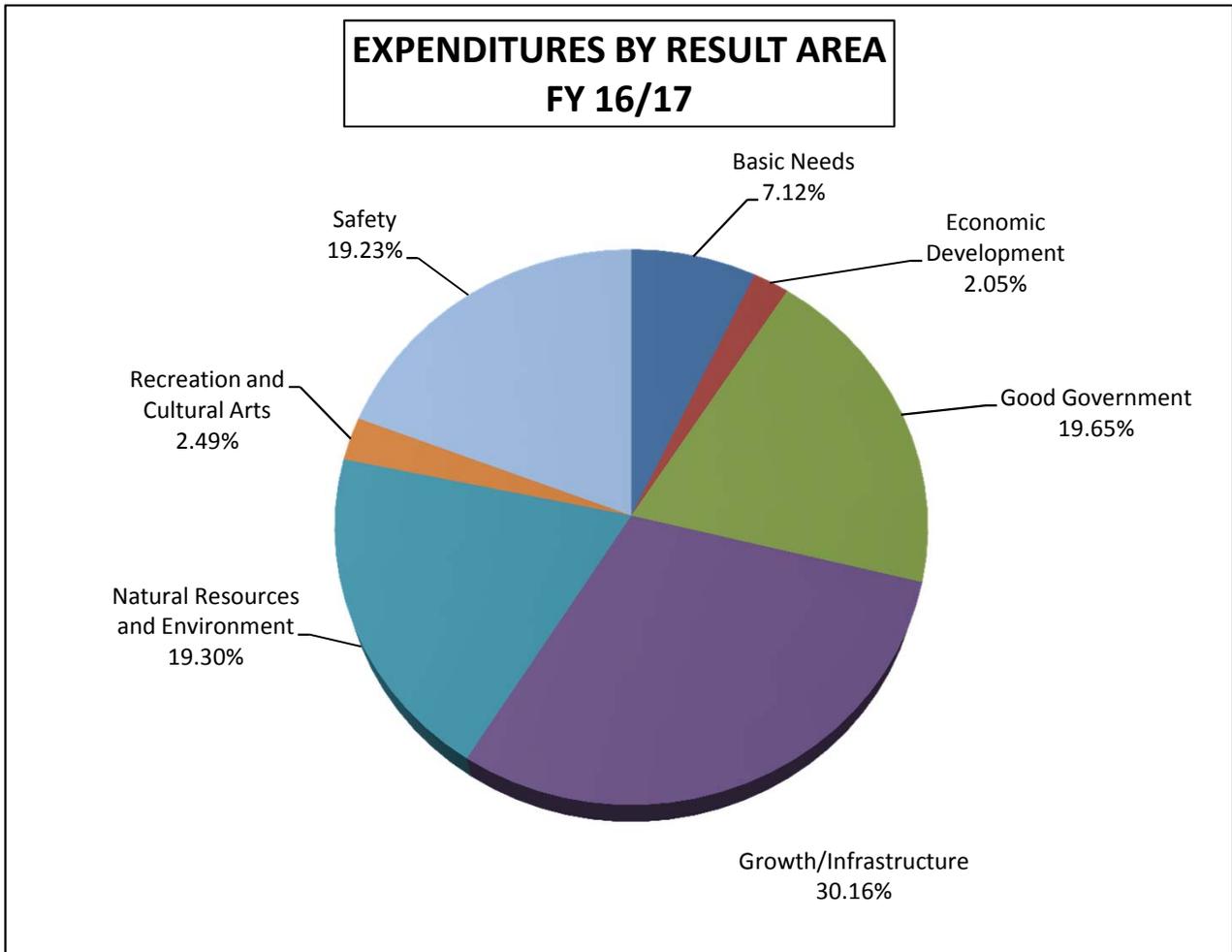
FY16/17 ADOPTED BUDGET FINANCIAL SOURCES

	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Taxes	290,792,933	289,864,428	309,317,490	322,325,303
Licenses & Permits	5,637,652	5,487,717	6,462,233	6,818,534
Intergovernmental	78,461,929	82,626,192	85,739,136	78,872,143
Charges for Services	30,474,506	29,321,949	30,341,110	30,364,998
Fines And Forfeitures	2,347,440	2,121,977	2,058,376	2,058,376
Special Assessments/Impact Fees	40,835,225	46,050,534	50,877,483	54,079,742
Interest	7,505,341	6,166,619	5,751,919	6,223,786
Miscellaneous	15,837,188	11,339,217	10,417,120	8,861,315
Interfund Transfer	77,321,791	36,761,942	43,894,461	35,408,836
Cash/Fund Balance Forward	0	570,117,638	548,232,326	500,267,522
Internal Service Funds	65,223,543	68,373,087	71,639,492	76,125,986
Enterprise Funds	100,996,531	90,921,356	98,346,949	109,896,547
Debt Proceeds	2,401	270	270	28,500,270
All Other	23,872,375	34,938,765	31,494,542	20,111,489
Total:	739,308,855	1,274,091,691	1,294,572,907	1,279,914,847



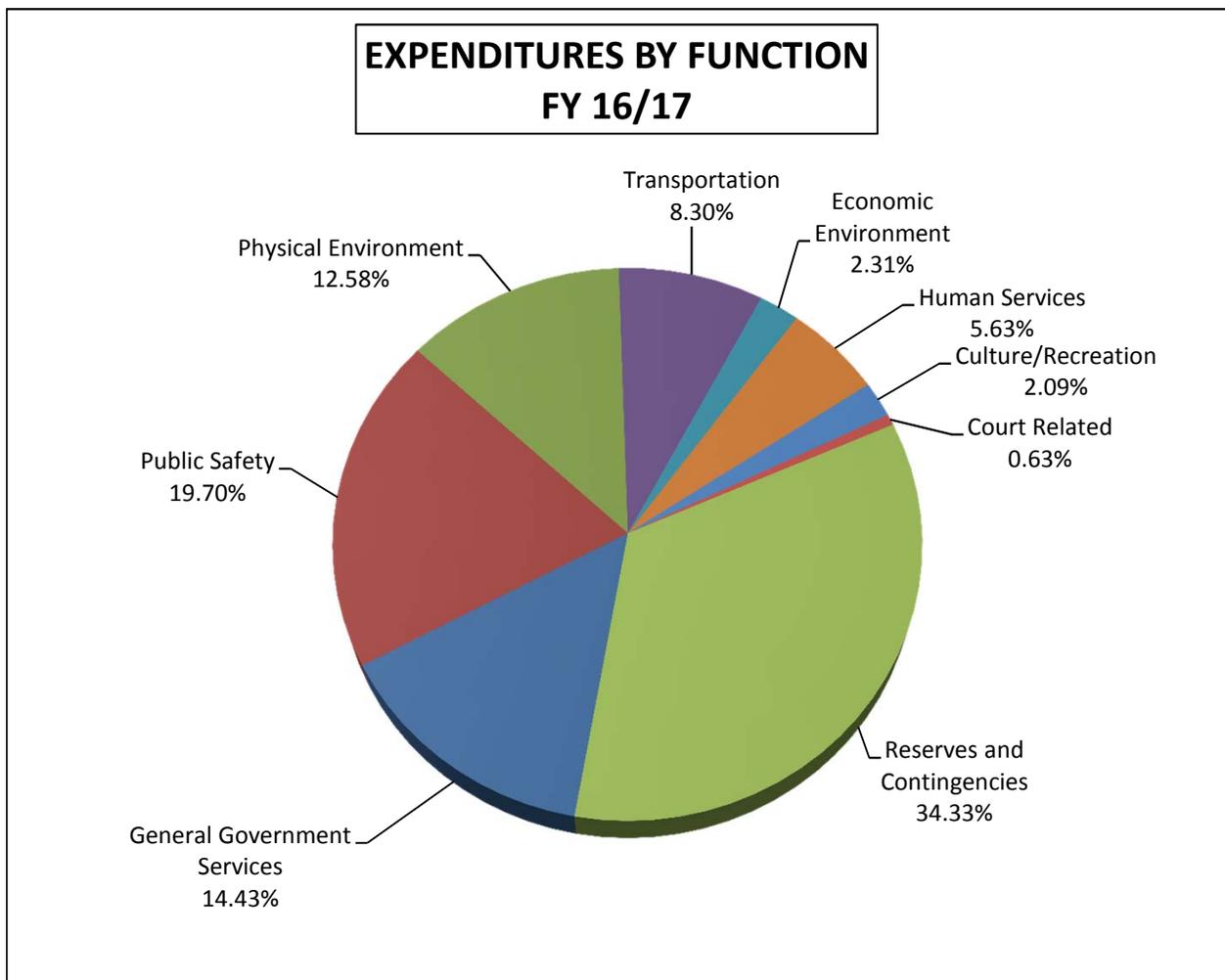
FY16/17 ADOPTED BUDGET EXPENDITURES BY RESULT AREA

	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Basic Needs	50,168,225	83,601,080	92,105,751	93,509,199
Economic Development	9,120,565	22,886,277	26,581,877	26,058,903
Good Government	157,333,722	246,355,481	254,423,179	250,725,148
Growth/Infrastructure	235,660,260	403,497,480	390,456,938	372,032,987
Natural Resources and Environmen	38,050,723	254,645,624	249,869,964	260,759,302
Recreation and Cultural Arts	18,090,432	31,410,211	32,260,286	21,835,926
Safety	210,188,886	231,695,538	248,874,912	254,993,382
Total:	718,612,813	1,274,091,691	1,294,572,907	1,279,914,847



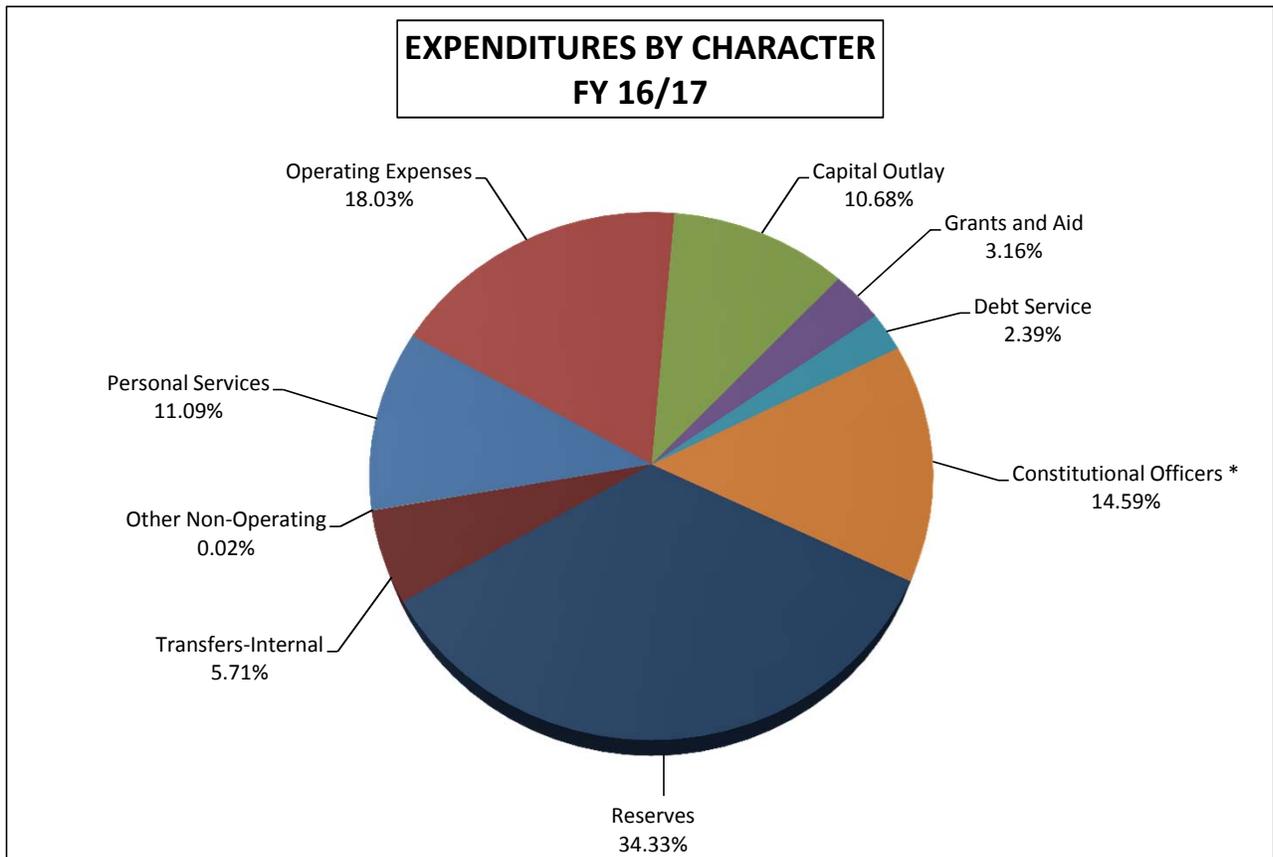
FY16/17 ADOPTED BUDGET EXPENDITURES BY FUNCTION

	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Government Services	153,682,318	178,790,664	186,749,096	185,531,835
Public Safety	218,448,570	239,970,032	254,992,470	260,867,698
Physical Environment	111,773,257	179,372,178	162,919,024	189,653,529
Transportation	93,066,337	128,963,668	107,430,438	73,023,634
Economic Environment	17,000,197	26,107,987	29,902,303	26,820,945
Human Services	95,826,529	81,474,330	72,882,790	60,904,047
Culture/Recreation	18,472,693	25,640,440	27,116,901	16,993,775
Court Related	10,342,912	7,978,137	8,151,123	8,402,293
Reserves and Contingencies	0	405,794,255	444,428,762	457,717,091
Total:	718,612,813	1,274,091,691	1,294,572,907	1,279,914,847



FY16/17 ADOPTED BUDGET EXPENDITURES BY CHARACTER

	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services	120,973,225	136,458,713	143,595,384	149,859,939
Operating Expenses	197,113,668	220,003,785	233,443,910	240,827,455
Capital Outlay	68,377,071	191,512,203	138,189,716	110,112,499
Grants and Aid	39,690,169	37,619,748	40,934,764	39,818,876
Debt Service	26,167,151	30,905,860	30,987,086	30,089,369
Constitutional Officers * (Excludes Reserves)	170,069,619	182,399,257	188,861,557	197,095,312
Reserves	0	405,794,255	444,428,762	457,717,091
Transfers-Internal	94,908,796	69,174,870	73,923,728	54,186,306
Other Non-Operating	1,313,114	223,000	208,000	208,000
Total:	718,612,813	1,274,091,691	1,294,572,907	1,279,914,847



* Includes all expenditures (except reserves) for the Independently elected Constitutional Officers.

**FY16/17 ADOPTED BUDGET
EXPENDITURES BY FUND GROUP**

Fund Group/Fund	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund				
00100 General Fund	272,352,435	331,073,105	352,996,328	360,192,265
Special Revenue Funds				
10100 County Transportation Trust Fund	29,748,114	46,892,373	52,293,563	60,329,569
10150 Special Revenue Grants	29,492,967	48,957,839	41,808,179	18,498,001
12160 Tourism Tax Funds	7,593,957	15,941,999	20,052,737	19,755,280
12180 Lake And River Enhancement Trust Funds	210,938	2,174,497	2,509,745	1,037,301
12190 Fire Rescue Funds	35,221,937	39,623,341	42,027,747	42,812,856
12240 Impact Fees	7,259,056	9,920,714	12,583,578	15,218,542
14350 Emergency 911 Funds	2,706,177	3,097,378	2,682,716	2,657,253
14370 Hazardous Waste Funds	351,173	207,085	245,587	139,608
14390 Radio Communications Funds	2,250,142	2,405,248	2,596,128	2,643,274
14490 Indigent Health Care Funds	32,181,373	66,175,109	78,343,899	79,562,831
14540 Hurricane Charley Fund	130,188	0	0	0
14930 Leisure Services MSTU Funds	11,399,340	21,652,996	21,408,055	14,411,301
14950 Libraries MSTU Funds	3,242,918	4,093,529	4,149,031	4,011,257
14960 Rancho Bonito MSTU Fund	152	15,182	11,777	9,858
14970 Transportation (1 Mill) Fund	32,547,034	59,355,936	59,476,463	47,773,562
14990 Law Enforcement Trust Funds	646,796	508,067	966,765	1,047,315
15010 Land Management Nonexpendable Trust Funds	100,000	38,319,945	38,622,948	39,055,065
15240 Polk Commerce Centre CRA	104,256	130,243	63,340	71,433
15250 Eloise CRA Trust-Agency Funds	20,473	251,321	558,748	590,315
15270 North Ridge CRA Trust-Agency Funds	43,762,585	0	0	0
15290 Harden Parkway CRA Funds	745,000	895,412	1,237,427	1,421,467
15310 Building Funds	4,078,054	8,026,507	8,671,138	9,189,586
15350 Affordable Housing Assistance Trust Funds	1,512,831	5,098,471	5,606,478	5,606,478
16000 Street Lighting Districts	2,513,914	2,792,566	2,713,184	2,713,184
18000 Stormwater MSTU	940,627	3,539,854	4,830,506	5,519,076
Debt Service Funds				
21600 Const Tax Rev Improv & Refund Bds, S2006	3,769,529	6,679,376	3,352,915	293,773
23000 Public Facilities Rev Bonds 2005	2,135,438	2,156,336	0	0
23300 Capital 2010	2,755,375	7,466,412	7,536,031	7,574,018
23400 Transportation 2010	4,135,200	10,876,840	10,984,346	11,041,536
23500 Public Facilities Rev Ref Bonds, Series 2014 (Ref 2005)	3,373,331	6,253,566	8,439,832	8,485,532
23700 Public Facilities Rev Ref Note, Series 2015 (Ref CFT 2006)	0	0	1,841,718	3,050,982
Capital Funds				
30200 Drainage and Water Quality Fund	1,932,462	1,602,351	2,096,174	1,092,541
30800 General Capital Improvement Funds	1,395,514	14,753,219	12,791,649	9,396,697
31200 Environmental Land Acquisition Funds	318,832	2,935,582	2,759,350	1,343,119
31700 Long Term Road Project Funds	1,228,078	4,028,854	2,706,323	989,954
31900 Northeast Polk Roadway Fund	3,176,934	36,049,916	23,584,693	10,009,200
Enterprise Funds				
41010 Solid Waste Funds	9,695,147	106,976,262	100,094,728	103,493,688
41110 Landfill Closure Funds	2,430,279	69,511,025	68,199,502	68,423,225
41210 Universal Solid Waste Collection Funds	15,206,997	19,396,986	22,623,965	33,641,786
41310 Community Cleanup Funds	776,559	1,435,131	2,421,915	1,983,556
42010 Utilities Operating Funds	60,230,741	127,259,573	122,200,089	111,103,181
42110 Utilities Capital Expansion Funds	64,326	23,669,622	34,085,361	33,287,635
42430 Utilities Bond Issue 2013	12,656,207	8,471,834	0	0
42432 Utilities Bonds FY 14/15	0	0	0	28,567,500
43110 Rohr Home Fund	6,409,651	6,063,703	4,922,236	5,296,678
Internal Service Funds				

**FY16/17 ADOPTED BUDGET
EXPENDITURES BY FUND GROUP**

Fund Group/Fund	<u>Actual FY14/15</u>	<u>Budget FY 15/16</u>	<u>Adopted FY16/17</u>	<u>Plan FY 17/18</u>
Internal Service Funds				
50100 Fleet Maintenance Funds	6,532,274	6,982,464	7,169,578	7,733,356
50300 Employee Health Insurance Fund	46,079,227	73,352,322	72,085,024	69,946,271
51500 Fleet Replacement Funds	6,110,060	18,015,361	18,429,923	18,649,254
52000 Information Technology Fund	7,088,215	9,006,239	9,791,488	10,244,688
TOTAL :	718,612,813	1,274,091,691	1,294,572,907	1,279,914,847

**FY16/17 ADOPTED BUDGET
OPERATING EXPENDITURES**

	<u>Actual FY14/15</u>	<u>Budget FY 15/16</u>	<u>Adopted FY16/17</u>	<u>Plan FY 17/18</u>
General Fund	267,144,295	285,929,585	302,163,718	312,708,106
Gas Tax Fund	21,876,809	27,632,480	15,459,378	19,597,713
Fire Rescue Funds	33,471,937	36,109,363	37,404,788	39,111,619
Indigent Health Care Funds	31,572,137	42,362,782	42,802,013	43,904,679
Other Special Revenue Funds	94,899,182	132,390,547	132,805,534	93,341,341
Debt Service Funds	16,168,873	16,149,616	15,924,356	14,102,262
Capital Funds	7,682,780	41,339,857	23,564,324	9,074,269
Landfill Funds	26,668,571	46,982,756	39,801,992	55,112,644
Utilities Fund	61,960,972	99,441,553	90,911,643	103,348,002
Rohr Home Fund	5,946,556	5,444,186	4,414,102	4,552,793
Total :	567,392,112	733,782,725	705,251,848	694,853,428

Excludes: Reserves, Indirects, InKinds, Transfers, CRA'S and Internal Service Funds

**FY16/17 ADOPTED BUDGET
OPERATING REVENUES**

	<u>Actual FY14/15</u>	<u>Budget FY 15/16</u>	<u>Adopted FY16/17</u>	<u>Plan FY 17/18</u>
General Fund	266,166,502	259,578,346	278,200,682	288,369,645
Gas Tax Fund	31,606,835	27,635,726	28,926,410	28,793,940
Fire Rescue Funds	31,835,857	36,463,532	36,820,428	37,373,063
Indigent Health Care Funds	39,405,256	34,899,943	40,681,270	42,573,731
Other Special Revenue Funds	86,060,930	95,852,712	103,772,621	100,130,166
Debt Service Funds	8,550,279	7,197,333	7,199,547	7,195,307
Capital Funds	1,416,355	6,435,542	177,924	130,553
Landfill Funds	39,738,345	37,692,992	36,842,932	46,793,227
Utilities Fund	70,123,072	60,161,164	68,346,877	69,904,991
Rohr Home Fund	5,428,026	5,431,893	4,922,236	5,023,602
Total :	580,331,457	571,349,183	605,890,927	626,288,225

Excludes:

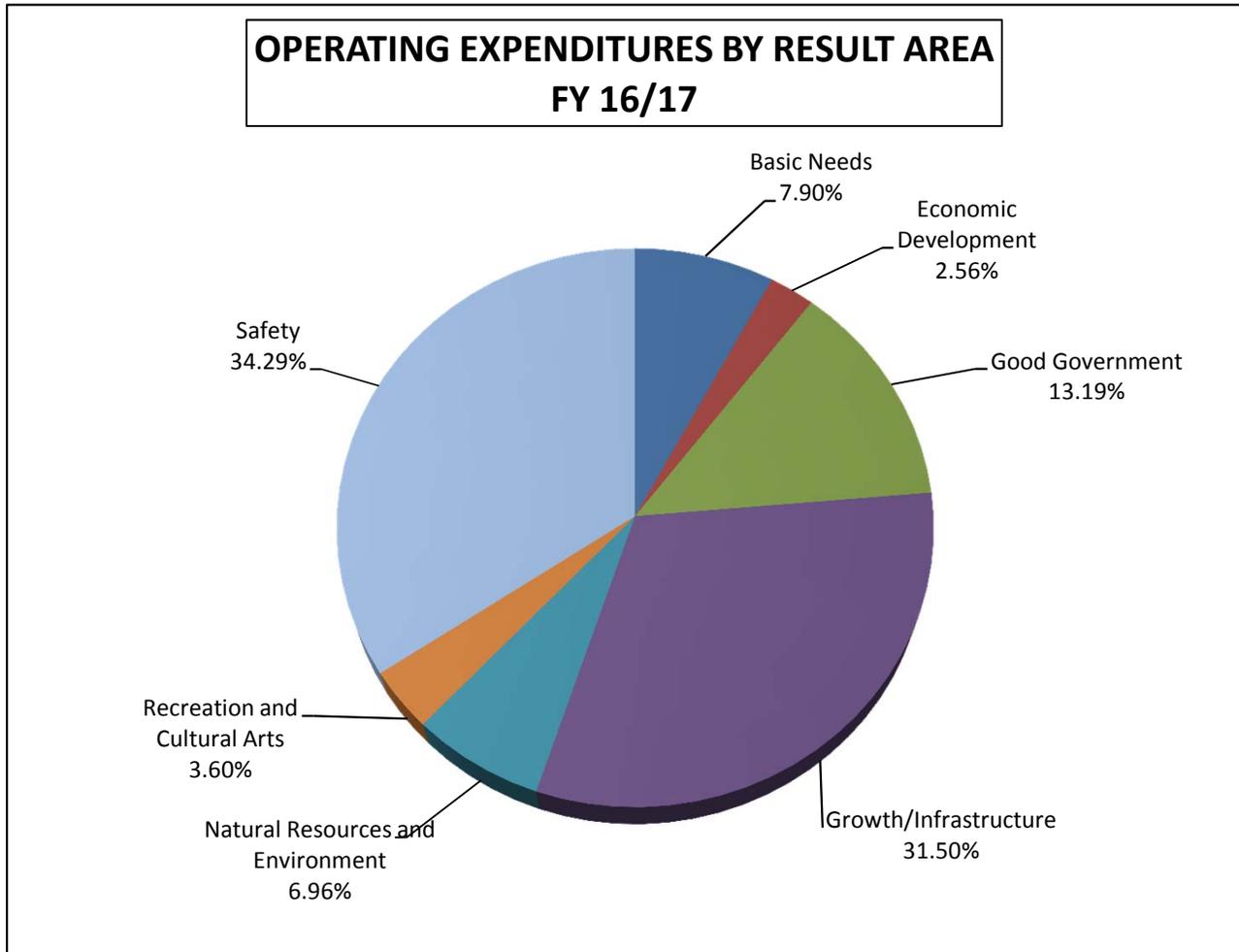
Cash/Fund Balance Forward, Indirects, InKinds, Transfers, CRA'S and Internal Service Funds

Commercial Paper, Interfund Loans and Bond Proceeds:

2014/2015 . 2,401; 2015/2016 . 270; 2016/2017 . 270; 2017/18 . 28,500,270

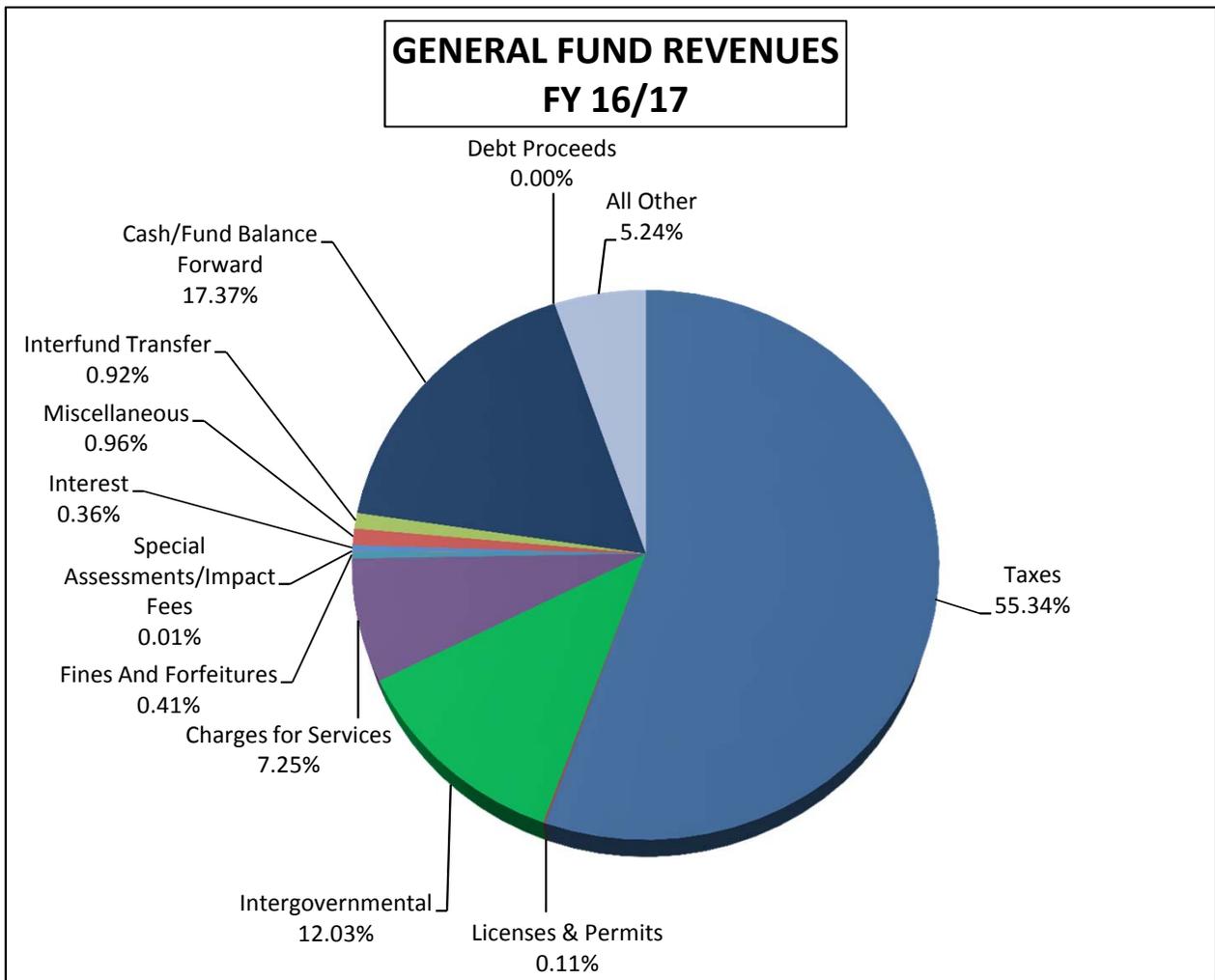
FY16/17 ADOPTED BUDGET OPERATING EXPENDITURES BY RESULT AREA

	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Basic Needs	47,104,574	57,780,942	55,736,670	56,792,101
Economic Development	8,895,524	14,766,347	18,049,581	16,477,413
Good Government	86,454,472	98,379,396	93,008,783	96,917,025
Growth/Infrastructure	167,149,444	255,092,522	222,139,549	197,832,746
Natural Resources and Environmen	35,397,145	58,601,040	49,089,402	63,426,955
Recreation and Cultural Arts	15,225,722	24,066,058	25,392,236	15,075,603
Safety	207,165,231	225,096,420	241,835,627	248,331,585
Total:	567,392,112	733,782,725	705,251,848	694,853,428



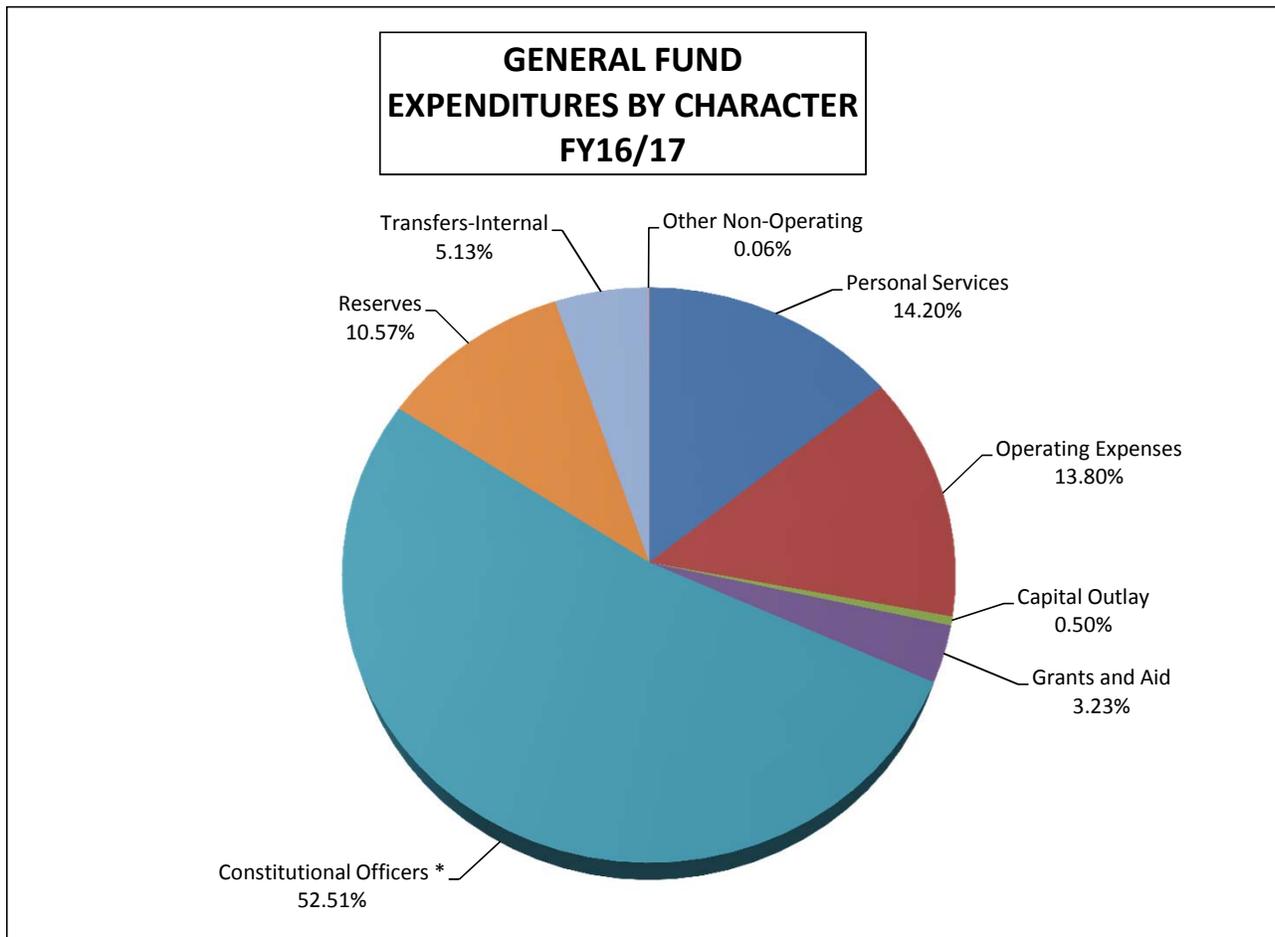
FY16/17 ADOPTED BUDGET GENERAL FUND REVENUES

	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Taxes	182,592,018	186,256,142	195,351,658	203,601,770
Licenses & Permits	432,824	405,850	378,967	378,967
Intergovernmental	39,947,593	33,324,417	42,461,120	44,139,781
Charges for Services	24,810,768	24,141,056	25,581,700	25,591,700
Fines And Forfeitures	1,488,307	1,519,527	1,436,234	1,436,234
Special Assessments/Impact Fees	46,896	77,177	48,552	48,551
Interest	1,079,759	1,289,002	1,280,249	1,284,264
Miscellaneous	5,584,642	3,668,273	3,392,556	3,392,556
Interfund Transfer	6,966,261	1,811,786	3,246,000	3,571,000
Cash/Fund Balance Forward	0	60,277,141	61,313,155	57,119,035
Debt Proceeds	0	270	270	270
Internal Service Funds	-4,516	0	0	0
All Other	19,001,862	18,302,464	18,505,867	19,628,137
Total:	281,946,414	331,073,105	352,996,328	360,192,265



FY16/17 ADOPTED BUDGET GENERAL FUND EXPENDITURES BY CHARACTER

	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services	40,400,210	45,839,620	50,121,080	52,573,189
Operating Expenses	42,900,827	44,119,353	48,724,449	49,205,247
Capital Outlay	2,460,730	2,088,372	1,762,776	115,024
Grants and Aid	5,333,904	9,610,524	11,394,992	11,966,500
Constitutional Officers * (Excludes Reserves)	167,056,733	178,911,875	185,370,560	193,760,449
Reserves	0	36,729,503	37,308,145	41,943,958
Transfers-Internal	13,947,040	13,550,858	18,106,326	10,419,898
Other Non-Operating	252,991	223,000	208,000	208,000
Total:	272,352,435	331,073,105	352,996,328	360,192,265



* Includes all expenditures (except reserves) for the Independently elected Constitutional Officers.

GENERAL FUND REVENUE SUMMARY

	ADOPTED FY16/17	PLAN FY 17/18
AD VALOREM TAXES	154,451,025	162,173,576
GENERAL REVENUES		
Interest	934,000	944,000
Delinquent Ad Valorem Taxes	750,000	750,000
Public Service Tax	29,765,970	30,361,289
Communications Service Tax	9,181,723	9,089,906
Solid Waste Franchise Fee	250,000	250,000
State Revenue Sharing	9,700,687	10,255,233
Sales Tax Non-County Wide	29,337,580	30,461,695
Mobile Home Licenses	305,000	305,000
Intergovernmental	2,328,765	2,328,765
Concessions	950,000	950,000
Charges for Services	850,000	850,000
Fines And Forfeitures	120,000	120,000
Miscellaneous Revenue	245,000	245,000
Indirect Reimburse-Cost Plan	10,236,221	11,132,315
GENERAL REVENUES TOTAL	94,954,946	98,043,203
PROGRAM REVENUES BY UNIT		
Polk County Commissioners		
Board of County Commissioners Division		
343 Driver Education Trust Fund	500,000	500,000
386 General County Administration	230,800	230,800
460 Predisposition of Juveniles	120,000	120,000
Polk County Commissioners Total	850,800	850,800
County Manager		
County Manager		
Economic Development		
444 Polk County Bonus Incentive Program	3,107,575	2,902,926
1081 Economic Development Reserves/Transfers	1,673,392	1,673,465
7 Economic Development	978,173	1,002,232
Equity Office		
Office of Equal Opportunity		
56 Equal Opportunity	10,770	2,500
Office of Supplier Diversity		
184 Supplier Diversity	5,000	5,000
Planning & Development		
Building		
31 Building Division	355,708	355,708
Land Development		
440 Land Development	634,075	644,075

GENERAL FUND REVENUE SUMMARY

		<u>ADOPTED FY16/17</u>	<u>PLAN FY 17/18</u>
County Manager			
<u>Planning & Development</u>			
Long-Range Planning			
429	Comprehensive Planning	75,000	0
Planning & Development Admin			
109	Planning & Development Admin	42,000	42,000
County Manager Total		6,881,693	6,627,906
Infrastructure Group			
Facilities Management			
299	Building Maintenance	1,863,914	1,863,914
349	Facilities Management CIP Projects	263,442	0
Parks and Natural Resources			
71	Invasive Plant Management	1,019,750	1,019,750
69	Mosquito Control	19,000	19,000
1162	Water Resources	1,140	1,140
367	County Wide Library Grants	176,767	162,372
334	Environmental Lands Mgnt Reserves/Other	3,542,873	2,572,460
102	History Center	650,881	618,696
Roads and Drainage			
64	Roads and Drainage Projects/In-Kind	57,509	57,508
281	Roads and Drainage Trust Reserves/Indirects/Debt Service	439,422	457,330
Infrastructure Group Total		8,034,698	6,772,170
Public Safety Group			
Code Enforcement			
34	Code Enforcement	1,223,646	1,211,880
County Probation			
43	County Probation	685,000	685,000
Fire Rescue Div			
Emergency Medical Svcs			
1243	Emergency Medical Services	18,671,793	18,671,793
Fire Rescue			
47	Medical Examiner	163,000	163,000
Public Safety Group Total		20,743,439	20,731,673
Support/Human Services Group			
Community and Small Business Assistance			
1705	Community and Small Business Assistance	270,000	225,000
Cooperative Extension Svcs			
1363	Cooperative Extension Service	211,547	211,547

GENERAL FUND REVENUE SUMMARY

	<u>ADOPTED FY16/17</u>	<u>PLAN FY 17/18</u>
Support/Human Services Group		
Health and Human Services		
Adult Day Health Care Centers		
188 Adult Day Health Care Centers	625,508	625,508
Elderly Services		
38 Elderly Services	1,500	1,500
Healthy Families		
46 Healthy Families Polk	2,500	2,500
Indigent Health Care		
143 Jail Mental Health - Substance Abuse	15,000	15,000
147 Emergency Food and Shelter Program	8,000	8,000
Budget & Management Services		
4 Budget and Management Services	81,935	81,935
Communications		
5 Communications	13,500	13,500
313 PGTV	72,000	72,000
Information Technology		
372 IT CIP	738,001	0
Procurement		
131 Procurement	162,500	152,500
Risk Management		
133 Claims Management	315,000	315,000
Support/Human Services Group Total	2,516,991	1,723,990
BoCC Program Total	39,027,621	36,706,539
Constitutional Officers Other		
<u>Constitutional Officers</u>		
Property Appraiser	200,000	200,000
Clerk of the Circuit Court	889,117	889,117
Public Defender	83,063	83,063
Supervisor of Elections	3,994,646	4,245,822
Sheriff	8,973,673	6,773,673
Courts	2,265,649	2,128,317
Tax Collector	825,000	800,000
State Attorney	50,000	50,000
CONSTITUTIONAL OFFICERS TOTAL	17,281,148	15,169,992
AVAILABLE REVENUE TOTAL	305,714,740	312,093,310
Interfund Transfer	2,300,000	2,700,000
Cash/Fund Balance Forward (Excludes Program Amounts)	44,981,588	45,398,955
TOTAL GENERAL FUND BUDGET	352,996,328	360,192,265

GENERAL FUND EXPENDITURE SUMMARY

PROGRAM EXPENDITURES BY UNIT

		<u>ADOPTED FY16/17</u>	<u>PLAN FY 17/18</u>
Polk County Commissioners			
Board of County Commissioners Division			
382	Board of County Commissioners Administration	607,869	632,768
1623	Rancho Bonito	50,000	50,000
384	Charter Government Committee	200,000	0
343	Driver Education Trust Fund	500,000	500,000
385	County Audit	265,000	275,000
386	General County Administration	35,452,127	28,573,382
Polk County Commissioners Total		37,074,996	30,031,150
County Attorney			
County Attorney Div			
20	County Attorney	1,235,316	1,275,657
County Attorney Total		1,235,316	1,275,657
County Manager			
<u>County Manager</u>			
County Manager Div			
279	County Manager Administration	1,210,978	1,257,030
Economic Development			
444	Polk County Bonus Incentive Program	3,318,252	3,105,528
1081	Economic Development Reserves/Transfers	1,610,141	1,609,445
1665	Economic Development Contributions	225,000	225,000
7	Economic Development	1,041,424	1,066,252
Equity Office			
Office of Equal Opportunity			
56	Equal Opportunity	269,982	272,367
Office of Supplier Diversity			
184	Supplier Diversity	124,397	128,538
Planning & Development			
Building			
31	Building Division	533,050	559,012
Land Development			
440	Land Development	2,336,610	2,437,208
Long-Range Planning			
429	Comprehensive Planning	792,699	752,632
Planning & Development Admin			
109	Planning & Development Admin	467,565	486,644
County Manager Total		11,930,098	11,899,656
Infrastructure Group			

GENERAL FUND EXPENDITURE SUMMARY

		<u>ADOPTED FY16/17</u>	<u>PLAN FY 17/18</u>
Infrastructure Group			
Facilities Management			
299	Building Maintenance	17,922,373	17,961,809
114	Facilities Administration	312,278	329,578
112	Architectural Services	454,705	472,041
92	Leases	820,000	820,000
Parks and Natural Resources			
211	Natural Resources CIP	142,459	0
69	Mosquito Control	1,753,143	1,924,072
71	Invasive Plant Management	1,364,489	1,392,257
67	Parks and Natural Resources Administration	442,072	518,921
1162	Water Resources	1,039,316	1,033,792
367	County Wide Library Grants	194,829	180,434
78	Environmental Lands Mgmt.	1,127,862	1,135,894
334	Environmental Lands Mgmt Reserves/Other	2,415,011	1,436,566
102	History Center	650,881	618,696
Roads and Drainage			
64	Roads and Drainage Projects/In-Kind	140,000	140,000
281	Roads and Drainage Trust Reserves/Indirects/Debt Service	356,931	374,838
1163	Drainage	1,579,306	1,614,352
Infrastructure Group Total		30,715,655	29,953,250
Public Safety Group			
Code Enforcement			
34	Code Enforcement	2,286,485	2,359,653
County Probation			
43	County Probation	2,829,509	2,923,168
Emergency Management			
185	Emergency Management & Operations	265,507	274,751
Fire Rescue Div			
Emergency Medical Svcs			
1243	Emergency Medical Services	26,254,753	27,571,791
39	EMS Administration	593,323	629,033
Fire Rescue			
47	Medical Examiner	1,359,655	1,405,017
Public Safety Group Total		33,589,232	35,163,413
Support/Human Services Group			
Community and Small Business Assistance			
1705	Community and Small Business Assistance	334,323	297,398
Cooperative Extension Svcs			
1363	Cooperative Extension Service	766,809	790,093

GENERAL FUND EXPENDITURE SUMMARY

	<u>ADOPTED FY16/17</u>	<u>PLAN FY 17/18</u>
Support/Human Services Group		
Health and Human Services		
Adult Day Health Care Centers		
188 Adult Day Health Care Centers	851,415	876,894
Elderly Services		
38 Elderly Services	1,500	1,500
Health and Human Services Admin		
136 Health and Human Services Administration	482,480	498,849
130 Volunteer Polk	125,584	129,386
183 Transit Services/Paratransit, Rural Fixed Routes	1,687,285	1,687,285
Healthy Families		
46 Healthy Families Polk	665,006	689,965
Indigent Health Care		
1411 Burials and Cremations	149,406	149,854
143 Jail Mental Health - Substance Abuse	189,100	15,000
147 Emergency Food and Shelter Program	22,406	22,854
Veterans Services		
41 Veterans Services	405,290	418,886
Budget & Management Services		
4 Budget and Management Services	903,355	936,215
Communications		
5 Communications	628,366	650,135
313 PGTV	683,960	703,372
Equity and Human Resources Admin		
1664 Equity and Human Resources	283,142	294,271
Human Resources		
408 Organization & Employee Development	522,182	565,436
1552 Employee Relations	191,160	200,047
129 Employment Services	382,972	395,451
128 Benefits	143,868	150,894
Information Technology		
372 IT CIP	738,001	0
Procurement		
395 Procurement Administration	159,587	165,728
131 Procurement	661,115	680,545
Risk Management		
134 Safety	216,568	222,857
133 Claims Management	5,106,146	5,116,614
301 Risk Management Admin	138,493	145,347
135 General Insurance	3,534,570	3,546,976
138 Occupational/Employee Health Services	301,833	305,175
Support/Human Services Group Total	20,275,922	19,657,027
BoCC Program Total	134,821,219	127,980,153

GENERAL FUND EXPENDITURE SUMMARY

	<u>ADOPTED FY16/17</u>	<u>PLAN FY 17/18</u>
Constitutional Officers Other		
<u>Constitutional Officers</u>		
Property Appraiser	7,061,022	7,196,440
Clerk of the Circuit Court	4,460,056	4,632,423
State Attorney (Includes Reserves)	941,672	956,597
Supervisor of Elections	3,994,646	4,245,822
Public Defender	854,503	854,503
Sheriff (Includes Reserves)	156,390,549	164,028,667
Courts	5,032,255	4,998,719
Tax Collector	7,385,857	7,597,278
CONSTITUTIONAL OFFICERS TOTAL :	186,120,560	194,510,449
Reserves (Excludes Program Reserves)	32,054,549	37,701,663
TOTAL GENERAL FUND BUDGET	352,996,328	360,192,265

BUDGET SUMMARY
POLK COUNTY BOARD OF COUNTY COMMISSIONERS - FISCAL YEAR 2016-2017
THE PROPOSED OPERATING EXPENDITURES OF POLK COUNTY BOARD OF COUNTY COMMISSIONERS
ARE 3.3% LESS THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES

Millage Per \$1,000

County Wide:	
General Fund (GF)	5.6815
Environmental Lands Mgmt. (ELM)	0.0000
Transportation (TRANS)	1.1000
Total	6.7815

Millage Per \$1,000

Non-County Wide:	
Parks MSTU (PK MSTU)	0.5619
Library MSTU (LIB MSTU)	0.2109
Stormwater MSTU (SW MSTU)	0.1000
Rancho Bonito MSTU (RB MSTU)	9.1272
Total	10.0000

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Total All Funds
Cash Balances Brought Forward	61,313,155	171,303,748	17,579,030	32,440,902	231,729,543	33,865,948	548,232,326

Estimated Revenues

Taxes	Millage Per \$1,000	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Total All Funds
Ad Valorem Taxes GF	5.6815	154,451,025	0	0	0	0	0	154,451,025
Ad Valorem Taxes PK MSTU	0.5619	0	9,121,993	0	0	0	0	9,121,993
Ad Valorem Taxes LIB MSTU	0.2109	0	3,423,792	0	0	0	0	3,423,792
Ad Valorem Taxes SW MSTU	0.1000	0	1,623,420	0	0	0	0	1,623,420
Ad Valorem Taxes RB MSTU	9.1272	0	8,159	0	0	0	0	8,159
Ad Valorem Taxes TRANS	1.1000	0	29,903,393	0	0	0	0	29,903,393
Delinquent Ad Val Tax		750,000	0	0	0	0	0	750,000
Tourism Tax		0	11,333,531	0	0	0	0	11,333,531
9th Cent Gas Tax		0	1,842,579	0	0	0	0	1,842,579
Local Opt Gas Tax Fuel		0	10,229,268	0	0	0	0	10,229,268
Local Opt Gas Tax Alt Fuel		0	2,850	0	0	0	0	2,850
2nd Local Option Gas Tax		0	6,259,846	0	0	0	0	6,259,846
1/2 Cent Sales Surtax		0	40,087,001	0	0	0	0	40,087,001
Local Business Tax		1,202,940	0	0	0	0	0	1,202,940
Haz. Waste-Gross Receipts Tax		0	130,000	0	0	0	0	130,000
Public Service Tax		29,765,970	0	0	0	0	0	29,765,970
Communications Service Tax		9,181,723	0	0	0	0	0	9,181,723
Licenses and Permits		378,967	6,083,266	0	0	0	0	6,462,233
Intergovernmental Revenues		42,461,120	36,025,516	7,175,000	0	77,500	0	85,739,136
Charges for Services		25,581,700	9,857,177	0	0	0	0	35,438,877
Fines and Forfeitures		1,436,234	622,142	0	0	0	0	2,058,376
Miscellaneous Revenue		4,721,357	44,078,900	24,547	177,924	11,668,454	1,277,573	61,948,755
Transfers		3,246,000	8,553,625	7,376,265	11,319,363	12,706,208	693,000	43,894,461
Debt Proceeds		270	0	0	0	0	0	270
Indirects/Inkind		10,236,221	12,871,521	0	0	0	0	23,107,742
Other Non Revenues		8,269,646	98,012	0	0	19,142	0	8,386,800
Enterprise Revenues		0	0	0	0	98,346,949	0	98,346,949
Internal Service Funds		0	0	0	0	0	71,639,492	71,639,492
Total Revenues/Other Financing Sources		291,683,173	232,155,991	14,575,812	11,497,287	122,818,253	73,610,065	746,340,581
Total Estimated Revenues		352,996,328	403,459,739	32,154,842	43,938,189	354,547,796	107,476,013	1,294,572,907

Expenditures/Expenses

General Government Services	103,640,939	85,777	0	4,878,465	416,480	77,727,435	186,749,096
Public Safety	187,532,492	56,851,589	8,155,815	1,497,766	0	954,808	254,992,470
Physical Environment	6,462,313	2,827,456	0	2,436,545	151,192,710	0	162,919,024
Transportation	1,827,285	95,950,313	7,779,806	1,727,025	146,009	0	107,430,438
Economic Environment	1,546,714	28,355,589	0	0	0	0	29,902,303
Court Related	8,151,123	0	0	0	0	0	8,151,123
Human Services	5,803,120	48,859,014	0	13,312,430	4,908,226	0	72,882,790
Culture/Recreation	724,197	26,313,911	0	78,793	0	0	27,116,901
Total Expenditures/Expenses	315,688,183	259,243,649	15,935,621	23,931,024	156,663,425	78,682,243	850,144,145
Reserves	37,308,145	144,216,090	16,219,221	20,007,165	197,884,371	28,793,770	444,428,762
Total Appropriated Expenditures and Reserves	352,996,328	403,459,739	32,154,842	43,938,189	354,547,796	107,476,013	1,294,572,907

THE TENTATIVE, ADOPTED, AND/OR FINAL BUDGETS ARE ON FILE IN THE OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program		General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Polk County Commissioners								
Board of County Commissioners Division								
382	Board of County Commissioners Administration	607,869	0	0	0	0	0	607,869
384	Charter Government Committee	200,000	0	0	0	0	0	200,000
385	County Audit	265,000	0	0	0	0	0	265,000
343	Driver Education Trust Fund	500,000	0	0	0	0	0	500,000
389	Eloise CRA	0	558,748	0	0	0	0	558,748
386	General County Administration	35,452,127	0	0	0	0	0	35,452,127
1685	Northeast Polk Roadway	0	1,868,449	0	23,584,693	0	0	25,453,142
1061	Polk Commerce Centre CRA	0	63,340	0	0	0	0	63,340
422	Polk Harden Parkway	0	1,237,427	0	0	0	0	1,237,427
1623	Rancho Bonito	50,000	11,777	0	0	0	0	61,777
Sub Total Board of County Commissioners Division		37,074,996	3,739,741	0	23,584,693	0	0	64,399,430
Sub Total Polk County Commissioners		37,074,996	3,739,741	0	23,584,693	0	0	64,399,430
County Attorney								
County Attorney Div								
20	County Attorney	1,235,316	0	0	0	0	0	1,235,316
Sub Total County Attorney Div		1,235,316	0	0	0	0	0	1,235,316
Sub Total County Attorney		1,235,316	0	0	0	0	0	1,235,316
County Manager Others								
County Manager								
County Manager Div								

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
County Manager Others							
County Manager							
County Manager Div							
279 County Manager Administration	1,210,978	0	0	0	0	0	1,210,978
Sub Total County Manager Div	1,210,978	0	0	0	0	0	1,210,978
Economic Development							
7 Economic Development	1,041,424	0	0	0	0	0	1,041,424
1665 Economic Development Contributions	225,000	0	0	0	0	0	225,000
1081 Economic Development Reserves/Transfers	1,610,141	0	0	0	0	0	1,610,141
444 Polk County Bonus Incentive Program	3,318,252	0	0	0	0	0	3,318,252
Sub Total Economic Development	6,194,817	0	0	0	0	0	6,194,817
Equity Office							
Office of Equal Opportunity							
56 Equal Opportunity	269,982	41,510	0	0	0	0	311,492
Sub Total Office of Equal Opportunity	269,982	41,510	0	0	0	0	311,492
Office of Supplier Diversity							
184 Supplier Diversity	124,397	0	0	0	0	0	124,397
Sub Total Office of Supplier Diversity	124,397	0	0	0	0	0	124,397
Sub Total Equity Office	394,379	41,510	0	0	0	0	435,889
Tourism/Sports Marketing							
405 Tourism 5th Penny Activities/Commitments	0	1,595,468	0	0	0	0	1,595,468
312 Tourism CIP Projects	0	303,000	0	0	0	0	303,000

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
County Manager Others							
County Manager							
Tourism/Sports Marketing							
399 Tourism Development	0	7,255,706	0	0	0	0	7,255,706
310 Tourism Prof. Sports Facilities	0	3,426,117	0	0	0	0	3,426,117
311 Tourism Reserves/Transfers	0	6,572,106	0	0	0	0	6,572,106
406 Visitor Services/Outpost 27	0	900,340	0	0	0	0	900,340
Sub Total Tourism/Sports Marketing	0	20,052,737	0	0	0	0	20,052,737
Sub Total County Manager	7,800,174	20,094,247	0	0	0	0	27,894,421
Planning & Development							
Building							
31 Building Division	533,050	8,671,138	0	0	0	0	9,204,188
Sub Total Building	533,050	8,671,138	0	0	0	0	9,204,188
Land Development							
440 Land Development	2,336,610	0	0	0	1,008,959	0	3,345,569
Sub Total Land Development	2,336,610	0	0	0	1,008,959	0	3,345,569
Long-Range Planning							
429 Comprehensive Planning	792,699	0	0	0	0	0	792,699
Sub Total Long-Range Planning	792,699	0	0	0	0	0	792,699
Planning & Development Admin							

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program		General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
County Manager Others								
Planning & Development								
Planning & Development Admin								
109	Planning & Development Admin	467,565	0	0	0	96,235	0	563,800
103	Transportation Planning Org.	0	1,429,549	0	0	0	0	1,429,549
Sub Total Planning & Development Admin		467,565	1,429,549	0	0	96,235	0	1,993,349
Sub Total Planning & Development		4,129,924	10,100,687	0	0	1,105,194	0	15,335,805
Sub Total County Manager Others		11,930,098	30,194,934	0	0	1,105,194	0	43,230,226
Infrastructure Group								
Facilities Management								
112	Architectural Services	454,705	0	0	0	0	0	454,705
299	Building Maintenance	17,922,373	0	0	0	0	0	17,922,373
114	Facilities Administration	312,278	0	0	0	0	0	312,278
349	Facilities Management CIP Projects	0	0	0	4,563,456	0	0	4,563,456
92	Leases	820,000	0	0	0	0	0	820,000
Sub Total Facilities Management		19,509,356	0	0	4,563,456	0	0	24,072,812
Fleet Management								
1553	City of Auburndale Fleet Maintenance	0	0	0	0	0	581,436	581,436
1555	City of Ft. Meade Fleet Maintenance	0	0	0	0	0	77,448	77,448
1554	City of Lake Wales Fleet Maintenance	0	0	0	0	0	389,897	389,897
111	Fleet Maintenance Reserves & Indirects	0	0	0	0	0	2,947	2,947
361	Fleet Replacement Reserves/Transfers	0	0	0	0	0	10,840,633	10,840,633
154	Fuel Management	0	0	0	0	0	267,422	267,422

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Infrastructure Group							
Fleet Management							
156 Stand-By Generator Availability	0	0	0	0	0	461,851	461,851
153 Vehicle Availability	0	0	0	0	0	5,388,577	5,388,577
152 Vehicle Renewal/Replacement	0	0	0	0	0	7,589,290	7,589,290
Sub Total Fleet Management	0	0	0	0	0	25,599,501	25,599,501
Parks and Natural Resources							
367 County Wide Library Grants	194,829	500,000	0	0	0	0	694,829
364 County Wide Library System	0	3,786,283	0	0	0	0	3,786,283
72 Environmental Land Acquisition (CIP)	0	740,000	0	1,300,110	0	0	2,040,110
335 Environmental Lands Acqu. Reserves/Transfers	0	0	0	1,459,240	0	0	1,459,240
78 Environmental Lands Mgmt.	1,127,862	0	0	0	0	0	1,127,862
334 Environmental Lands Mgmt Reserves/Other	2,415,011	38,622,948	0	0	0	0	41,037,959
102 History Center	650,881	0	0	0	0	0	650,881
71 Invasive Plant Management	1,364,489	0	0	0	0	0	1,364,489
95 Lake & River Enhancement	0	1,938,422	0	0	0	0	1,938,422
370 Lake & River Enhancement Reserves	0	571,323	0	0	0	0	571,323
1322 Library Impact Fee Reserves and Other	0	714,053	0	0	0	0	714,053
69 Mosquito Control	1,753,143	47,310	0	0	0	0	1,800,453
211 Natural Resources CIP	142,459	839,669	0	134,744	0	0	1,116,872
226 Natural Resources Reserves/Oth	0	3,829,307	0	1,091,430	0	0	4,920,737
369 Parks & Rec. Impact Fees Operating Admin. and I	0	256,375	0	0	0	0	256,375
1624 Parks & Recreation Admin	0	91,303	0	0	0	0	91,303
368 Parks & Recreation CIP	0	9,161,461	0	78,793	0	0	9,240,254
35 Parks Maintenance	0	6,886,408	0	0	0	0	6,886,408

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program		General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Infrastructure Group								
Parks and Natural Resources								
453	Parks Reserves & Others	0	5,491,620	0	0	0	0	5,491,620
67	Parks and Natural Resources Administration	442,072	0	0	0	0	0	442,072
36	Recreation Activities	0	1,116,222	0	0	0	0	1,116,222
481	Reserves- Library Fund (151)	0	362,748	0	0	0	0	362,748
1409	Resource Center Program	0	459,565	0	0	0	0	459,565
1162	Water Resources	1,039,316	367,805	0	0	0	0	1,407,121
Sub Total Parks and Natural Resources		9,130,062	75,782,822	0	4,064,317	0	0	88,977,201
Roads and Drainage								
462	CRA Contribution (1-Mill)	0	1,280,957	0	0	0	0	1,280,957
1163	Drainage	1,579,306	246,878	0	0	0	0	1,826,184
1560	Inspection and Testing	0	968,754	0	0	0	0	968,754
193	Right-of-Way and Real Estate	0	483,607	0	0	0	0	483,607
1557	Roads and Drainage Administration	0	1,213,166	0	0	0	0	1,213,166
328	Roads and Drainage CIP Reserves	0	23,711,809	0	979,298	0	0	24,691,107
1558	Roads and Drainage Engineering	0	758,080	0	0	0	0	758,080
64	Roads and Drainage Projects/In-Kind	140,000	57,506,814	0	2,597,025	0	0	60,243,839
281	Roads and Drainage Trust Reserves/Indirects/Del	356,931	25,868,266	0	0	0	0	26,225,197
1561	Roadway Maintenance	0	16,716,846	0	0	146,009	0	16,862,855
65	Street Lighting	0	2,713,184	0	0	0	0	2,713,184
1559	Survey and Mapping	0	1,911,167	0	0	0	0	1,911,167
463	Tax Collector Commissions	0	600,000	0	0	0	0	600,000
202	Traffic	0	4,212,114	0	0	0	0	4,212,114

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Infrastructure Group							
Roads and Drainage							
Sub Total Roads and Drainage	2,076,237	138,191,642	0	3,576,323	146,009	0	143,990,211
Utilities							
213 Customer Service	0	0	0	0	1,528,746	0	1,528,746
76 Electrical & Mechanical Maintenance	0	0	0	0	6,791,652	0	6,791,652
214 Infrastructure Information Section	0	0	0	0	903,546	0	903,546
403 Regulatory Affairs	0	0	0	0	2,384,980	0	2,384,980
216 SCADA	0	0	0	0	1,606,716	0	1,606,716
1222 Underground Maintenance	0	0	0	0	3,956,946	0	3,956,946
412 Utilities - Back Flow/Large Meters	0	0	0	0	674,450	0	674,450
1644 Utilities CIP Inspection	0	0	0	0	329,256	0	329,256
77 Utilities Capital Expansion	0	0	0	0	26,388,165	0	26,388,165
326 Utilities Debt Service	0	0	0	0	21,695,610	0	21,695,610
436 Utilities Department Admin	0	0	0	0	6,966,306	0	6,966,306
332 Utilities Expansion Reserves/Transfers	0	0	0	0	25,413,766	0	25,413,766
280 Utilities Finance	0	0	0	0	2,328,517	0	2,328,517
437 Utilities Metering	0	0	0	0	3,966,349	0	3,966,349
434 Utilities Operations Admin	0	0	0	0	995,256	0	995,256
320 Utilities Renewal & Replacement CIP	0	0	0	0	10,312,225	0	10,312,225
327 Utilities Reserves/Indirects (Operating Fund)	0	0	0	0	25,792,893	0	25,792,893
480 Warehouse-Stock and Supply	0	0	0	0	148,315	0	148,315
402 Wastewater Plant Operations	0	0	0	0	7,667,292	0	7,667,292
401 Water Plant Operations	0	0	0	0	4,273,824	0	4,273,824
1511 Water Resources Enforcement	0	0	0	0	800,309	0	800,309
Sub Total Utilities	0	0	0	0	154,925,119	0	154,925,119

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Infrastructure Group							
Waste & Recycling							
98 Community Clean-Up	0	0	0	0	1,623,646	0	1,623,646
377 Community Clean-Up Reserves	0	0	0	0	627,260	0	627,260
1187 Landfill Operations	0	0	0	0	18,334,584	0	18,334,584
1188 Residential Waste Management Collection	0	0	0	0	18,098,668	0	18,098,668
288 Waste Resource Management Operations CIP	0	0	0	0	11,655,800	0	11,655,800
287 Waste Resource Management Reserves/Other	0	0	0	0	142,813,091	0	142,813,091
Sub Total Waste & Recycling	0	0	0	0	193,153,049	0	193,153,049
Sub Total Infrastructure Group	30,715,655	213,974,464	0	12,204,096	348,224,177	25,599,501	630,717,893
Public Safety Group							
Code Enforcement							
34 Code Enforcement	2,286,485	0	0	0	0	0	2,286,485
Sub Total Code Enforcement	2,286,485	0	0	0	0	0	2,286,485
County Probation							
43 County Probation	2,829,509	0	0	0	0	0	2,829,509
Sub Total County Probation	2,829,509	0	0	0	0	0	2,829,509
Emergency Management							
1491 9-1-1 Systems	0	2,494,796	0	0	0	0	2,494,796
231 Emergency 911 Fund Reserves	0	187,920	0	0	0	0	187,920
185 Emergency Management & Operations	265,507	1,025,023	0	0	0	0	1,290,530

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program		General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Public Safety Group								
Emergency Management								
1242	Radio Services	0	2,596,128	0	0	0	0	2,596,128
163	SARA Title III Program	0	11,172	0	0	0	0	11,172
Sub Total Emergency Management		265,507	6,315,039	0	0	0	0	6,580,546
Fire Rescue Div								
Emergency Medical Svcs								
359	EMS - Impact Fee Fund Reserves	0	390,341	0	0	0	0	390,341
180	EMS - Impact Fees	0	684,243	0	0	0	0	684,243
39	EMS Administration	593,323	0	0	0	0	0	593,323
1243	Emergency Medical Services	26,254,753	200,000	0	0	0	0	26,454,753
Sub Total Emergency Medical Svcs		26,848,076	1,274,584	0	0	0	0	28,122,660
Fire Rescue								
1244	Fire - Support Services	0	1,490,415	0	0	0	0	1,490,415
161	Fire Prevention	0	1,211,419	0	0	0	0	1,211,419
482	Fire Rescue Impact Fees	0	232,822	0	0	0	0	232,822
158	Fire Rescue Operations	0	32,172,402	0	0	0	0	32,172,402
224	Fire Services Administration	0	6,574,405	0	0	0	0	6,574,405
230	Fire Services CIP	0	6,945	0	1,497,766	0	0	1,504,711
229	Fire Services Fund Reserves	0	2,127,822	0	0	0	0	2,127,822
47	Medical Examiner	1,359,655	0	0	0	0	0	1,359,655
464	Tax Collector - 110 Fund	0	700,000	0	0	0	0	700,000
Sub Total Fire Rescue		1,359,655	44,516,230	0	1,497,766	0	0	47,373,651
Sub Total Fire Rescue Div		28,207,731	45,790,814	0	1,497,766	0	0	75,496,311
Sub Total Public Safety Group		33,589,232	52,105,853	0	1,497,766	0	0	87,192,851

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Support/Human Services Group							
Human Services							
Community and Small Business Assistance							
1705 Community and Small Business Assistance	334,323	0	0	0	0	0	334,323
Sub Total Community and Small Business Assistance	334,323	0	0	0	0	0	334,323
Cooperative Extension Svcs							
1363 Cooperative Extension Service	766,809	0	0	0	0	0	766,809
Sub Total Cooperative Extension Svcs	766,809	0	0	0	0	0	766,809
Health and Human Services							
Adult Day Health Care Centers							
188 Adult Day Health Care Centers	851,415	154,388	0	0	0	0	1,005,803
Sub Total Adult Day Health Care Centers	851,415	154,388	0	0	0	0	1,005,803
Elderly Services							
38 Elderly Services	1,500	2,408,591	0	0	0	0	2,410,091
52 Rohr Home	0	0	0	0	4,908,226	0	4,908,226
1584 Rohr Home Reserves	0	0	0	0	14,010	0	14,010
Sub Total Elderly Services	1,500	2,408,591	0	0	4,922,236	0	7,332,327
Health and Human Services Admin							
136 Health and Human Services Administration	482,480	0	0	0	0	0	482,480
183 Transit Services/Paratransit, Rural Fixed Routes	1,687,285	49,944	0	0	0	0	1,737,229
130 Volunteer Polk	125,584	167,930	0	0	0	0	293,514
182 Winter Haven Area Transit-Fixed Route	0	359,899	0	0	0	0	359,899

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program		General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Support/Human Services Group								
Human Services								
Health and Human Services								
Sub Total Health and Human Services Admin		2,295,349	577,773	0	0	0	0	2,873,122
Healthy Families								
46	Healthy Families Polk	665,006	1,787,792	0	0	0	0	2,452,798
Sub Total Healthy Families		665,006	1,787,792	0	0	0	0	2,452,798
Housing & Neighborhood Dev								
50	Affordable Housing Program	0	7,894,088	0	0	0	0	7,894,088
51	Community Improvement Program	0	5,208,435	0	0	0	0	5,208,435
1562	NSP-3	0	530,000	0	0	0	0	530,000
1431	Neighborhood Stabilization Program	0	1,242,435	0	0	0	0	1,242,435
Sub Total Housing & Neighborhood Dev		0	14,874,958	0	0	0	0	14,874,958
Indigent Health Care								
1411	Burials and Cremations	149,406	0	0	0	0	0	149,406
147	Emergency Food and Shelter Program	22,406	15,000	0	0	0	0	37,406
53	Indigent Health Care	0	29,924,399	0	0	0	0	29,924,399
146	Indigent Health Care Mandates	0	13,541,532	0	0	0	0	13,541,532
1583	Indigent Healthcare Reserves	0	34,847,981	0	0	0	0	34,847,981
143	Jail Mental Health - Substance Abuse	189,100	0	0	0	0	0	189,100
Sub Total Indigent Health Care		360,912	78,328,912	0	0	0	0	78,689,824
Veterans Services								
41	Veterans Services	405,290	0	0	0	0	0	405,290
Sub Total Veterans Services		405,290	0	0	0	0	0	405,290
Sub Total Health and Human Services						4,922,236	0	107,634,122

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Support/Human Services Group							
Human Services							
Health and Human Services	4,579,472	98,132,414	0	0			
Sub Total Human Services	5,680,604	98,132,414	0	0	4,922,236	0	108,735,254
Support Services							
Budget & Management Services							
4 Budget and Management Services	903,355	0	0	0	0	0	903,355
Sub Total Budget & Management Services	903,355	0	0	0	0	0	903,355
Communications							
5 Communications	628,366	119,376	0	0	32,104	29,987	809,833
313 PGTV	683,960	0	0	0	0	0	683,960
Sub Total Communications	1,312,326	119,376	0	0	32,104	29,987	1,493,793
Equity and Human Resources Admin							
1664 Equity and Human Resources	283,142	0	0	0	0	0	283,142
Sub Total Equity and Human Resources Admin	283,142	0	0	0	0	0	283,142
Human Resources							
128 Benefits	143,868	0	0	0	0	243,737	387,605
1552 Employee Relations	191,160	0	0	0	0	0	191,160
129 Employment Services	382,972	0	0	0	0	0	382,972
408 Organization & Employee Development	522,182	0	0	0	0	0	522,182

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Support/Human Services Group							
Support Services							
Human Resources							
Sub Total Human Resources	1,240,182	0	0	0	0	243,737	1,483,919
Information Technology							
122 Geographic Information System	0	0	0	0	147,784	588,854	736,638
113 IT Administration	0	0	0	0	0	403,444	403,444
372 IT CIP	738,001	0	0	0	0	548,570	1,286,571
124 Internet	0	33,717	0	0	0	1,274,221	1,307,938
121 Oracle ERP Systems	0	0	0	0	0	1,140,134	1,140,134
87 Records Management	0	0	0	0	0	418,723	418,723
123 Technical Services	0	0	0	0	21,551	3,647,891	3,669,442
120 Telecommunications Services	0	0	0	0	0	1,769,651	1,769,651
Sub Total Information Technology	738,001	33,717	0	0	169,335	9,791,488	10,732,541
Procurement							
131 Procurement	661,115	37,393	0	0	69,750	0	768,258
395 Procurement Administration	159,587	0	0	0	0	0	159,587
Sub Total Procurement	820,702	37,393	0	0	69,750	0	927,845
Risk Management							
133 Claims Management	5,106,146	0	0	0	0	0	5,106,146
140 Employee Health Insurance	0	0	0	0	0	54,389,246	54,389,246
132 Employee Health Insurance Reserves	0	0	0	0	0	17,347,638	17,347,638
135 General Insurance	3,534,570	0	0	0	0	0	3,534,570
138 Occupational/Employee Health Services	301,833	0	0	0	0	0	301,833

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Support/Human Services Group							
Support Services							
Risk Management							
301 Risk Management Admin	138,493	0	0	0	0	74,416	212,909
134 Safety	216,568	0	0	0	0	0	216,568
Sub Total Risk Management	9,297,610	0	0	0	0	71,811,300	81,108,910
Sub Total Support Services	14,595,318	190,486	0	0	271,189	81,876,512	96,933,505
Sub Total Support/Human Services Group	20,275,922	98,322,900	0	0	5,193,425	81,876,512	205,668,759
Constitutional Officers Other							
Clerk of the Circuit Court							
12 Accountant, Auditor and Clerk to the BoCC	3,588,371	0	0	0	0	0	3,588,371
445 Clerk of Court Information Technology	871,685	0	0	0	0	0	871,685
Sub Total Clerk of the Circuit Court	4,460,056	0	0	0	0	0	4,460,056
Courts							
261 Court Administration	1,987,256	0	0	0	0	0	1,987,256
274 DCF Juvenile Substance Abuse	0	143,107	0	0	0	0	143,107
1060 DUI Court	135,818	0	0	0	0	0	135,818
270 Drug Court	753,926	0	0	0	0	0	753,926
273 Justice Assistance Grant (JAG)	0	56,932	0	0	0	0	56,932
263 Law Library	320,218	0	0	0	0	0	320,218
428 Legal Aid	305,116	0	0	0	0	0	305,116
1451 Post Adjudication Drug Court	152,278	492,713	0	0	0	0	644,991
269 Pretrial Services	1,129,618	0	0	0	0	0	1,129,618

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Constitutional Officers Other							
Courts							
267 Teen Court	248,025	0	0	0	0	0	248,025
Sub Total Courts	5,032,255	692,752	0	0	0	0	5,725,007
Property Appraiser							
14 Property Appraiser	7,061,022	0	0	0	0	0	7,061,022
Sub Total Property Appraiser	7,061,022	0	0	0	0	0	7,061,022
Public Defender							
15 Public Defender	854,503	0	0	0	0	0	854,503
Sub Total Public Defender	854,503	0	0	0	0	0	854,503
Sheriff							
17 Sheriff	156,390,549	966,765	0	0	25,000	0	157,382,314
457 Sheriff - Impact Fees & CIP	0	1,187,330	0	0	0	0	1,187,330
Sub Total Sheriff	156,390,549	2,154,095	0	0	25,000	0	158,569,644
State Attorney							
16 State Attorney	941,672	0	0	0	0	0	941,672
Sub Total State Attorney	941,672	0	0	0	0	0	941,672
Supervisor of Elections							

PROGRAM MATRIX BY UNIT AND FUND GROUP

Allocation of Budget Dollars by Unit and Program	General Fund	Special Revenue Funds	Debt Service Funds	Capital Funds	Enterprise Funds	Internal Service Funds	Grand Total Program Allocation
Constitutional Officers Other							
Supervisor of Elections							
18 Supervisor of Elections	3,994,646	75,000	0	0	0	0	4,069,646
Sub Total Supervisor of Elections	3,994,646	75,000	0	0	0	0	4,069,646
Tax Collector							
19 Tax Collector	7,385,857	0	0	0	0	0	7,385,857
Sub Total Tax Collector	7,385,857	0	0	0	0	0	7,385,857
Sub Total Constitutional Officers Other	186,120,560	2,921,847	0	0	25,000	0	189,067,407
90 Debt Service Program	0	0	32,154,842	0	0	0	32,154,842
375 Non-Departmental Reserves/Transfers/Indirects	32,054,549	2,200,000	0	6,651,634	0	0	40,906,183
Sub Total	32,054,549	2,200,000	32,154,842	6,651,634	0	0	73,061,025
Grand Total:	352,996,328	403,459,739	32,154,842	43,938,189	354,547,796	107,476,013	1,294,572,907

REVENUES BY CHARACTER AND OBJECT

	FY 14/15 ACTUAL	FY 15/16 BUDGET	FY 16/17 ADOPTED	FY 17/18 PLAN
TAXES				
Ad Valorem Taxes	179,688,859	188,002,691	199,281,782	209,208,126
9th Cent Gas Tax	2,079,804	1,833,412	1,842,579	1,861,005
Local Option Gas Tax	18,769,522	16,409,928	16,491,964	16,656,855
1/2 Cent Sales Surtax	38,640,913	34,529,044	40,087,001	41,890,916
Public Service Tax For BMS Budgeting Only	30,939,683	29,053,802	29,765,970	30,361,289
Communications Service Tax	10,120,594	9,568,207	9,181,723	9,089,906
Other Taxes	10,553,558	10,467,344	12,666,471	13,257,206
TOTAL TAXES	290,792,933	289,864,428	309,317,490	322,325,303
LICENSES & PERMITS				
Building Permits	5,003,392	4,924,514	5,918,074	6,273,158
Solid Waste Franchise Fees	229,278	250,000	250,000	250,000
Other Licenses, Fees, & Permits	404,982	313,203	294,159	295,376
TOTAL LICENSES & PERMITS	5,637,652	5,487,717	6,462,233	6,818,534
INTERGOVERNMENTAL REVENUE				
Fed Grant-General Gov't	572,071	25,500	0	0
Other Pub Safety Grants	294,769	823,289	2,548,023	841,477
Other Phy Env Fed Grant	1,251,616	1,560,343	1,194,584	0
Urban Mass Tran Fed Grant	3,922,801	1,504,971	240,000	240,000
Other Trans Fed Grant	156,653	1,200,000	1,100,000	1,400,000
CD Grant Entit Funds	4,638,579	6,951,186	7,296,045	7,296,045
Low Income Housing Grant (HUD)	2,615	0	0	0
HND Grant-HUD Port Vouchers (Sctn 8)	29,413	0	0	0
Other Human Svc Grant	2,220,019	2,153,038	2,135,941	2,102,785
U.S.D.A. Grant Revenue	146,608	155,939	201,858	132,264
Oth Pub Safety State Gt	6,852	0	0	0
Landfill Grant	159,771	43,009	47,310	40,000
Aquatic Weed State	343,997	726,200	726,200	726,200
Other Phys Env State Grant	667	0	0	0
Transportation - State Grant	2,931,136	7,896,200	5,196,113	80,000
Other Econ Env State Grant	1,184,712	2,340,000	3,117,831	3,117,831
Other Human Svc State Grant	2,283,832	1,413,850	1,309,000	1,309,000
Other Cul/Rec State Grant	2,300	74,265	63,363	0
Other State Grants	1,513,282	1,643,870	1,731,356	958,970
State Rev Sharing Program	13,554,377	12,378,762	14,095,687	14,650,233
Ins Agent County Lic	103,000	94,590	94,590	94,590
Mobile Home Licenses	265,623	305,000	305,000	305,000
Alcoholic Bev Lic	194,692	150,000	158,208	158,208
Racing Tax	446,500	424,175	424,175	424,175
Sales Tax Non-Co Wide	30,519,501	30,220,010	32,117,580	33,241,695
Phosphate Sever Tax	182,089	0	0	0
Firefighter Sup Comp	62,220	40,000	50,000	50,000
Motor Fuel Tax Rebate	91,475	350,075	350,075	350,075
Municipality/LAMTD Tax Increment (CRA)	294,949	288,486	524,003	550,974
Constitutional Gas Tax	6,551,835	5,720,064	6,286,641	6,349,508
County Gas Tax	2,872,313	2,498,870	2,756,053	2,783,613
Motor Fuel Use Tax	19,396	9,500	9,500	9,500
Grants From Other Local Units-Human Services	0	5,000	0	0
Payments In Lieu Of Taxes	1,642,266	1,630,000	1,660,000	1,660,000
TOTAL INTERGOVERNMENTAL REVENUE	78,461,929	82,626,192	85,739,136	78,872,143

REVENUES BY CHARACTER AND OBJECT

	FY 14/15 ACTUAL	FY 15/16 BUDGET	FY 16/17 ADOPTED	FY 17/18 PLAN
CHARGES FOR SERVICES				
Article V - Recording Fee-I.T.	840,839	850,000	850,000	850,000
Earned Fees Sheriff	492,613	560,000	560,000	560,000
Supervisor Of Elections Fees	2,429	0	0	0
Zoning/Land Use Fees	516,686	375,000	473,270	483,270
False Fire Alarm Charge:Ord 97-36, 98-01	277	0	0	0
911 Fees	2,463,750	2,520,000	2,342,000	2,342,000
BOCC Emer. Radio Fees	1,101,420	1,126,824	1,098,360	1,098,360
Municipal Emer Radio Fees	137,280	115,920	117,120	117,120
Ambulance Fees	17,880,722	17,325,288	18,671,793	18,671,793
Water Resources Div. - Fees	1,248	638	559	559
Lake/River Boating Fees	319,505	279,899	285,807	285,807
Ag Agent Fees	3,135	0	0	0
Reimb Transport	649,319	208,085	0	0
Reim Welfare Serv	81,789	95,305	127,224	131,041
Fees,Outside Agencies-Drug Ct(Adult \$30)	60,517	92,292	47,515	47,515
Other Human Srvs Fees	388,573	515,260	560,751	560,751
Program Fees(Adult \$1500)	27,205	24,755	14,882	14,882
Drug Ct Testing Fees(Adult \$30/Juv \$10)	385,878	344,110	354,348	354,348
Drug Ct Assessment Fees(Adult/Juv \$85)	107,124	80,000	96,095	96,095
Tri-Cty Drug Test Fee	0	1,344	0	0
Sassi Drug Test Fees	1,120	402	228	228
DUI Court Fees, established 10/2006	88,248	95,000	59,155	59,155
DUI Surcharge Fees	32,224	23,750	28,378	28,378
Camping Fees	106,813	79,373	84,897	86,170
Other Parks/Rec Fees	288,097	398,188	252,052	255,832
Summer Rec - General	86,551	79,039	80,040	81,241
ATV Park Fees	22,862	0	43,225	45,819
Fire Review And Inspection	282,196	215,000	260,000	260,000
Misdemeanor Program Fee	2,711	902	2,788	2,788
Ct Costs, \$50 Felony, F.S. 775.083	48,763	46,657	40,250	40,250
Co. Alcohol & Drug Abuse Assess (F.S. 938.23)	12,010	15,000	15,000	15,000
Fees-Education Classes	20,382	18,293	15,504	15,504
Cost Of Supervision Probation	782,805	645,000	685,000	685,000
Court Innovations/Local Requirements	127,144	136,473	126,743	126,743
Legal Aid	127,144	136,473	126,743	126,743
Law Library	127,144	136,473	126,743	126,743
Juvenile Alternative Programs	127,144	162,000	120,000	120,000
\$15 Ord-Ct Facilities	1,636,250	1,600,000	1,636,250	1,636,250
Road Closing Fee	2,006	9,025	0	0
Sub Reg & Insp	270,045	225,000	250,000	250,000
Variance Fees	9	0	0	0
School Impact Admin Fees	83,746	102,000	112,000	112,000
Other Eng Review Fees	119,874	75,000	90,000	90,000
Water Mgmt Fees	17,100	10,000	10,000	10,000
Plat Review Fees	24,488	10,000	10,000	10,000
False Secur Alarm Charges:Ord97-36,98-01	86,986	70,000	70,000	70,000
Fees - Other	490,335	518,181	496,390	497,613
TOTAL CHARGES FOR SERVICES	30,474,506	29,321,949	30,341,110	30,364,998

REVENUES BY CHARACTER AND OBJECT

	FY 14/15 ACTUAL	FY 15/16 BUDGET	FY 16/17 ADOPTED	FY 17/18 PLAN
FINES & FORFEITURES				
Ct Costs-Traffic Ct(Crim&Civ)	150	0	0	0
DSlosberg \$3 Traffic Fine (FS 318.1215)	270,956	500,000	500,000	500,000
Ct Costs-\$20 Crim Traf/Mm,F.S.775.083	138,348	158,163	134,750	134,750
Teen Ct \$3/Case	183,626	209,000	176,644	176,644
Dom. Violence Surcharge FS 988.08, 07/01	35,528	29,450	39,986	39,986
Confiscated Property	400,128	158,000	177,156	177,156
Code Enforcement Fines	711,618	510,000	484,710	484,710
Bad Check Service Fee	910	0	0	0
Court Fines	562,516	557,364	545,130	545,130
Police Education	43,660	0	0	0
TOTAL FINES & FORFEITURES	2,347,440	2,121,977	2,058,376	2,058,376
MISCELLANEOUS REVENUES				
Interest Revenue On Interfund Loans	0	794,392	0	0
Interest - Other	13,442	28,000	28,000	28,000
Int-Bank Accounts	(6,705)	0	0	0
Interest-Grants Only	(148)	12,000	10,000	10,000
Clerk Reg Of Court	0	5,000	5,000	5,000
Interest Tax Collect	36,977	19,627	19,908	19,915
Interest Sheriff	327	300,000	300,000	300,000
Pooled Investment Earnings	9,118,863	4,982,169	5,385,805	5,857,661
Int & Pen On Assessments	0	23,465	1,019	1,019
Treas. Fund-Bond and Agency Earning	85,174	166	387	391
Net Increase(Decrease) in Fair Value of Investments	(1,742,589)	1,800	1,800	1,800
Rents	279,832	376,727	260,157	260,157
Parking Garage Fees	0	85,580	227,664	227,664
Concessions	1,009,180	1,105,818	950,950	950,950
Assess Collections - Capital(Road/Sew)	46,896	115,177	48,552	48,551
Assess Collections, Other (E.G., Lazy S Utilities)	2,246	2,000	0	0
Assess Collections - Operating	9,404,118	8,569,429	9,183,698	9,281,580
Assessment Collections-Bldg. D	65,805	103,779	105,976	107,566
Polk Co Fire Srv Assess	30,776,166	35,678,383	35,921,490	36,460,312
Polk Co Fire Srv Bldg Dept	512,035	480,000	520,000	527,800
EMS Impact Fees	284	13,060	57,465	90,507
Correctional Impact Fees	425	39,181	172,395	172,395
Law Enforcement Impact Fees	713	52,241	229,860	229,860
Fire Rescue Impact Fees	751	48,976	215,494	339,403
County Road Impact Fees	24,057	879,117	3,868,113	6,092,277
Libraries-Impact Fees	582	21,822	96,016	151,224
Parks-Impact Fees	1,147	47,369	208,424	328,267
School Impact Fees, Eff. 9/1/03	0	0	250,000	250,000
Scrap Sales	626,911	575,000	365,800	365,800
Insurance/Legal Proceeds	1,804,827	300,000	340,000	374,200
Sales-Historical Museum & Outpost 27	50,659	83,905	83,125	83,125
Tax Deed Surplus	0	140,600	140,600	140,600
Refunds	226,836	0	0	0
Grants Program Income	1,437,723	1,250,000	1,050,000	450,000
Reimb Loc Gov Agency	1,476,115	858,919	171,674	126,823
Reimb Other	2,453,246	1,921,323	2,054,342	1,515,476
Reimb FDOT	4,733	0	0	0
Reimb DOT (Kunde)	0	197,308	235,741	242,813

REVENUES BY CHARACTER AND OBJECT

	FY 14/15 ACTUAL	FY 15/16 BUDGET	FY 16/17 ADOPTED	FY 17/18 PLAN
Rev From Other Co. Dept.	62,358	0	0	0
Returned Checks	(23,861)	0	0	0
Cable Co Grants Assoc W/Franchise Agree	280	0	0	0
Signs Individ/Other	59,018	48,939	39,315	49,429
Signal Maintenance	530,949	126,148	150,720	155,241
Rebates,Pcard Annual, Drug,Etc.	929,119	665,619	759,250	762,528
Other Miscellaneous Revenues	2,410,000	2,328,650	2,159,575	1,727,273
Interest Subsidy Payments	892,713	723,000	723,000	723,000
Flex Premiums only (net with acct 5349015)	1,044	0	0	0
Donations - Meals	20,979	22,500	10,875	17,625
Donation Aging Serv	25,309	20,049	32,675	25,925
Donations Trans Dept	813	0	0	0
Other Cont/Donation	10,835	8,500	8,500	8,500
Donations	76,885	75,682	83,207	84,236
Surplus Land Sales	287,428	25,000	170,000	170,000
Surplus Building Sales	7,010	0	0	0
Surplus Furn/Equip/Mach Sale	1,176,247	399,950	399,950	399,950
TOTAL MISCELLANEOUS REVENUES	64,177,754	63,556,370	67,046,522	69,164,843
OTHER SOURCES				
Interfund Transfers	67,999,985	36,279,113	43,182,110	34,648,768
Interfund Transfers-Unbudgeted	808,004	0	0	0
Tf-In, Grt Carry-Fwd	1,543,350	0	0	0
Interfund Transfers-CRA	6,970,452	482,829	712,351	760,068
Debt Proceeds	0	0	0	28,500,000
Transfer From The Constitutional Fee Officers	10,321,462	9,006,584	8,386,800	8,607,058
Overage & Shortage	(617)	0	0	0
Loan Proceeds(Interfund)	2,401	270	270	270
I/D Reimburse-Cost Plan	8,813,651	9,405,562	10,236,221	11,132,315
Grt Carry-Fwd, adj to/from deferred funds acct.	(268,505)	0	0	0
Beg.Fund Balance	0	211,359,677	205,248,919	178,593,848
Budgeted Cash Balance Forward	0	358,757,961	342,983,407	321,673,674
InKind Rev(Cash Outlay Req'D)	4,673,234	16,313,914	12,657,310	161,905
InKind Rev(No Cash Outlay Req'D)	333,150	212,705	214,211	210,211
TOTAL OTHER SOURCES	101,196,567	641,818,615	623,621,599	584,288,117
INTERNAL SERVICE FUNDS				
Fleet Maint & Replacement	11,856,111	12,304,661	13,537,387	14,601,421
IT Revenues	7,018,224	8,273,222	8,572,366	9,644,409
Employee Health Insurance	46,349,208	47,795,204	49,529,739	51,880,156
TOTAL INTERNAL SERVICE FUNDS	65,223,543	68,373,087	71,639,492	76,125,986
ENTERPRISE FUNDS				
Landfill	29,446,109	28,004,066	27,344,318	37,254,441
Utilities	66,121,748	57,490,648	66,081,790	67,622,847
Rohr Home	5,428,674	5,426,642	4,920,841	5,019,259
TOTAL ENTERPRISE FUNDS	100,996,531	90,921,356	98,346,949	109,896,547
GRAND TOTAL	739,308,855	1,274,091,691	1,294,572,907	1,279,914,847

EXPENDITURES BY CHARACTER AND OBJECT

	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services				
Executive Salaries	209,259	213,765	218,730	225,290
Regular Salaries And Wages	71,502,976	81,436,297	84,937,397	87,864,499
Contracted BoCC Position personnel costs	3,708,643	562,370	444,292	119,002
Other Salaries And Wages	1,336,571	1,666,828	1,697,023	1,704,661
Overtime	7,445,211	8,301,889	9,028,651	9,312,544
Special Pay	1,088,593	1,222,204	1,345,388	1,372,270
Payroll Tuition Reimb	34,197	63,783	96,302	96,302
Fica Taxes	5,869,621	6,860,935	7,270,416	7,504,726
Retirement Contributions	9,311,569	10,867,951	12,113,915	12,494,316
Life And Health Insurance	16,782,440	20,945,861	21,142,335	22,028,067
Workers' Compensation	3,661,703	3,789,990	3,268,860	3,269,367
Unemployment Compensation	40,752	27,725	34,815	34,908
Payroll Adjustments	-18,310	499,115	1,997,260	3,833,987
Total : Personal Services	120,973,225	136,458,713	143,595,384	149,859,939
Operating Expenses				
Professional Services	16,979,178	7,470,494	8,325,943	8,351,074
Accounting And Auditing	0	0	510,970	511,014
Other Contractual Services	48,620,146	23,458,117	19,073,475	18,264,589
Travel And Per Diem	774,474	0	0	0
Communications And Freight Services	2,774,954	250,000	250,000	250,000
Utility Services	15,353,507	0	0	0
Rentals And Leases	1,717,934	0	70,000	70,000
Insurance	47,084,885	45,196,219	49,923,924	52,616,110
Repair And Maintenance Services	21,746,068	4,536,991	4,718,511	5,042,543
Printing And Binding	1,005,703	0	0	0
Promotional Activities	3,021,167	0	0	0
Other Current Charges And Obligations	12,044,883	8,954,881	9,735,020	10,073,074
Office Supplies	1,748,839	0	0	64
Operating Supplies	11,012,645	712,049	39,099	37,058
Road Materials And Supplies	12,480,851	0	0	0
Books, Publications, Subscriptions And Memberships	748,434	77,157	93,599	93,599
Operating Expense - Program Budget	0	129,347,877	140,703,369	145,518,330
Total : Operating Expenses	197,113,668	220,003,785	233,443,910	240,827,455
Capital Expenses				
Land	2,983,843	0	0	0
Buildings	28,122,919	568,411	504,663	193,500
Infrastructure	27,673,605	40,000	13,440,623	40,000
Machinery And Equipment	9,562,880	6,770,395	7,423,948	7,283,995
Construction In Progress	28,326	0	0	0
Capital Expense-Program Budget	0	184,133,397	116,820,482	102,595,004
Intangible Assets	5,498	0	0	0
Total : Capital Expenses	68,377,071	191,512,203	138,189,716	110,112,499
Debt Service				
Principal	9,603,411	14,461,775	14,738,049	14,326,318

EXPENDITURES BY CHARACTER AND OBJECT

	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Debt Service				
Interest	16,987,971	16,436,085	16,239,537	15,753,551
Other Debt Service Costs	-424,231	8,000	9,500	9,500
Total : Debt Service	26,167,151	30,905,860	30,987,086	30,089,369
Grants And Aids				
Aids To Government Agencies	12,407,391	11,598,183	14,329,855	13,372,666
Aids To Private Organizations	24,320,338	21,401,333	21,792,362	22,094,919
Other Grants And Aids	2,962,440	4,620,232	4,812,547	4,351,291
Total : Grants And Aids	39,690,169	37,619,748	40,934,764	39,818,876
Other Uses				
Transfers	81,091,174	43,249,334	50,822,631	42,688,520
Indirect Expense	8,813,651	9,405,562	10,236,221	11,132,315
InKind Expense	5,003,971	16,519,974	12,864,876	365,471
Reserves	0	405,794,255	444,428,762	457,717,091
Refunds	254,409	223,000	208,000	208,000
Other Uses - All Other	1,058,705	0	0	0
Total : Other Uses	96,221,910	475,192,125	518,560,490	512,111,397
Constitutional Officers				
Constitutional Officers (Excludes Reserves)	170,069,619	182,399,257	188,861,557	197,095,312
Total : Constitutional Officers	170,069,619	182,399,257	188,861,557	197,095,312
Grand Total :	718,612,813	1,274,091,691	1,294,572,907	1,279,914,847

EXPENDITURES BY FUNCTION AND PROGRAM

Program Name/Function Name	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Government Services				
Comprehensive Planning	3,320,950	3,410,959	3,596,874	3,676,484
Executive	3,603,531	4,135,697	4,673,394	4,583,879
Other General Government Services	61,963,376	70,477,118	80,807,983	72,914,292
Financial And Administrative	83,076,240	98,845,527	95,827,660	102,448,755
Legislative	604,324	651,556	607,869	632,768
Legal Counsel	1,113,897	1,269,807	1,235,316	1,275,657
Total Function :	153,682,318	178,790,664	186,749,096	185,531,835
Public Safety				
Detention And/Or Correction	1,051,075	1,035,000	220,000	220,000
Law Enforcement	139,992,418	150,087,416	156,657,314	164,375,982
Fire Control	35,228,097	38,316,773	41,409,468	41,694,630
Other Public Safety	11,412,465	12,926,076	14,743,922	12,818,444
Emergency And Disaster Relief Services	3,429,474	3,490,314	4,055,827	3,810,905
Medical Examiners	1,334,476	1,286,362	1,359,655	1,405,017
Protective Inspections	6,501,123	10,266,408	9,013,965	8,341,896
Ambulance And Rescue Services	19,499,442	22,561,683	27,532,319	28,200,824
Total Function :	218,448,570	239,970,032	254,992,470	260,867,698
Physical Environment				
Garbage/Solid Waste Control Services	26,360,883	46,349,545	36,013,231	54,309,636
Flood Control/Stormwater Management	2,672,291	2,940,273	4,679,261	5,572,562
Other Physical Environment	729,162	4,594,724	6,243,001	6,098,337
Conservation And Resource Management	9,059,647	11,897,131	10,947,855	6,159,617
Water/Sewer Combination Services	72,951,274	113,590,505	105,035,676	117,513,377
Total Function :	111,773,257	179,372,178	162,919,024	189,653,529
Transportation				
Transit Systems	7,346,281	6,692,534	2,097,128	1,687,285
Road And Street Facilities	74,653,155	111,604,008	96,067,662	63,577,811
Other Transportation Services	11,066,901	10,667,126	9,265,648	7,758,538
Total Function :	93,066,337	128,963,668	107,430,438	73,023,634
Economic Environment				
Housing And Urban Development	7,754,205	14,506,902	14,874,958	13,102,523
Veterans Services	313,191	341,230	405,290	418,886
Industry Development	8,932,801	11,259,855	14,622,055	13,299,536
Total Function :	17,000,197	26,107,987	29,902,303	26,820,945
Human Services				
Health	7,934,845	7,417,396	7,285,700	7,606,383
Public Assistance	61,559,527	36,167,451	28,512,407	15,643,077
Other Human Services	4,018,416	4,942,624	4,844,152	4,634,731
Hospitals	22,107,425	32,658,796	31,899,005	32,666,265
Mental Health	206,316	288,063	341,526	353,591
Total Function :	95,826,529	81,474,330	72,882,790	60,904,047
Culture/Recreation				
Parks And Recreation	14,094,700	20,749,440	21,918,921	12,006,573
Other Culture/Recreation	432,789	516,690	529,368	547,250

EXPENDITURES BY FUNCTION AND PROGRAM

	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Culture/Recreation				
Libraries	3,945,204	4,374,310	4,668,612	4,439,952
Total Function :	18,472,693	25,640,440	27,116,901	16,993,775
Court Related				
Clerk Of Court Administration	908,059	859,545	875,212	935,900
Court Administration	257,523	291,355	248,025	237,396
Misdemeanor	2,100,525	2,199,808	2,181,465	2,264,264
Public Defender Administration	585,918	771,440	771,440	771,440
Courthouse Facilities	2,874,634	0	0	0
Court Administration	1,256,595	1,364,500	1,405,647	1,445,821
Pre-Trial Release	1,031,796	1,093,602	1,129,618	1,181,971
Other County Court-Criminal Cases	382,523	525,098	648,044	658,904
Guardian Ad Litem	1,097	0	0	0
State Attorney Administration	944,242	872,789	891,672	906,597
Total Function :	10,342,912	7,978,137	8,151,123	8,402,293
Reserves and Contingencies	0	405,794,255	444,428,762	457,717,091
Grand Total :	718,612,813	1,274,091,691	1,294,572,907	1,279,914,847

RESERVES BY FUND

	<u>Actual FY14/15</u>	<u>Budget FY 15/16</u>	<u>Adopted FY16/17</u>	<u>Plan FY 17/18</u>
General Fund 00100				
5998010 Reserves - Environmental Lands Management	0	3,138,381	2,415,011	1,436,566
5998010 Reserves - History Center	0	74,707	121,513	71,446
5998010 Reserves - State Attorney Computer Project	0	50,000	50,000	50,000
5998020 Reserves Contingencies	0	5,484,094	5,484,094	5,484,094
5998140 Reserves - Future Capital Expansion	0	0	0	5,700,000
5998140 Reserves - Road MSBU & Assessment	0	180,872	356,931	374,838
5998170 Reserves - Economic Development	0	1,743,364	1,610,141	1,609,445
5998180 Reserves - Economic Development Incubator	0	585,187	585,187	0
5998210 Reserves - Aircraft for Sheriff	0	700,000	700,000	700,000
5998250 Reserves - Self-Insurance Claims	0	8,785,000	8,810,000	8,810,000
5998290 Reserves - Matching Funds	0	0	500,000	1,000,000
5998300 Reserves - Budget Stabilization	0	15,987,898	16,675,268	16,707,569
Fund Total :	0	36,729,503	37,308,145	41,943,958
County Transportation Trust Fund 10100				
5998020 Reserves Contingencies	0	3,592,712	2,246,633	2,569,830
5998140 Reserves-Future Capital Expansion	0	0	4,144,372	2,622,148
5998300 Reserves - Budget Stabilization	0	6,831,876	20,429,053	25,936,866
Fund Total :	0	10,424,588	26,820,058	31,128,844
Special Revenue Grants 10150				
5998020 Reserves Contingencies	0	2,000,000	2,000,000	1,849,300
5998290 Reserves - Matching Funds	0	200,000	200,000	200,000
5998300 Reserves - Budget Stabilization	0	0	0	150,700
Fund Total :	0	2,200,000	2,200,000	2,200,000
Tourism Tax Funds 12160				
5998010 Reserves-Cash Balance Forward	0	100,000	100,000	100,000
5998020 Reserves Contingencies	0	300,000	300,000	300,000
5998080 Reserves Debt Service	0	5,751,525	6,172,106	7,221,996
Fund Total :	0	6,151,525	6,572,106	7,621,996
Lake And River Enhancement Trust Funds 12180				
5998010 Reserves-Cash Balance Forward	0	50,000	50,000	50,000
5998140 Reserves-Future Capital Expansion	0	344,338	521,323	566,746
Fund Total :	0	394,338	571,323	616,746
Fire Rescue Funds 12190				
5998010 Reserves-Cash Balance Forward	0	700,000	1,127,822	206,100
5998020 Reserves Contingencies	0	613,978	1,000,000	1,000,000
Fund Total :	0	1,313,978	2,127,822	1,206,100
Impact Fees 12240				
5998140 Reserves-Future Capital Expansion	0	4,688,476	7,403,930	13,739,362
Fund Total :	0	4,688,476	7,403,930	13,739,362
Emergency 911 Funds 14350				
5998010 Reserves-Cash Balance Forward	0	100,000	0	0
5998020 Reserves Contingencies	0	137,239	187,920	143,114
Fund Total :	0	237,239	187,920	143,114
Hazardous Waste Funds 14370				
5998020 Reserves Contingencies	0	8,147	2,586	10,000
5998300 Reserves - Budget Stabilization	0	0	0	31,271
Fund Total :	0	8,147	2,586	41,271

RESERVES BY FUND

	<u>Actual FY14/15</u>	<u>Budget FY 15/16</u>	<u>Adopted FY16/17</u>	<u>Plan FY 17/18</u>
Radio Communications Funds 14390				
5998010 Reserves-Cash Balance Forward	0	50,000	0	0
5998020 Reserves Contingencies	0	50,000	27,858	44,945
5998140 Reserves-Future Capital Expansion	0	204,803	0	0
Fund Total :	0	304,803	27,858	44,945
Indigent Health Care Funds 14490				
5998020 Reserves Contingencies	0	6,617,500	7,834,390	7,956,283
5998200 Health Care Fluctuation Margin 3% - (Actuary)	0	1,826,000	1,480,000	1,480,000
5998320 Reserves-Future Plan Changes	0	12,636,357	23,383,114	23,389,229
5998330 Reserves - Health Plans Statutory Reserves	0	2,112,036	2,150,477	2,138,735
Fund Total :	0	23,191,893	34,847,981	34,964,247
Leisure Services MSTU Funds 14930				
5998010 Reserves-Cash Balance Forward	0	1,318,580	857,901	867,460
5998020 Reserves Contingencies	0	250,000	250,000	250,000
5998140 Reserves-Future Capital Expansion	0	2,773,139	1,923,331	1,428,948
Fund Total :	0	4,341,719	3,031,232	2,546,408
Libraries MSTU Funds 14950				
5998010 Reserves-Cash Balance Forward	0	200,000	200,000	200,000
5998020 Reserves Contingencies	0	388,288	162,748	39,239
Fund Total :	0	588,288	362,748	239,239
Rancho Bonito MSTU Fund 14960				
5998010 Reserves-Cash Balance Forward	0	3,035	1,000	1,000
Fund Total :	0	3,035	1,000	1,000
Transportation (1 Mill) Fund 14970				
5998140 Reserves-Future Capital Expansion	0	13,748,635	14,529,213	18,180,171
Fund Total :	0	13,748,635	14,529,213	18,180,171
Land Management Nonexpendable Trust Funds 15010				
5998020 Reserves Contingencies	0	2,198,793	2,593,965	3,026,082
5998150 Reserves-Nonexpendable Trust Fund	0	36,121,152	36,028,983	36,028,983
Fund Total :	0	38,319,945	38,622,948	39,055,065
Eloise CRA Trust-Agency Funds 15250				
5998020 Reserves Contingencies	0	20,000	50,000	50,000
5998140 Reserves-Future Capital Expansion	0	162,321	419,415	506,966
Fund Total :	0	182,321	469,415	556,966
Harden Parkway CRA Funds 15290				
5998140 Reserves-Future Capital Expansion	0	45,412	237,427	321,467
Fund Total :	0	45,412	237,427	321,467
Building Funds 15310				
5998020 Reserves Contingencies	0	483,540	867,113	918,959
5998300 Reserves - Budget Stabilization	0	0	1,609,595	2,847,396
Fund Total :	0	483,540	2,476,708	3,766,355
Stormwater MSTU 18000				
5998140 Reserves-Future Capital Expansion	0	2,112,733	3,723,815	3,681,295
Fund Total :	0	2,112,733	3,723,815	3,681,295
Const Tax Rev Improv & Refund Bds, S2006 21600				
5998080 Reserves Debt Service	0	2,827,435	293,040	62,773
Fund Total :	0	2,827,435	293,040	62,773
Public Facilities Rev Bonds 2005 23000				
5998080 Reserves Debt Service	0	21,536	0	0
Fund Total :	0	21,536	0	0

RESERVES BY FUND

	<u>Actual FY14/15</u>	<u>Budget FY 15/16</u>	<u>Adopted FY16/17</u>	<u>Plan FY 17/18</u>
Capital 2010 23300				
5998080 Reserves Debt Service	0	4,706,238	4,784,516	4,826,192
Fund Total :	0	4,706,238	4,784,516	4,826,192
Transportation 2010 23400				
5998080 Reserves Debt Service	0	6,737,175	6,858,271	6,915,333
Fund Total :	0	6,737,175	6,858,271	6,915,333
Public Facilities Rev Ref Bonds, Series 2014 (Ref 2005) 23500				
5998080 Reserves Debt Service	0	2,980,091	3,035,532	3,091,207
Fund Total :	0	2,980,091	3,035,532	3,091,207
Public Facilities Rev Ref Note, Series 2015 (Ref CFT 2006) 23700				
5998080 Reserves Debt Service	0	0	1,247,862	1,436,620
Fund Total :	0	0	1,247,862	1,436,620
Drainage and Water Quality Fund 30200				
5998140 Reserves-Future Capital Expansion	0	104,804	1,091,430	10,541
Fund Total :	0	104,804	1,091,430	10,541
General Capital Improvement Funds 30800				
5998140 Reserves-Future Capital Expansion	0	1,271,803	6,336,625	2,296,688
Fund Total :	0	1,271,803	6,336,625	2,296,688
Environmental Land Acquisition Funds 31200				
5998140 Reserves-Future Capital Expansion	0	978,896	1,327,549	709,269
Fund Total :	0	978,896	1,327,549	709,269
Long Term Road Project Funds 31700				
5998140 Reserves-Future Capital Expansion	0	619,892	979,298	989,954
Fund Total :	0	619,892	979,298	989,954
Northeast Polk Roadway Fund 31900				
5998140 Reserves-Future Capital Expansion	0	13,912,076	10,272,263	9,735,781
Fund Total :	0	13,912,076	10,272,263	9,735,781
Solid Waste Funds 41010				
5998010 Reserves-Cash Balance Forward	0	6,449,424	5,967,570	7,408,683
5998020 Reserves Contingencies	0	3,224,712	2,983,785	3,704,342
5998140 Reserves-Future Capital Expansion	0	64,555,007	60,805,524	54,837,248
5998170 Reserves-Service Improvements	0	500,000	500,000	500,000
Fund Total :	0	74,729,143	70,256,879	66,450,273
Landfill Closure Funds 41110				
5998010 Reserves-Cash Balance Forward	0	10,000,000	10,000,000	10,000,000
5998020 Reserves Contingencies	0	292,161	49,058	49,759
5998110 Reserves Landfill Closure	0	57,287,703	57,856,095	58,074,912
Fund Total :	0	67,579,864	67,905,153	68,124,671
Universal Solid Waste Collection Funds 41210				
5998010 Reserves-Cash Balance Forward	0	2,408,369	3,100,706	5,003,426
5998020 Reserves Contingencies	0	0	1,550,353	2,501,714
5998300 Reserves - Budget Stabilization	0	0	3,180,236	3,004,509
Fund Total :	0	2,408,369	7,831,295	10,509,649
Community Cleanup Funds 41310				
5998010 Reserves-Cash Balance Forward	0	265,765	484,382	394,779
5998020 Reserves Contingencies	0	106,306	142,878	32,708
Fund Total :	0	372,071	627,260	427,487

RESERVES BY FUND

	<u>Actual FY14/15</u>	<u>Budget FY 15/16</u>	<u>Adopted FY16/17</u>	<u>Plan FY 17/18</u>
Utilities Operating Funds 42010				
5998020 Reserves Contingencies	0	11,477,471	10,987,227	4,939,002
5998090 Reserves Renewal & Replacement	0	1,000,000	1,000,000	1,000,000
5998120 Reserves Salary Adjustments	0	42,124	43,115	43,066
5998140 Reserves-Future Capital Expansion	0	16,669,924	13,805,666	10,986,455
Fund Total :	0	29,189,519	25,836,008	16,968,523
Utilities Capital Expansion Funds 42110				
5998140 Reserves-Future Capital Expansion	0	12,695,338	25,413,766	27,282,267
Fund Total :	0	12,695,338	25,413,766	27,282,267
Utilities Bond Issue 2013 42430				
5998140 Reserves-Future Capital Expansion	0	3,925,667	0	0
Fund Total :	0	3,925,667	0	0
Utilities Bonds FY 14/15 42432				
5998140 Reserves-Future Capital Expansion	0	0	0	11,194,149
Fund Total :	0	0	0	11,194,149
Rohr Home Fund 43110				
5998020 Reserves Contingencies	0	156,422	14,010	249,761
Fund Total :	0	156,422	14,010	249,761
Fleet Maintenance Funds 50100				
5998020 Reserves Contingencies	0	0	2,947	70,013
Fund Total :	0	0	2,947	70,013
Employee Health Insurance Fund 50300				
5998020 Reserves Contingencies	0	7,335,232	7,208,502	3,587,513
5998200 Health Care Fluctuation Margin 3% - (Actuary)	0	1,222,121	1,361,977	1,430,076
5998250 Reserves - Self-Insur Claims	0	8,250,601	1,513,281	0
5998330 Reserves - Health Plans Statutory Reserves	0	6,517,979	7,263,878	7,627,072
Fund Total :	0	23,325,933	17,347,638	12,644,661
Fleet Replacement Funds 51500				
5998020 Reserves Contingencies	0	500,000	500,000	500,000
5998140 Reserves-Future Capital Expansion	0	10,748,848	10,340,633	10,631,667
Fund Total :	0	11,248,848	10,840,633	11,131,667
Information Technology Fund 52000				
5998020 Reserves Contingencies	0	371,374	429,925	424,455
5998170 Reserves-Service Improvements	0	161,643	172,627	166,608
Fund Total :	0	533,017	602,552	591,063
Grand Total :	0	405,794,255	444,428,762	457,717,091

Reserves are portions of the budget the county does not plan to spend in the current year. Reserves are used not only to balance the county's budget; they are used as emergency funds. Emergency can be defined as a revenue shortfall or unanticipated expenditures for natural disasters, such as hurricane relief.

SOURCES & USES OF RESOURCES AND CHANGES TO FUND BALANCE & NET ASSETS

(For budgetary purposes only)	GENERAL FUND				SPECIAL REVENUE FUNDS			
	Actual FY 14/15	Adopted FY 15/16	Adopted FY 16/17	Plan FY 17/18	Actual FY 14/15	Adopted FY 15/16	Adopted FY 16/17	Plan FY 17/18
Financial Sources								
Taxes	182,592,017	186,256,142	195,351,658	203,601,770	107,156,202	103,896,772	114,489,835	119,274,507
Licenses & Permits	432,823	405,850	378,967	378,967	5,204,827	5,353,460	6,083,266	6,439,567
Intergovernmental	40,120,817	33,324,417	42,461,120	44,139,781	44,524,362	35,904,289	35,501,513	27,006,388
Charges for Service	24,810,769	24,081,056	25,581,700	25,591,700	6,816,453	5,180,893	4,759,410	4,773,298
Fines & Forfeitures	1,488,307	1,519,527	1,436,234	1,436,234	2,186,004	602,450	622,142	622,142
Special Assessments/Impact Fees	46,896	137,177	48,552	48,551	33,665,487	39,937,715	44,197,441	47,300,229
Miscellaneous	25,481,341	4,957,275	4,672,805	4,676,820	11,730,497	4,442,283	4,979,226	3,921,006
All Other Revenues	6,676,787	20,114,520	21,752,137	23,199,407	11,463,544	23,492,312	21,523,158	9,218,145
Enterprise Funds	(4,516)	-	-	-	-	-	-	-
Total Estimated Financial Sources	281,645,241	270,795,964	291,683,173	303,073,230	222,747,376	218,810,174	232,155,991	218,555,282
Expenditures								
General Government	86,098,922	93,419,385	103,640,939	96,683,064	14,403,491	82,147	85,777	83,858
Court-Related	10,343,826	7,978,137	8,151,123	8,402,293	-	-	-	-
Public Safety	163,076,486	175,846,985	187,532,492	196,679,415	49,703,763	55,024,669	56,851,589	55,030,567
Physical Environment	5,541,525	6,645,744	6,462,313	6,485,309	3,499,789	4,037,872	2,827,456	2,481,310
Transportation	330,340	2,295,148	1,827,285	1,827,285	82,548,940	115,127,169	95,950,313	65,074,096
Economic Environment	1,561,349	1,931,611	1,546,714	1,707,638	15,410,077	24,298,876	28,355,589	25,235,807
Human Services	4,612,710	5,528,333	5,803,120	5,735,619	81,435,599	48,300,876	48,859,014	49,848,092
Culture/Recreation	502,509	698,259	724,197	727,684	15,348,452	24,463,388	26,313,911	16,266,091
Total Budget	272,067,667	294,343,602	315,688,183	318,248,307	262,350,111	271,334,997	259,243,649	214,019,821
Reserves & Contingencies	-	36,729,503	37,308,145	41,943,958	-	108,740,615	144,216,090	160,054,591
Total Use of Resources	272,067,667	331,073,105	352,996,328	360,192,265	262,350,111	380,075,612	403,459,739	374,074,412
Net Increase (Decrease) in Fund Balance	9,577,574	(60,277,141)	(61,313,155)	(57,119,035)	(39,602,735)	(161,265,438)	(171,303,748)	(155,519,130)
Fund Balance - October 1	61,757,327	60,277,141	61,313,155	57,119,035	200,748,772	161,265,438	171,303,748	155,519,130
Other Financing Sources (Uses)	184,705	-	-	-	(87,546)	-	-	-
Ending Fund Balance - September 30	71,519,606				161,058,491			

SOURCES & USES OF RESOURCES AND CHANGES TO FUND BALANCE & NET ASSETS

(For budgetary purposes only)	DEBT SERVICE FUNDS				CAPITAL PROJECTS FUNDS				TOTAL GOVERNMENTAL FUNDS			
	Actual FY 14/15	Adopted FY 15/16	Adopted FY 16/17	Plan FY 17/18	Actual FY 14/15	Adopted FY 15/16	Adopted FY 16/17	Plan FY 17/18	Actual FY 14/15	Adopted FY 15/16	Adopted FY 16/17	Plan FY 17/18
Financial Sources												
Taxes	1,332,000	-	-	-	7,663	-	-	-	291,087,882	290,152,914	309,841,493	322,876,277
Licenses & Permits	-	-	-	-	-	-	-	-	5,637,650	5,759,310	6,462,233	6,818,534
Intergovernmental	7,067,130	7,175,000	7,175,000	7,175,000	210,000	5,489,000	-	-	91,922,309	81,892,706	85,137,633	78,321,169
Charges for Service	-	-	-	-	-	-	-	-	31,627,222	29,261,949	30,341,110	30,364,998
Fines & Forfeitures	-	-	-	-	-	-	-	-	3,674,311	2,121,977	2,058,376	2,058,376
Special Assessments/Impact Fees	-	-	-	-	-	-	-	-	33,712,383	40,074,892	44,245,993	47,348,780
Miscellaneous	151,150	22,333	24,547	20,307	1,198,691	946,542	177,924	130,553	38,561,679	10,368,433	9,854,502	8,748,686
All Other Revenues	7,946,000	-	-	-	37,511,122	-	-	-	63,597,453	43,606,832	43,275,295	32,417,552
Enterprise Funds	-	-	-	-	-	-	-	-	(4,516)	-	-	-
Total Estimated Financial Sources	16,496,280	7,197,333	7,199,547	7,195,307	38,927,476	6,435,542	177,924	130,553	559,816,373	503,239,013	531,216,635	528,954,372
Expenditures												
General Government	-	-	-	-	1,395,511	13,402,623	4,878,465	7,025,009	101,897,924	106,904,155	108,605,181	103,791,931
Court-Related	-	-	-	-	-	-	-	-	10,343,826	7,978,137	8,151,123	8,402,293
Public Safety	8,264,143	8,168,449	8,155,815	8,142,151	-	-	1,497,766	75,000	221,044,392	239,040,103	254,037,662	259,927,133
Physical Environment	-	-	-	-	2,251,293	3,454,233	2,436,545	1,715,850	11,292,607	14,137,849	11,726,314	10,682,469
Transportation	7,904,729	7,991,606	7,779,806	5,971,565	1,228,077	3,408,962	1,727,025	-	92,012,086	128,822,885	107,284,429	72,872,946
Economic Environment	-	-	-	-	13,677	-	-	-	16,985,103	26,230,487	29,902,303	26,943,445
Human Services	-	-	-	-	2,697,058	22,137,840	13,312,430	273,419	88,745,367	75,967,049	67,974,564	55,857,130
Culture/Recreation	-	-	-	-	466,198	78,793	78,793	-	16,317,159	25,240,440	27,116,901	16,993,775
Total Budget	16,168,872	16,160,055	15,935,621	14,113,716	8,051,814	42,482,451	23,931,024	9,089,278	558,638,464	624,321,105	614,798,477	555,471,122
Reserves & Contingencies	-	17,272,475	16,219,221	16,332,125	-	16,887,471	20,007,165	13,742,233	-	179,630,064	217,750,621	232,072,907
Total Use of Resources	16,168,872	33,432,530	32,154,842	30,445,841	8,051,814	59,369,922	43,938,189	22,831,511	558,638,464	803,951,169	832,549,098	787,544,029
Net Increase (Decrease) in Fund Balance	327,408	(26,235,197)	(24,955,295)	(23,250,534)	30,875,662	(52,934,380)	(43,760,265)	(22,700,958)	1,177,909	(300,712,156)	(301,332,463)	(258,589,657)
Fund Balance - October 1	17,048,664	26,235,197	24,955,295	23,250,534	10,210,175	52,934,380	43,760,265	22,700,958	289,764,938	300,712,156	301,332,463	258,589,657
Other Financing Sources (Uses)	-	-	-	-	-	-	-	-	97,159	-	-	-
Ending Fund Balance - September 30	17,376,072				41,085,837				291,040,006			

SOURCES & USES OF RESOURCES AND CHANGES TO FUND BALANCE & NET ASSETS

(For budgetary purposes only)	ENTERPRISE FUNDS				INTERNAL SERVICE FUNDS			
	Actual FY 14/15	Adopted FY 15/16	Adopted FY 16/17	Plan FY 17/18	Actual FY 14/15	Adopted FY 15/16	Adopted FY 16/17	Plan FY 17/18
Financial Sources								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	635,427	445,000	77,500	-	-	-	-	-
Charges for Service	-	-	-	-	-	-	-	-
Fines & Forfeitures	180	-	-	-	40	-	-	-
Special Assessments/Impact Fees	7,122,832	6,035,642	6,631,490	6,730,962	-	-	-	-
Miscellaneous	(1,583,716)	5,871,369	5,015,569	5,053,661	2,086,465	1,266,034	1,277,573	1,260,330
Internal Service Funds	-	-	-	-	65,228,061	68,373,087	71,639,492	76,125,986
Enterprise Funds	100,996,532	90,921,356	98,346,949	109,896,547	-	-	-	-
All Other Revenues	-	12,347,543	12,746,745	41,291,176	-	375,000	693,000	384,216
Non-Revenues	-	247,163,226	231,729,543	222,824,903	-	37,342,265	33,865,948	28,803,037
Total Estimated Financial Sources	107,171,255	362,784,136	354,547,796	385,797,249	67,314,566	107,356,386	107,476,013	106,573,569
Expenditures								
General Government	1,055,758	445,350	416,480	421,804	66,019,995	71,787,612	77,727,435	81,195,600
Public Safety	-	-	-	-	376,773	460,976	954,808	940,565
Physical Environment	75,343,557	165,234,329	151,192,710	178,971,060	-	-	-	-
Transportation	134,303	140,783	146,009	150,688	-	-	-	-
Economic Environment	-	-	-	-	-	-	-	-
Human Services	5,692,014	5,907,281	4,908,226	5,046,917	-	-	-	-
Culture/Recreation	470	-	-	-	-	-	-	-
Total Budget	82,226,102	171,727,743	156,663,425	184,590,469	66,396,768	72,248,588	78,682,243	82,136,165
Reserves & Contingencies	-	191,056,393	197,884,371	201,206,780	-	35,107,798	28,793,770	24,437,404
Total Use of Resources	82,226,102	362,784,136	354,547,796	385,797,249	66,396,768	107,356,386	107,476,013	106,573,569
Income (Loss) Before Contrib/Transfers	24,945,153	-	-	-	917,798	-	-	-
Capital Contributions	4,311,391	-	-	-	35,693	-	-	-
Transfer of Capital Assets	22,315	-	-	-	(80,365)	-	-	-
Transfer In (Out) & Adjustments	(516,419)	-	-	-	-	-	-	-
Change in Net Assets	28,762,440	-	-	-	873,126	-	-	-
Net Assets, Beginning of Year					63,687,578			
Net Assets, End of Year					64,560,704			

REVENUE SOURCES

Taxes

Ad Valorem Taxes – Levied on all non-exempt real and personal property located within Polk County. The tax rate is based on the adopted millage rate.

Adopted Operating Millage:	
General Fund	5.6815
Environmental Lands	0.0000
Transportation	<u>1.1000</u>
Countywide Millage	6.7815
Unincorporated area only	
Parks MSTU	0.5619
Libraries MSTU	0.2109
Stormwater MSTU	<u>0.1000</u>
Unincorporated	0.8728
Rancho Bonito Area	
Rancho Bonito MSTU	<u>9.1272</u>
Total MSTU	<u>10.0000</u>
Total Millage	16.7815

Local Option Resort Taxes – A County-imposed 5% tax on all short-term accommodations of six months or less.

County One Cent Voted Gas Tax (also titled Ninth-Cent Fuel Tax) – A County imposed tax for the purpose of paying the cost of acquisition, construction, reconstruction, and maintenance of roads and streets.

Local Option Gas Tax – A County-imposed tax of six cents on every gallon of motor fuel and special fuel sold at retail. The revenue is allocated between Polk County and the municipalities within the County. The amounts the County and cities receive are net of the State’s deduction for administrative and dealer collection fees.

Second Local Option Gas Tax – A County-imposed tax of five cents on every gallon of motor fuel sold at retail. The revenue is allocated between Polk County and the municipalities within the County. The amounts the County and cities receive are net of the State’s deduction for administrative and dealer collection fees.

Public Service Tax – A County-imposed tax of 10% of sales of electricity, gas, and water service within the unincorporated area of the County.

Communications Services Tax – A County-imposed tax of 5.22% of sales of communications services at retail.

Half-Cent Discretionary Sales Surtax – In March 2004, Polk County voters approved a referendum to levy and impose a half-cent sales surtax to be used to provide health care services to qualified indigent residents of Polk County, as outlined in Polk County Indigent Health Care Ordinance No. 03-89.

Local Business Tax – Counties have statutory authorization to levy a local business tax on the privilege of engaging in or managing any business, profession, or occupation within its jurisdiction.

Licenses and Permits

Building Permits – Fees are imposed to fund the cost of regulatory activity.

Intergovernmental Revenue

Revenues received from Federal, State, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Local Government Half Cent Sales Tax – The State collects and distributes sales tax revenue to counties and municipalities that meet strict eligibility requirements. Allocation formulas are specified in State statute.

State Revenue Sharing – Florida Revenue Sharing Act of 1972 created separate revenue sharing trust funds for municipalities and counties, identified the revenue sources appropriate for redistribution to municipalities and counties, and specified the formulas to be used for redistribution. The County Revenue Sharing Trust Fund includes 2.9% of net cigarette tax collections and 2.044% of sales and use tax collections. Each county's share is determined by formula that is based on the county's total and unincorporated populations and its sales tax collections.

Constitutional Gas Tax – A State-levied two-cent tax on motor fuels for the acquisition, construction, and maintenance of roads. The distribution to counties is based upon a formula composed of three factors, namely, county area, population, and gas tax revenue collection. This formula is updated annually.

County Gas Tax – A State imposition of one cent per gallon on motor fuels for distribution to county governments pursuant to the same formula used to distribute the constitutional gas tax.

Grants – Contributions received from other entities, usually the State or Federal government, to be used for a variety of specified purposes.

Charges for Services

This category includes all revenues related to services performed, whether received from private individuals or other governmental units.

Fines and Forfeitures

Revenues received from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for neglect of official duty. Forfeitures include revenues resulting from confiscation of deposits or bonds held as performance guarantees and proceeds from the sale of contraband property seized by law enforcement agencies.

Miscellaneous Revenues

Interest Earnings – All interest earned on investments, contracts, and notes.

Special Assessments – Collections resulting from compulsory levies against certain properties to defray part or all of the cost of specific improvements or services presumed to be of general benefit to the public and special benefit to the assessed properties.

Impact Fees – Charges against new development as a total or partial reimbursement for the cost of additional facilities or services made necessary by the new development. The charge is imposed upon the development, rather than the general public, for the cost of these new facilities or services.

Non-Revenues

Amounts received that are not additions to assets as a whole, although they may be to the receiving fund. These items include interfund transfers and reimbursements and cash/fund balance forward.

Internal Service Funds – Revenue derived from charges for the provision of goods and services to other County departments.

Enterprise Funds – Funds that account for operations similar to private enterprises; revenues are received through user charges, such as water, sewer, hospitals, and refuse.

Debt Proceeds – These funds are used to account for the accumulation of resources for the County’s long-term debt.

Estimating Revenues

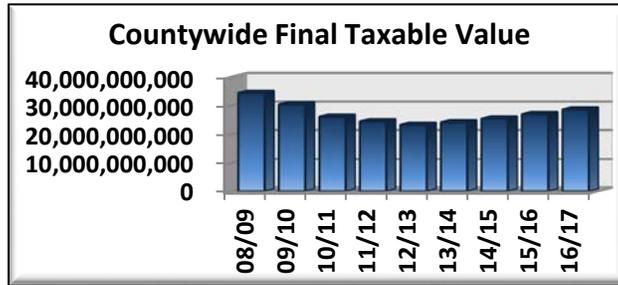
Although there is no simple method for predicting the amounts of various revenues to be received in the upcoming fiscal year, it is necessary to budget for them in a careful and conservative manner. Accurate forecasts can be made by being informed about revenues and carefully considering the factors that positively or negatively affect revenues. Some of the factors to be considered are demographical, such as an increase or decrease in the population or a change in the composition of the population. Others are political, such as legislation. Economic factors, such as the general state of the economy, inflation, seasonal trends, and shifts in interest rates, are important and should also be considered.

Understanding the composition of each revenue to be estimated is necessary in order to determine which factors to take into consideration. Upon understanding a revenue’s composition and the factors that influence it, the effect of each factor upon the revenue needs to be quantified. Thus, all known data is converted into mathematical values, and a numerical calculation is performed resulting in a revenue estimate that is reasonable and logical.

Sources of revenue estimates vary. The Polk County Property Appraiser’s Office determines the taxable value of all non-exempt real and personal property located within the County. The millage rate is then set by the Board of County Commissioners. Depending on County needs, this rate can change each year but may not exceed 10 mills (the cap set by the Florida Constitution). Ad valorem taxes can then be estimated by determining the collectable portion of the product of the taxable property and millage rate. The State government contributes information that is used in estimating Polk County’s share of gas tax receipts and State Revenue Sharing funds. Other sources of information that help in formulating estimates are:

- Congressional Budget Office for information on inflation
- Bureau of Economic and Business Research for information on population
- Department of Labor for employment information
- Florida Association of Counties for legislative information
- Department of Revenue for tax information

FY 2016/2017 Revenue Projections



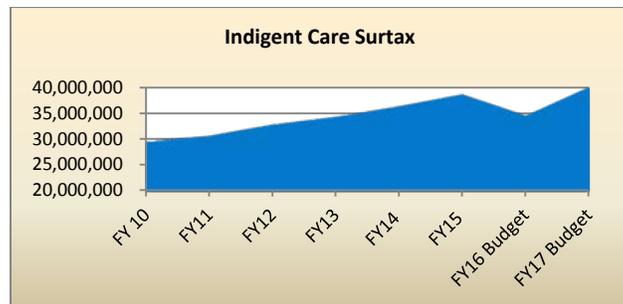
Ad Valorem

Polk County levies a property tax on all property within the County, including within municipalities, for services provided throughout Polk County. The Countywide Property Tax is deposited into the General Fund and Transportation Millage Fund. Polk County also levies a Parks, Library, and Stormwater MSTU assessment in the unincorporated portion of the County, and Rancho Bonito MSTU is levied only in the Rancho Bonito area.

Polk County property value increased from FY 15/16 to FY 16/17 budget by approximately 6.04% Countywide and approximately 5.81% in the unincorporated area. It is projected that property value will increase by 4% in FY 17/18.

With the Property Value still below historic values, the Board decided to keep the millage rates the same as the FY 15/16 rates; this meant an increase of \$8.8 million in the General Fund based on the 6.04% property value increase.

Indigent Care Surtax

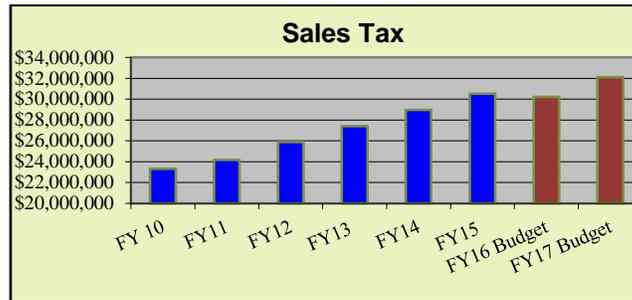


Polk County voters approved a referendum in March 2004 to impose a half-cent sales surtax to be used to provide health care services to qualified indigent residents of Polk County. This revenue source provides funding for the Indigent Health Care Fund.

The weak economy affected this tax revenue in a number of ways in the recession. Consumers' discretionary spending reduced due to higher food and energy prices, while the slumping housing market meant people spent less on home furnishings and appliances associated with buying a house. Furthermore, due to the economy, people spent less on dining out, vacations, and impulse buying.

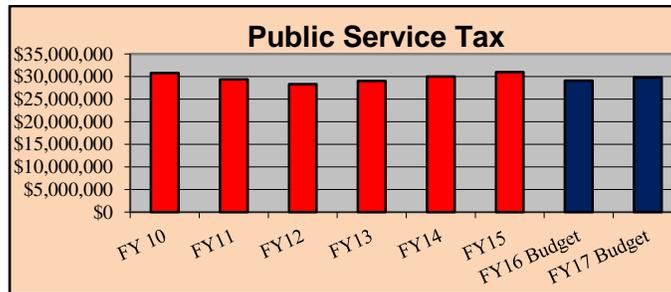
However, this revenue source began turning around in FY 11 with a 3.57% increase over FY 10 with a continued projected increase for the years to come as the economy continues to improve. The Board has approved a November 2016 referendum for extending the half-cent indigent sales surtax that will “sunset” in 2019, if not extended by voters before that date.

Sales Tax



The economic crisis facing the entire nation resulted in a huge budget shortfall for a large number of states nationwide during the recession. The entire nation faced four major issues, such as the housing market slump, stricter lending and credit conditions due to the financial crisis, rising unemployment, and global recessionary cycle. Revenue began to pick up in FY 11 and is projected to continue at a moderate pace in future years.

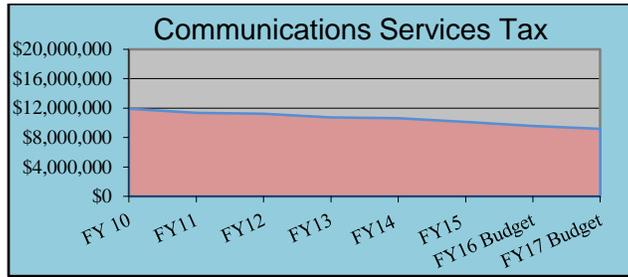
Public Service Tax



As a Charter County, Polk County is authorized by ordinance to levy a Public Service Tax on the purchase of electricity, metered natural gas, metered or bottled liquefied petroleum gas, metered or bottled manufactured gas, and water service. The tax is levied on purchases within the County’s unincorporated area and shall not exceed 10% of the payments received by the seller of the taxable item.

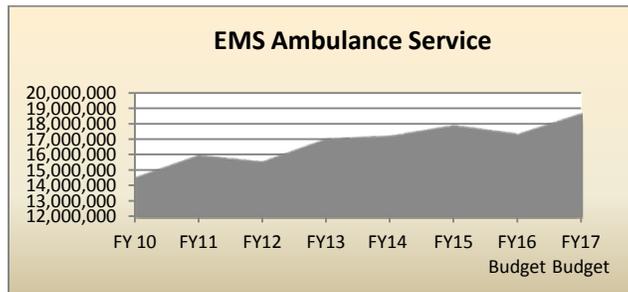
Polk County’s Public Service Tax revenue has fluctuated but is projected to increase at the same level of population growth at 1.5% in FY 16/17. Public Service Tax is impacted by the rates of the utility being charged, as well as the amount of usage. As the economy stabilizes, trends show a steady increase in usage over the coming years.

Communications Services Tax



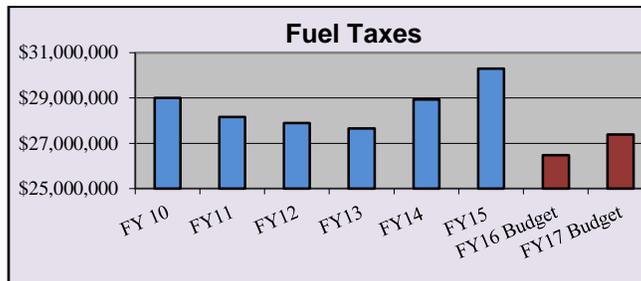
As the economy levels off, the Communications Service Tax continues to drop. This tax is charged on any voice, data, audio, video, or signals transmitted on any medium, with the exception of prepaid cell phone plans. Due to the rising popularity of these prepaid plans, a reduction in the number of cell phones in households due to the economy, and new bundling programs offered by wireless companies, revenues are decreasing.

Ambulance Service Fees



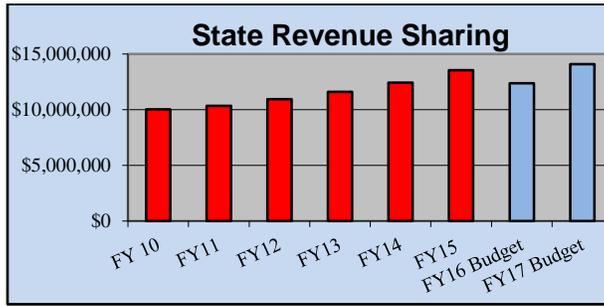
A major revenue source in Polk County’s General Fund is the Service Fee charged for ambulance service. The County will charge the customer depending on the type of ambulance service provided. This revenue helps to offset the cost of the Emergency Medical Services Section but does not fully cover the cost due to the number of patients that do not pay or cannot pay. To project this, the County reviews historically what has been received, as well as the number of customers, and finds trends to be able to project the amounts to be received.

Fuel Taxes



Residents purchasing gas in Polk County pay 15 cents per gallon fuel tax from five separate taxes. There are three Local Option Fuel Taxes that total 12 cents, a County gas tax (1 cent), and a constitutional gas tax (2 cents); the last two are coordinated and collected by the State. Polk County receives a portion of all of these gas taxes, which are used to pay for roadway-related infrastructure and operations.

State Revenue Sharing



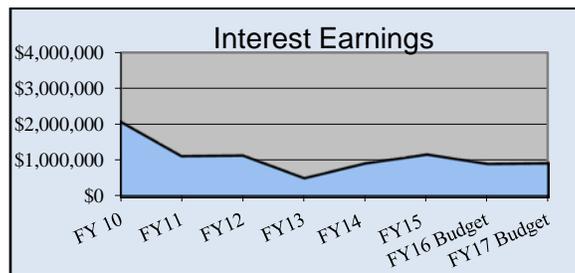
Polk County receives its share in the revenue set aside by the state from cigarette collections and sales and use tax collections. This is revenue that was set up by the Florida Revenue Sharing Act of 1972 and was enacted to ensure a minimum level of revenue parity across units of local government. As with Sales Tax, there are numerous economic and non-economic factors that affect the State Revenue Sharing Trust Fund and consequently, a county’s share in the fund. The revenue collections are affected by factors such as employment growth, population growth, changes in tax laws, consumer sentiments, shifts in consumer tastes and preferences, and weather-related activities, such as storms and hurricanes.

From its lowest point in FY 09, this fund continues to grow at an estimated average of 4% a year and this trend is projected to continue for the foreseeable future.

Impact Fees

Polk County collects seven different types of Impact Fees, namely, Correctional, Emergency Medical Services (EMS), Fire, Law Enforcement, Library, Parks, and Transportation as a result of Ordinance 89-40 adopted by the Board in October 1989. The motivation to levy impact fees was, and is, related directly to the rate of growth in the County and the burden that the Countywide development places on the County’s service delivery system. According to the original ordinance creating impact fees, these funds are restricted exclusively for capital improvements and equipment needed to service any new development. On November 19, 2013, the Board approved a moratorium on all impact fees, which remained in effect until December 31, 2015. Under a new resolution passed on April 2015, the two-phase reinstatement of impact fees began with Phase 1 on January 1, 2016 and Phase 2 will begin January 1, 2017.

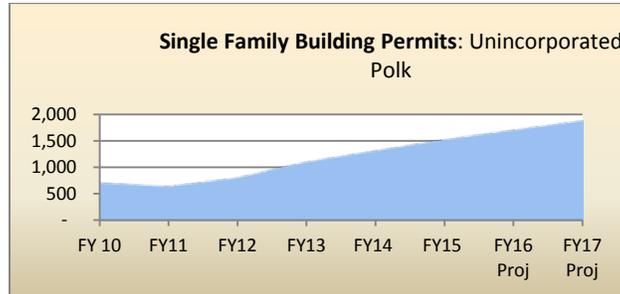
Interest Earnings



Interest earnings are the average rate of return that the County earns on all of its pooled cash balance. The interest earnings are affected by factors such as short-term interest rates and beginning and ending fund balances (average cash balance for the year). The current economic crisis had quite a negative effect

on the interest earnings over the past four fiscal years. The declining earnings were the result of Federal Reserve action to keep the interest rate low as well as low fund balances because of lower ad valorem tax revenue and other declining revenue streams, while project expenditures continued.

Building Permits



Nowhere are the signs of the current housing market slump and recession more evident than in the numbers of single-family building permits. Polk County experienced an approximate 53% decline in FY 08/09 in the single-family building permits in the unincorporated area of the County, an additional 7% decline in FY 09/10, and an additional 9% decline in FY 10/11 permits. At the peak of the housing market (FY 04/05), the County saw 8,411 single-family permits pulled in the unincorporated area; the same number has dropped to a mere 662 in FY 10/11. FY 14/15 ended with 1,524 single-family permits being issued, which is a 16% increase from FY 13/14. The County expects to see an increase in permits continue over the next couple of years as the economy slowly recovers from the recession.

Many of the County's funds have been impacted by the same issues as Impact Fees. The lack of construction has meant that Utilities connections fees have declined and are impacting the County's ability to complete Utility Infrastructure projects.

Single Family Building permits are a large driver of the revenue from permit fees, as well as impact fees and connection fees.

The combination of the housing market, legislative property tax reform, and the economic recession have all impacted almost all revenue sources and funds for Polk County.

	EMS	Correctional	Transportation	Schools	Library	Parks	Fire Rescue	Law Enforcement	TOTAL Impact Fees
Rates 10/03/1989*	\$32.00	\$155.00	\$662.80	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$849.80
Rates 03/01/1994	\$49.00	\$155.00	\$103.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$307.00
Rates 10/01/1999*	\$49.00	\$155.00	\$645.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$849.00
Rates 10/01/2000*	\$49.00	\$155.00	\$967.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,171.00
Rates 9/01/03*	\$49.00	\$152.00	\$967.00	\$1,607.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,775.00
Rates 11/01/2004	\$49.00	\$152.00	\$2,705.00	\$1,607.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,513.00
Adopted Date	5/4/2005	7/13/2005	9/28/2005	9/14/2005	9/28/2005	5/4/2005	6/21/2006	6/21/2006	
Effective Date	10/1/2005	10/1/2005	12/1/2005	12/1/2005	12/1/2005	10/1/2005	10/1/2006	10/1/2006	
Rates 10/01/2005	\$96.77	\$131.84	\$2,705.00	\$1,607.00	\$0.00	\$443.84	\$0.00	\$0.00	\$4,984.45
Rates 12/01/2005	\$96.77	\$131.84	\$2,922.00	\$8,596.00	\$197.00	\$443.84	\$0.00	\$0.00	\$12,387.45
Rates 3/01/2006	\$96.77	\$131.84	\$4,383.00	\$8,596.00	\$197.00	\$443.84	\$0.00	\$0.00	\$13,848.45
Rates 6/01/2006	\$96.77	\$131.84	\$5,844.00	\$8,596.00	\$197.00	\$443.84	\$0.00	\$0.00	\$15,309.45
Rates 7/01/2006	\$96.77	\$131.84	\$5,844.00	\$6,006.00	\$197.00	\$443.84	\$0.00	\$0.00	\$12,719.45
Rates 10/01/2006	\$96.77	\$131.84	\$5,844.00	\$6,006.00	\$197.00	\$443.84	\$216.00	\$278.00	\$13,213.45
Rates 12/04/2006	\$96.77	\$131.84	\$6,048.00	\$6,006.00	\$197.00	\$443.84	\$216.00	\$278.00	\$13,417.45
Rates 10/01/2007	\$99.00	\$135.00	\$6,247.00	\$4,171.00	\$203.00	\$456.00	\$223.00	\$287.00	\$11,821.00
Rates 4/01/2009	\$49.00	\$67.00	\$4,895.00	\$4,171.00	\$101.00	\$228.00	\$111.00	\$143.00	\$9,765.00
Rates 11/01/2009**	\$26.00	\$109.00	\$4,895.00	\$4,171.00	\$84.00	\$242.00	\$100.00	\$136.00	\$9,763.00
Rates 07/01/2010	\$26.00	\$109.00	\$4,895.00	\$4,160.00	\$84.00	\$242.00	\$100.00	\$136.00	\$9,752.00
Rates 07/31/2010***	\$0.00	\$0.00	\$0.00	\$4,160.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,160.00
Rates 01/01/2016***	\$16.00	\$48.00	\$1,077.00	\$4,403.00	\$41.00	\$89.00	\$60.00	\$64.00	\$5,798.00
Rates 01/01/2017#	\$33.00	\$97.00	\$2,155.00	\$5,242.00	\$83.00	\$178.00	\$121.00	\$129.00	\$8,038.00

* The Transportation rate is an average of the five separate district rates.

** Duncan and Associate new fee structure was adopted on July 22, 2009 at a 50% reduction level.

*** An impact Fee moratorium is in place for EMS, Transportation, Correctional Facilities, Fire Rescue, and Law Enforcement until December 31st, 2015.

On 7 April 2015, Resolution 15-014 was passed to approve a two phase increase. Phase 1: 1 January 2016 Phase 2: 1 January 2017

Updated: October 5th, 2016

TAX AND MILLAGE INFORMATION

The following information is provided on the millages levied by Polk County. Polk County has, in addition to its Countywide tax millage, additional millages and assessments that are levied in special taxing districts encompassing territory smaller than the overall County. These special taxing districts provide services ranging from street lighting to the provision of fire rescue services by the Polk County Fire Rescue Division.

Under Florida law, counties are required to sum all ad valorem revenues derived from the countywide levy and all special taxing districts (excluding voted levies and taxing districts independent of the county), and divide this revenue by the countywide tax roll. This is called the “aggregate millage” and is the one that determines whether or not the county is required to advertise its intent to increase taxes.

QUESTIONS AND ANSWERS

1. What is included in the Countywide millage?

For FY 16/17, the Countywide millage of 6.7815 consists of two components: General Fund (5.6815) and Transportation (1.1000).

2. What is included in the unincorporated area millage?

In addition to the millage listed in item 1, the unincorporated area has Municipal Services Taxing Units (MSTUs) for Parks (0.5619), Libraries (0.2109), and Stormwater (0.1000).

Effective October 1, 2014, the Board established an MSTU encompassing the Rancho Bonito area (9.1272) to minimally assist in the funding of law enforcement services and various improvements.

3. How are property taxes calculated?

All taxes are computed based upon taxable value.

$$\frac{\text{Taxable value}}{1,000} \times \text{millage rate} = \text{property tax}$$

Example:

Assessed value:	\$150,000
Less Homestead Exemption:	- (\$50,000)
Taxable value:	\$100,000

Countywide

$$\frac{100,000}{1,000} = 100 \times 6.7815 = \$678.15$$

(Countywide millage)

Unincorporated

$$\frac{100,000}{1,000} = 100 \times 7.6543 = \$765.43$$

(Countywide plus MSTUs)

4. **Common Terms Used in Budgeting:**

***Millage:** The rate charged per \$1,000 of taxable value. On a house with a taxable value of \$100,000, each mill would equal \$100 in taxes.

***Tax Base:** The total value of land and personal property on which a taxing entity, such as the County, can levy property taxes. Because some property is partially or completely exempt from taxes, the tax base is usually smaller than the actual value of the property in the county.

***Roll Back Rate:** The millage that, if levied, would bring in the same amount of tax dollars as the previous year's millage. The value of new construction is excluded from this calculation.

***Exemptions:** Exemptions are granted by the state, and they either lower the taxable value of property or remove the property from the tax rolls completely. Exemptions include \$50,000 Homestead Exemption, \$500 Disability Exemption, \$500 Widow or Widowers Exemption, up to \$50,000 Senior Citizen Homestead Exemption, and other disability and military service exemptions.

FUND TYPES

Polk County's budget is comprised of six fund types that are subject to appropriation. Below are the names and a brief description of each fund.

GOVERNMENTAL FUNDS

GENERAL FUND

Most of the County's functions are financed through the General 00100 Fund. The primary source of revenue is ad valorem tax, followed by the Half-Cent Sales Tax and Public Service Tax. The adopted budget for FY 16/17 is based on a Countywide increase in value of 6.04%. Other revenues include fees from licenses and permits, fines, charges for services, interest earnings, and intergovernmental sources.

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources requiring separate accounting by legal or regulatory provisions or administrative action. Included are 24 distinct and separate funds.

County Transportation Trust 10100 Fund – Most Transportation Trust Fund revenue is generated through gas taxes and used for transportation operations and roadway maintenance.

Special Revenue Grants 10150 Fund – This fund is comprised of the various federal and State grants awarded to the County. Included are areas such as nutrition, in-home services for the elderly, transportation for the elderly and homebound, affordable housing activities, and homeowner rehabilitation.

Tourist Development Tax 12160 Fund – Revenue is generated through the Five-Cent Tourism Tax on hotels and motels, also known as the "Bed Tax," and is used to promote tourism in Polk County.

Lake & River Enhancement Trust 12180 Fund – Revenue is generated through the annual State and County vessel registration fee; State fees are solely for providing waterway markers, public boat ramps, lifts, and hoists, marine railways, and derelict/hazardous vessel removal. The County fee proceeds are used for the patrol, regulation, and maintenance of bodies of water.

Fire Rescue 12190 Fund – Non-ad valorem special assessments are levied upon real estate parcels containing any building or structure to provide fire protection services to unincorporated areas of the County.

Impact Fees 12240 Fund – Effective January 1, 1990, Polk County instituted impact fees for transportation, emergency medical services, and correctional facilities. Use of the proceeds is limited to capital purchases in the assigned areas, less 3% for administrative costs. New impact fees for parks and recreational facilities and libraries were approved by the Board and became effective December 1, 2005. The Board approved a new Public Safety Impact Fee Ordinance, effective October 1, 2006, that includes Fire Rescue and Law Enforcement Impact Fees. A moratorium on all impact fees, except the school impact fees, was approved by the Board and will be in place until January 2016 when a portion of all impact fees will be reinstated.

Emergency 911 14350 Fund – Revenue for this fund is generated through the County's portion of the E911 fee assessed on customers of telephone service providers as set forth in the Florida Emergency Communications E911 Act. Of the fifty-cent (\$.50) per month fee, landline phones yield forty-eight and one-half cent (\$.485), and wireless phones yield thirty-three and one-half cent (\$.335). State legislation requires all telephone service providers to assess the E911 fee on their customers and remit this to the County through the State of Florida E911 Board. The proceeds are utilized for the acquisition, implementation, and maintenance of public safety answering point equipment and 911 service features.

Hazardous Waste 14370 Fund – Revenues are derived from a 3% tax on gross receipts of hazardous waste recovery companies pursuant to Section 403.7215, Florida Statutes. Proceeds can be used to offset the cost of collecting this tax, local inspection costs, additional security costs relating to hazardous waste facilities, hazardous waste contingency planning, road construction within 1,000 feet of the facility, and other costs resulting from the operation of hazardous waste facilities.

Radio Communications 14390 Fund – Revenue is generated through a Countywide surcharge of \$12.50 on moving violations, as well as user fees, and is used for the enhancement of an intergovernmental radio communication system as set forth in Section 318.21, Florida Statutes.

Indigent Healthcare 14490 Fund – This fund was established to provide extended healthcare services to low-income citizens, and revenue is generated through a half-cent discretionary sales surtax approved by voters in March 2004.

Parks MSTU 14930 Fund – Revenue is generated through an ad valorem assessment levied in unincorporated Polk County to fund parks, recreation facilities, services, and programs. Property tax reform reduced the millage from 0.5000 mills to 0.4219 mills. The FY 15/16 budget increased the millage rate to 0.5619 mills, where it remains for FY 16/17.

Libraries MSTU 14950 Fund – Revenue is generated through an ad valorem assessment levied in unincorporated Polk County to fund library facilities and services. Property tax reform reduced the millage from 0.2500 mills to 0.2109 mills.

Rancho Bonito MSTU 14960 Fund – Revenue is generated through an ad valorem assessment on the parcels located in the Rancho Bonito area of unincorporated Polk County in order to minimally assist in the funding of law enforcement services and various improvements.

Transportation Millage 14970 Fund – Revenue is generated through an ad valorem assessment designed to narrow the Transportation infrastructure gap. Examples of unfunded transportation projects comprising this gap include resurfacing, stabilization of unpaved roads, roadway drainage, capacity issues, and substandard roads.

Law Enforcement Trust 14990 Fund – Revenue is generated through the domestic violence surcharge, cash forfeitures, and the sale of property and equipment confiscated by the Sheriff in accordance with provisions set forth in Chapter 932, Florida Statutes. Funds may be utilized for certain law enforcement purposes.

Land Management Non-expendable Trust 15010 Fund – This fund was established for the preservation of water, wildlife, and wilderness resources and is funded through an ad valorem assessment approved by voters in November 1994. As a non-expendable trust, only the interest earned may be utilized.

Polk Commerce Centre Community Redevelopment Area 15240 Fund – This CRA was established to increase access to the Polk Parkway and stimulate development through transportation and utility improvements. Revenue is generated through an incremental increase in ad valorem taxes with a base year of 1993.

Eloise Community Redevelopment Area 15250 Fund – This CRA was established for neighborhood revitalization activities in the Eloise Community. Revenue is generated through an incremental increase in ad valorem taxes with a base year of 1999.

North Ridge Community Redevelopment Area 15270 – This CRA was established to stimulate job creation for economic development in the North Ridge Community through transportation, parks, library, and law enforcement service improvements. This CRA was sunset in FY 14/15, and the balance was transferred to the Northeast Roadway 31900 Fund.

Harden Parkway Community Redevelopment Area 15290 – This CRA was established for transportation improvement activities in the Polk Harden Community. Revenue is generated through an incremental increase in ad valorem taxes with a base year of 2003.

Building 15310 Fund – The Building Fund is dedicated to building inspection-related activities and funded by building permit fees and radon surcharge fees.

Affordable Housing Assistance Trust Fund (SHIP) 15350 Fund – The State Housing Initiatives Partnership (SHIP) Grant provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multi-family housing to very-low- to moderate-income families.

Street Lighting Districts 16000 Fund – Revenue is generated through annual assessments to property owners within established street lighting districts for the costs associated with providing and maintaining streetlights. Districts are created by ordinance, and the assessment is determined by the number of parcels located within.

Stormwater MSTU 18001 Fund – Revenue is generated through an ad valorem assessment levied in unincorporated Polk County to fund permit requirements for stormwater mandated by the Environmental Protection Agency (EPA). The millage rate remains the same for FY 16/17 at 0.1000 mills.

DEBT SERVICE FUNDS

Debt Service Funds 21300 – 25100 – These funds are used to account for the accumulation of resources for and payment of County long-term debt not payable from Enterprise Fund operations. Pursuant to Section 200.181, Florida Statutes, and the Florida Constitution, there is no legal debt limit imposed on county governments in the State of Florida.

CAPITAL PROJECT FUNDS

Capital Funds 30200 – 31900 – In accordance with the Community Investment Program, these funds are designated for capital improvement, construction, or acquisition projects. Drainage & Water Quality Projects 30200 Fund revenue was originally created for drainage and water quality projects to be funded by Public Service Tax; currently, it is only funded with fund balance. General Capital Improvement 30800 Fund revenue was originally generated through Communications Service Tax and ad valorem assessments

levied upon power plants, and the proceeds were allocated to jail expansion in order to accommodate more inmates. Per current Board policy, the annual budget represents the prior year ending balance carry forward in addition to funding allocated each year by the Board for building asset management projects. Road construction projects are funded through the Road Projects 31700 Fund originally using revenue from the Public Service Tax, but currently using fund balance. The North Ridge CRA Fund was recently sunset, and the balance was transferred to the Northeast Polk Roadway 31900 Fund in order to spend down the remaining balance on projects in Northeast Polk County.

PROPRIETARY FUNDS

ENTERPRISE FUNDS

Enterprise Funds are associated with operations that are financed and function similar to private business enterprise. Products or services are provided for and consumed primarily by the general public in exchange for a payment from the user that is adequate for covering the cost to provide the product or service.

Solid Waste Management Funds 41010 – 41210 – These funds account for the activities associated with providing solid waste management services, such as waste collection, landfill operations, and landfill cell closure and maintenance.

Community Cleanup 41310 Fund – This fund was established to provide services for the revitalization and beautification of County neighborhoods, open areas, and roadways.

Utilities Funds 42010 – 42610 – These funds were established to provide water and sewer services in certain unincorporated areas of Polk County.

Rohr Home 43110 Fund – This fund was established to provide skilled long-term nursing care for needy residents.

INTERNAL SERVICE FUNDS

These funds are used to account for the financing of goods and services provided by one division or agency to other divisions, agencies, or governments on a cost reimbursement basis.

Fleet Maintenance 50100 Fund – This fund was established to provide maintenance activities for County equipment and vehicles.

Employee Health Insurance 50300 Fund – This fund was established to provide health benefits to County employees and their dependents through the County Self-Insurance Program.

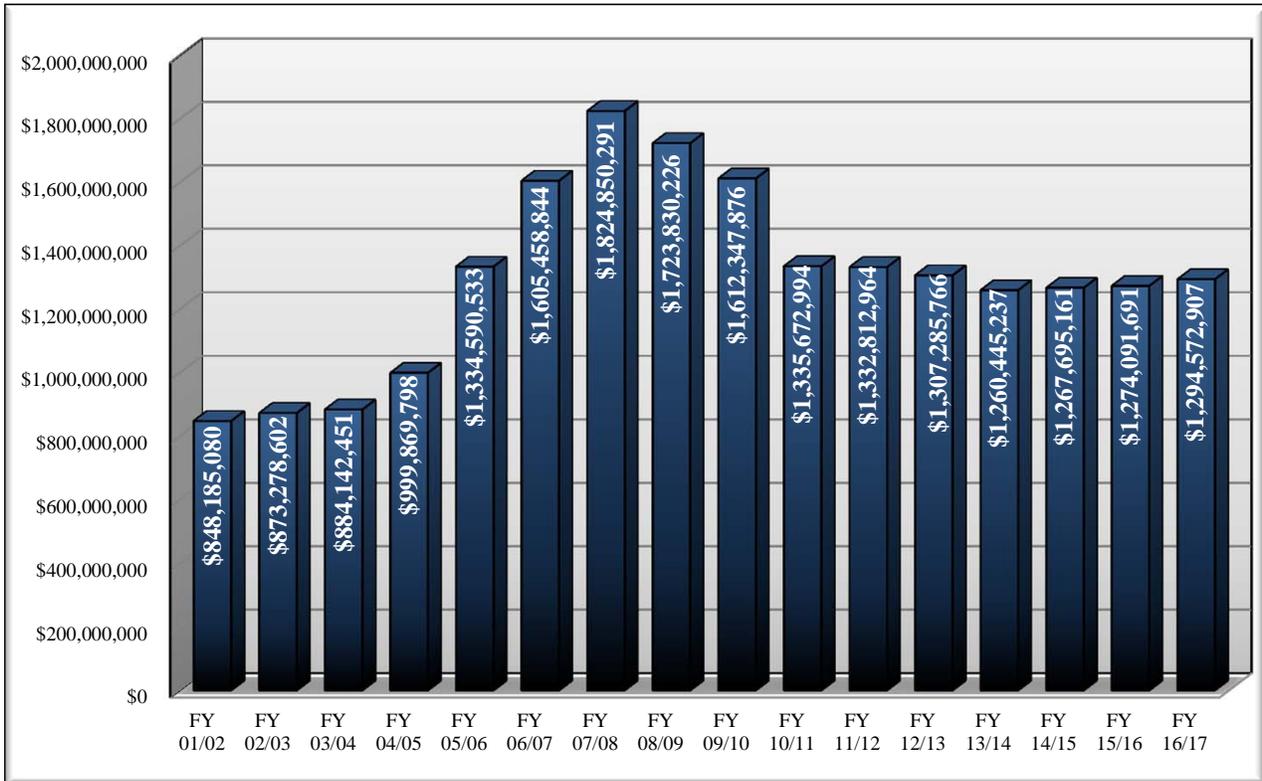
Fleet Replacement 51500 Fund – This fund was established to provide funding for the replacement of aging vehicles.

Information Technology 52000 Fund – This fund was established to provide open accountability of the costs associated with providing telecommunication and computer services to all County Divisions.

This page was left blank intentionally

Historical Summaries

TOTAL ADOPTED BUDGET



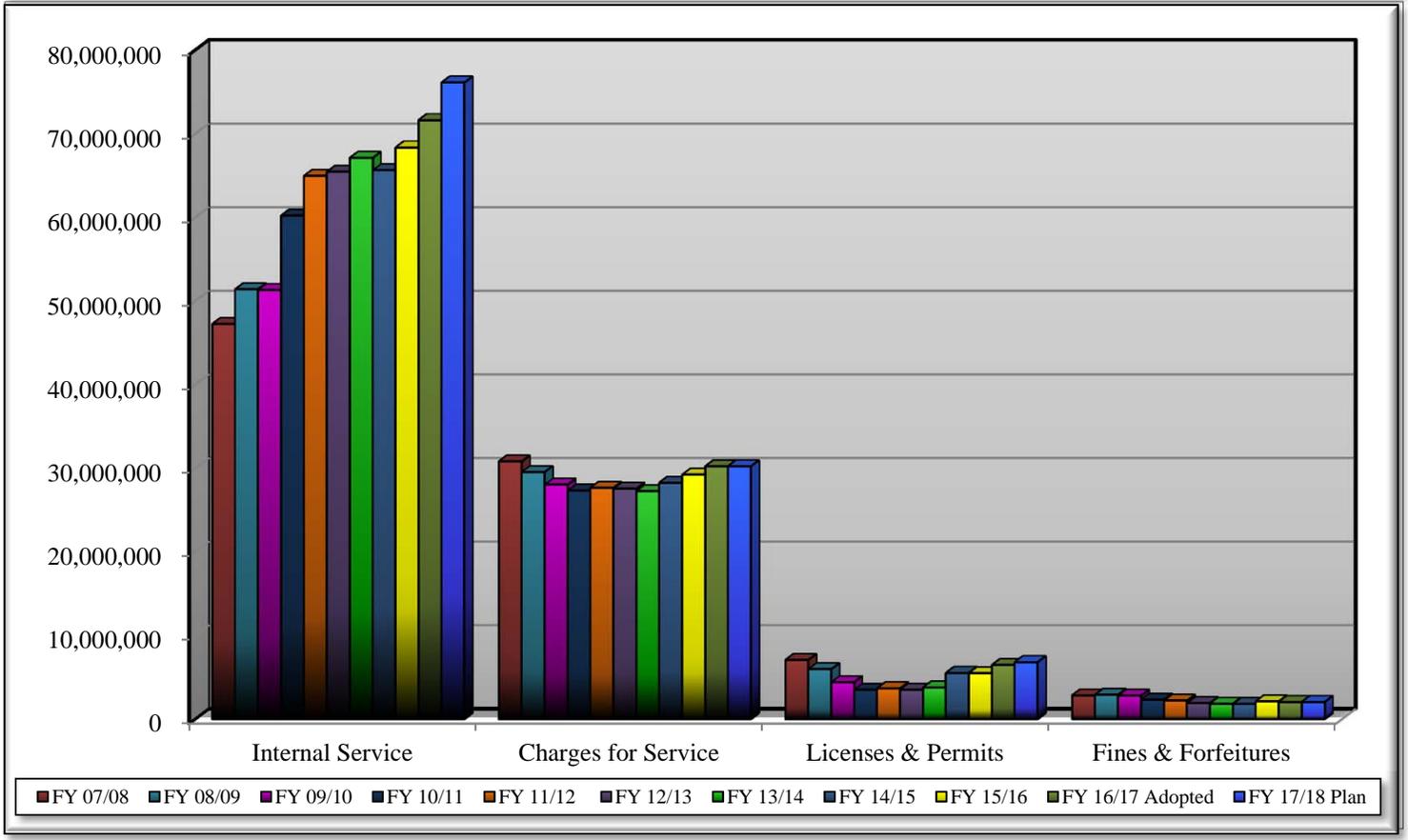
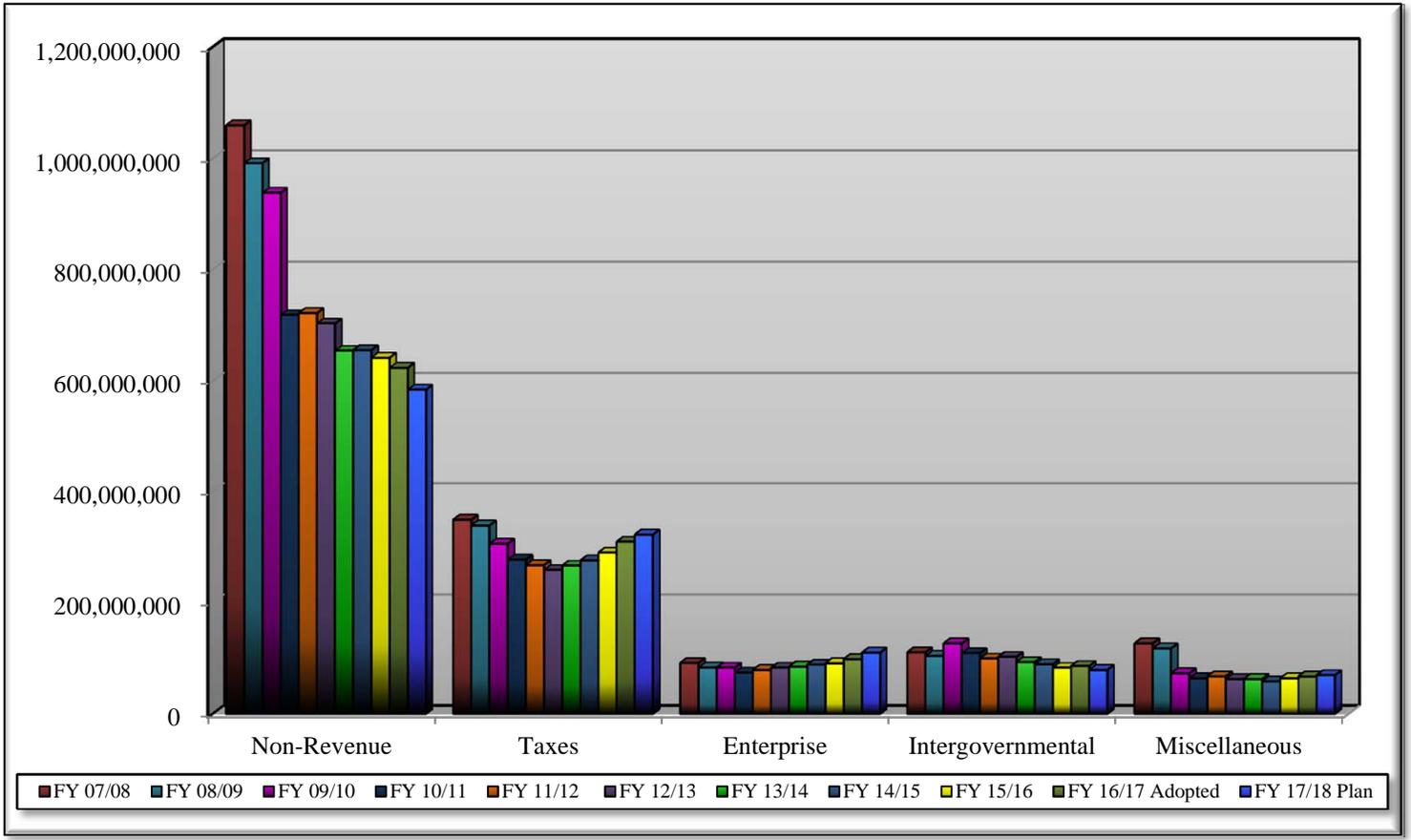
MAJOR FACTORS CONTRIBUTING TO BUDGET CHANGES

FY 14/15 - \$5.3 million increase to General Fund primarily due to Environmental Lands Management ad valorem revenue moving into a GF child fund, as well as a 5.27% property value increase and increases to major revenue sources; \$10.6 million reduction to Special Revenue Grant Fund primarily due to expiration of large grants and reduction in carryforward as multi-year grant funds are utilized; \$7.9 million increase to Indigent Health Care Fund as a result of hospital LIP grant continuation, as costs are offset and additional carryforward is available; \$13.3 million increase to Solid Waste and Landfill Funds due to carryforward from unspent capital projects and cost savings in the solid waste collections contract; \$7.4 million net decrease to Utilities Funds as bond proceeds were expended and capital projects progressed; \$4.5 million decrease to Parks MSTU as GF transfer was eliminated and fund balance is being used to cover recurring operating expenses; \$3.0 million increase to Employee Health Insurance Fund as claims expenditures came in under budget in FY 13/14

FY 15/16 - \$10.1 million increase to General Fund primarily due to increased property value and sales tax revenue; \$15.1 million decrease to Special Revenue Grant Fund with the expiration of large grants and reduction in carryforward as multi-year grant funds are utilized; \$8.8 million increase to Indigent Health Care Fund as tax revenue is expected to increase by 3% and the continuation of the hospital LIP grant program; \$7.8 million decrease to North Ridge as the Board elected to sunset the CRA in FY 14/15 and spend the remaining balance on capital projects in Northeast Polk; \$10.6 million increase to Solid Waste and Landfill Closure Funds as carryforward increased due to unspent capital projects in FY 14/15; \$7.0 million decrease to Impact Fee Funds as a result of the moratorium in effect until January 2016 and spending on capital projects; \$3.4 million increase to Tourism Tax Fund as strong collections over the past few years increased carryforward; \$2.8 million increase to Fire Services Fund as fire assessment fees increased; \$2.3 million decrease in the Parks MSTU fund as reserves continued to be used to fund operations, offset by higher ad valorem tax revenue following the Board's decision to increase the MSTU's millage; \$2.9 million increase to Employee Health Insurance Fund as FY 14/15 claims came in under budget

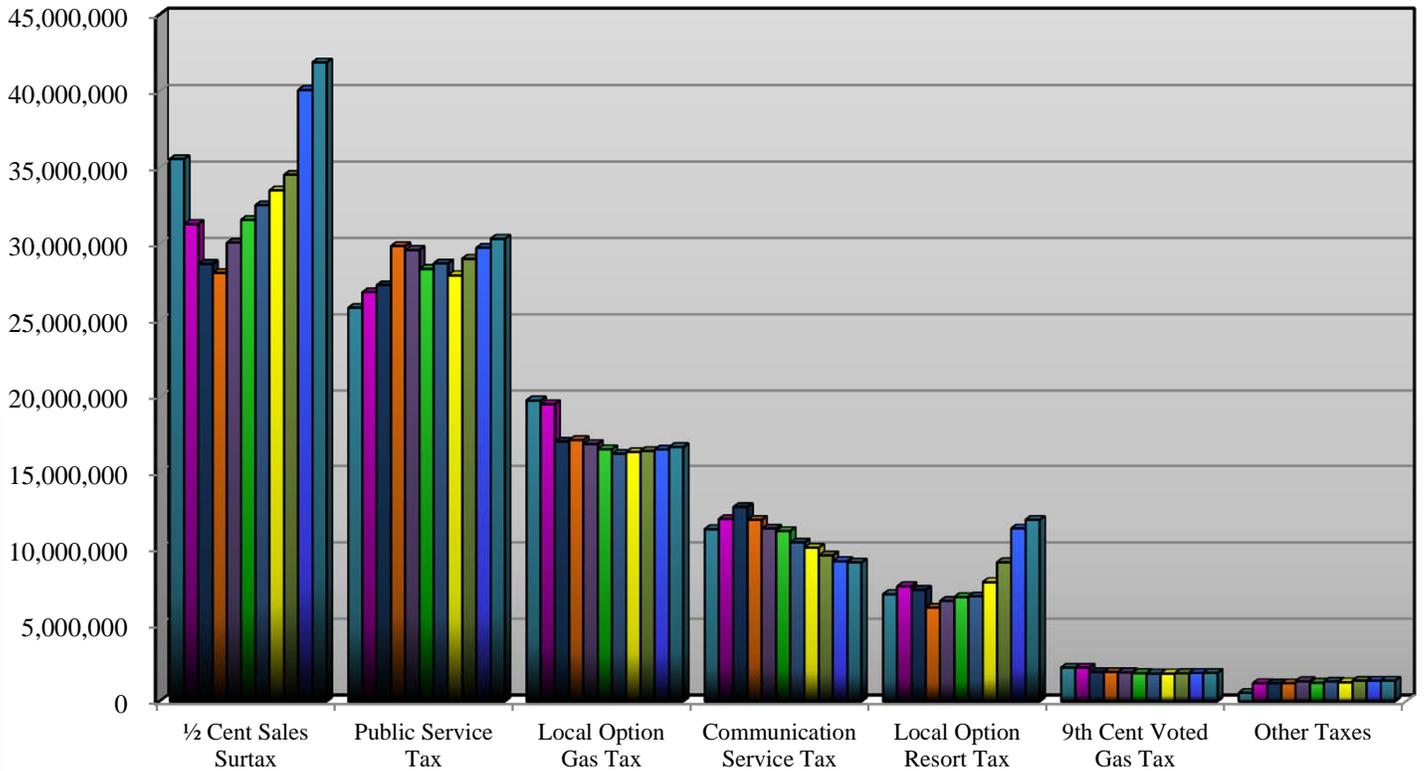
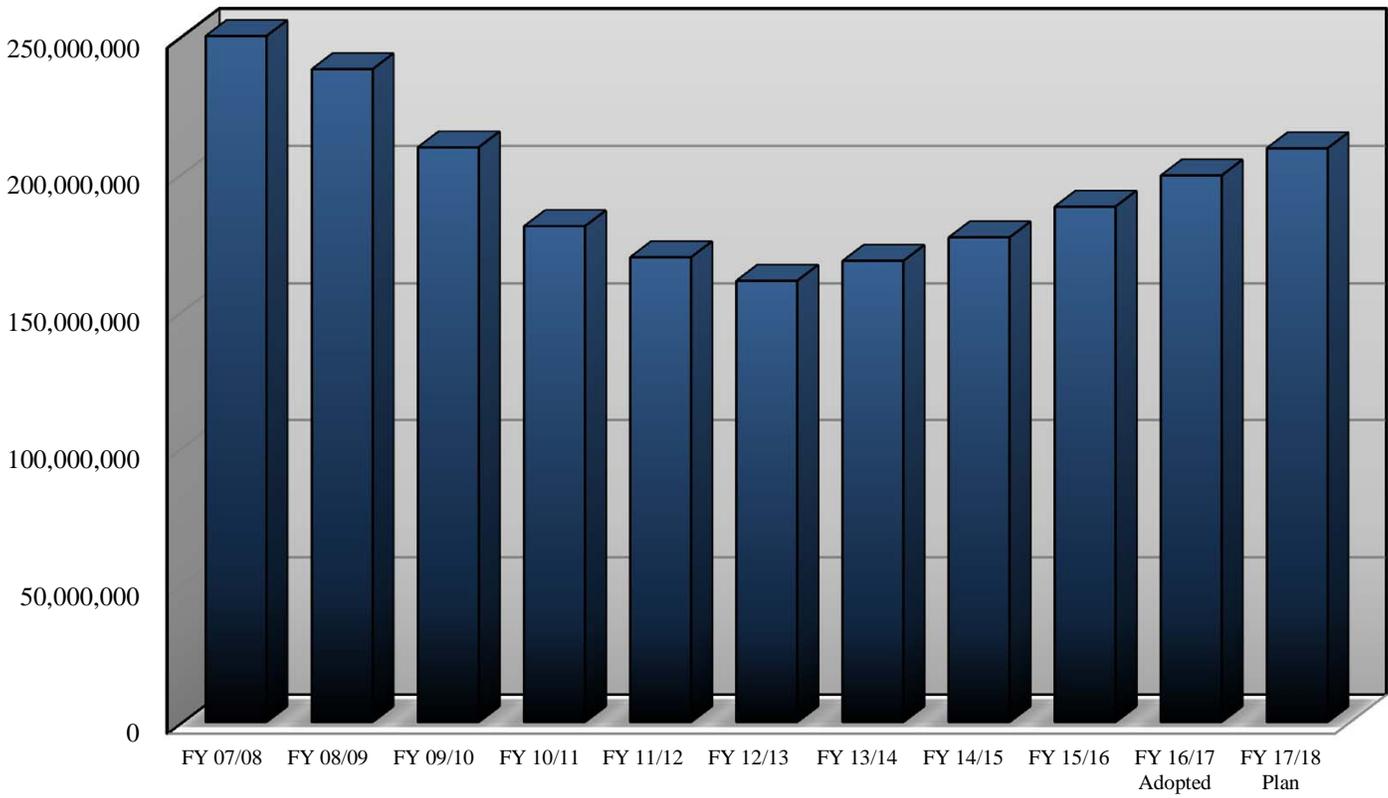
FY 16/17 - \$21.9 million increase to General Fund due to increases in property value, sales tax, ambulance fees, and the landfill dividend; \$12.2 million increase to Indigent Health Care fund as projections were reassessed based on current actual collections; \$12.5 million decrease to North Ridge Projects Fund as remaining fund balance is spent following the sunset of the North Ridge CRA; \$7.1 million decrease to the Special Revenue Grant Fund primarily due to expiration of large grants and reduction in carryforward as multi-year grant funds are utilized; \$5.4 million increase to Transportation Trust Fund as some expenses were moved to the Transportation Millage Fund, thereby increasing carryforward, along with a modest increase in gas tax revenue; \$6.9 million reduction to Solid Waste Fund as capital spending occurred, reducing carryforward; \$3.1 million reduction to Utilities funds as capital projects progressed and carryforward decreased; \$4.1 million increase to Tourism Tax Fund following three years of strong revenue collection; \$3.2 million increase to the Universal Solid Waste Fund, as unspent funds were carried forward; \$2.4 million increase to Fire Services Fund due to higher Fire Assessment and Inspection revenue collection, as well as a transfer from General Fund to help cover Union Contract increases; \$2.7 million increase to Impact Fee Funds, as the moratorium on impact fees ended in 2016, and fee increases are slated for 2017; \$1.3 million decrease in debt service funds based on debt coverage requirements

REVENUES BY CHARACTER (BUDGETED)

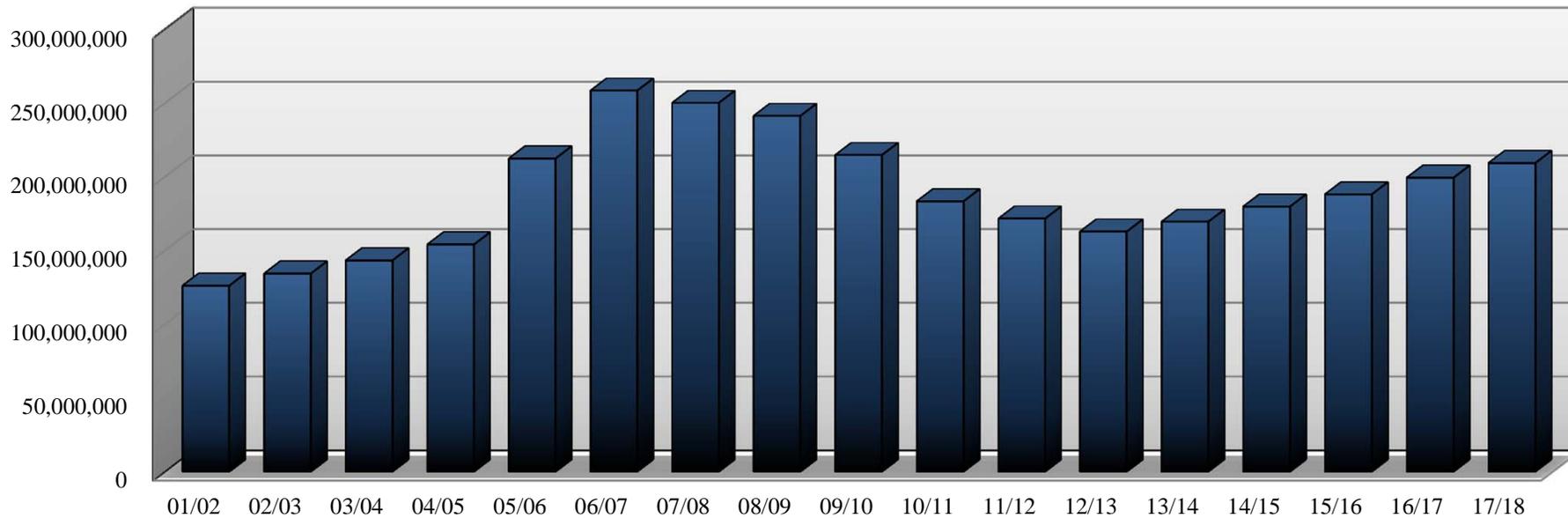


TAXES BY OBJECT (BUDGETED)

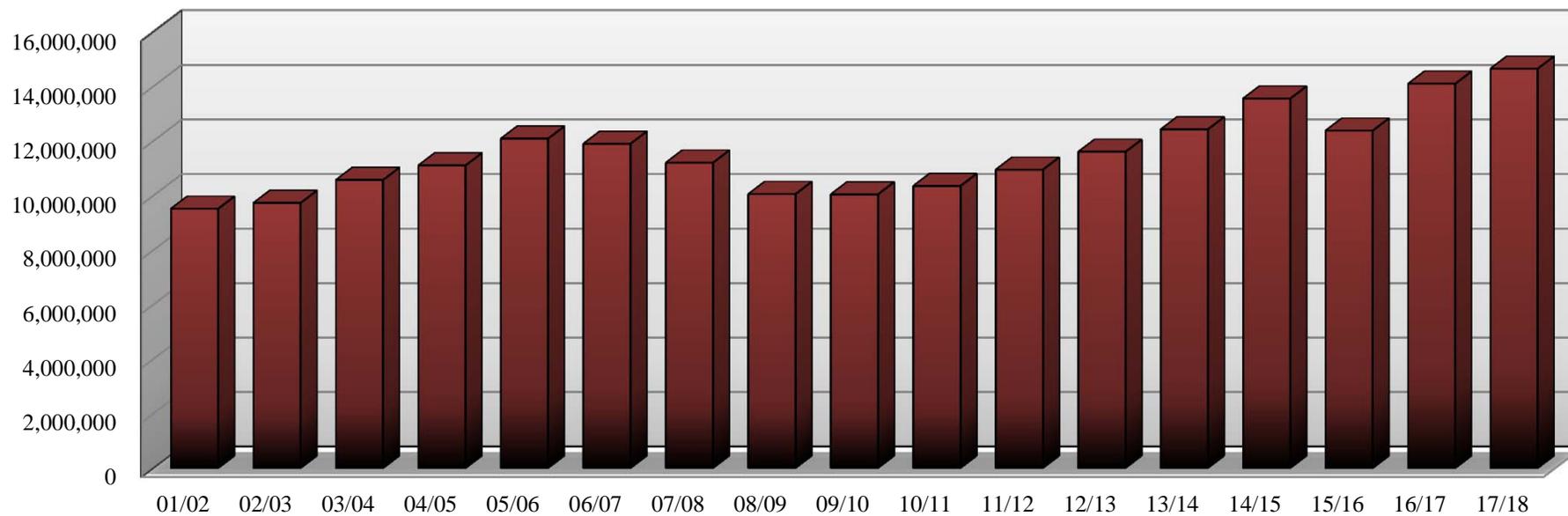
Ad Valorem Tax



Ad Valorem Revenue

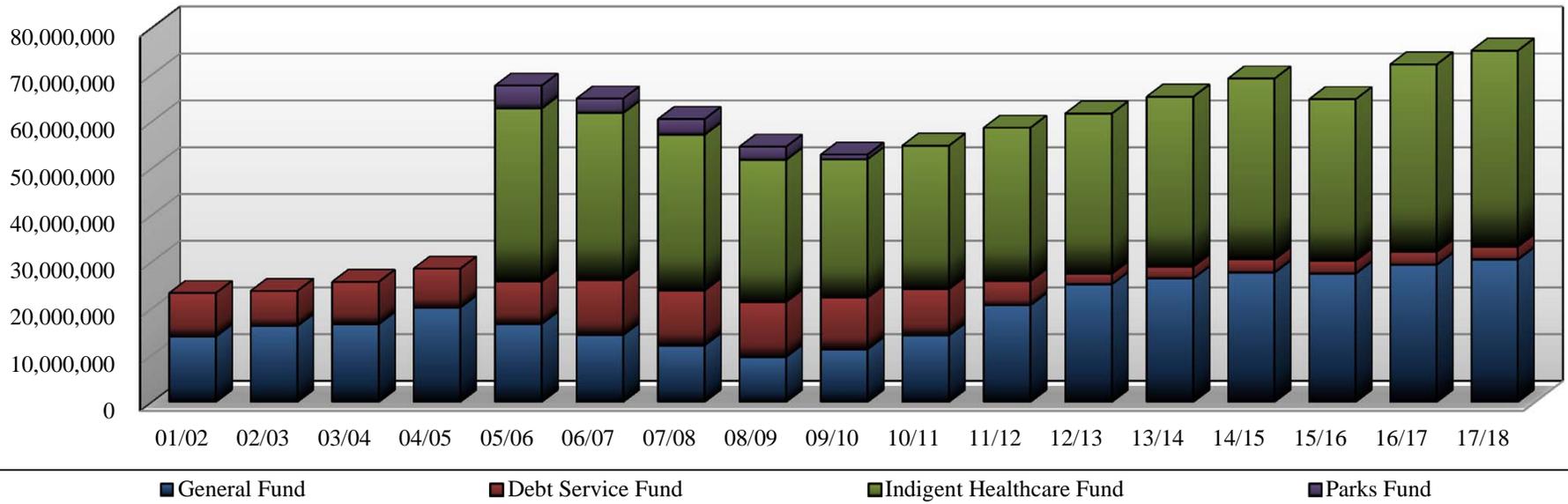


State Revenue Sharing

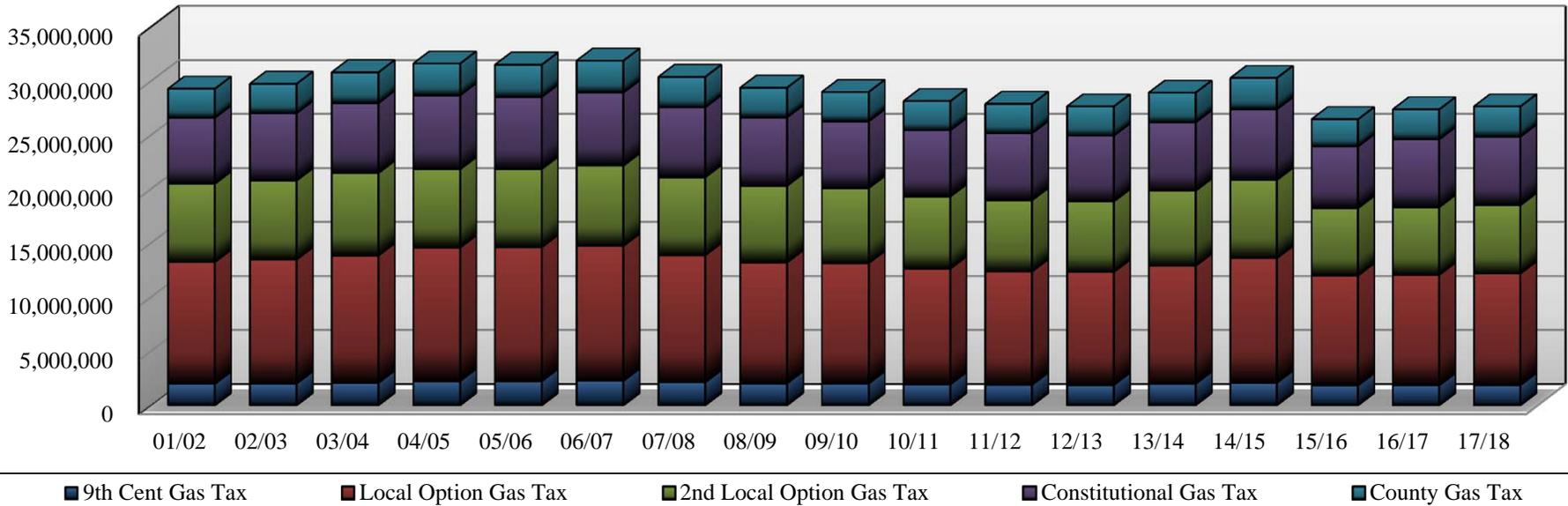


Fiscal years 01/02 through 14/15 reflect actual revenue received; fiscal years 15/16 and forward reflect budgeted figures.

Sales Tax Revenue



Gas Tax Revenue



Fiscal years 01/02 through 14/15 reflect actual revenue received; fiscal years 15/16 and forward reflect budgeted figures.

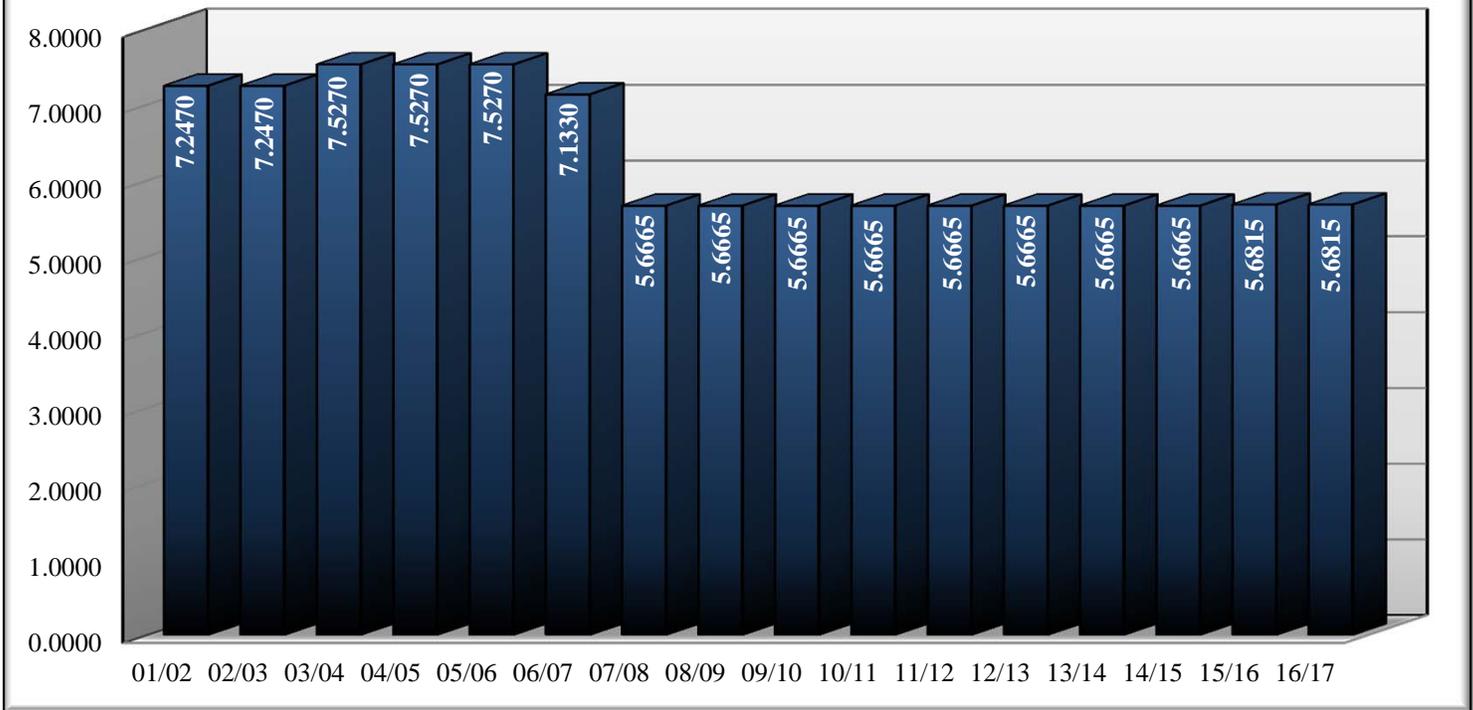
**Polk County Board of County Commissioners
Adopted Budgets and Millage**

Fiscal Year	Total Budget	General Fund Millage	Community Healthcare	Roads & Bridges	Public Health	Capital Outlay	Environmental Land Purchase	Environmental Land Management	Environmental Land Debt Service	Roads	County-Wide Total	Unincorporated Polk County			Grand Total	Rancho Bonito MSTU
												Parks MSTU	Libraries MSTU	Storm Water MSTU		
67/68	\$5,799,475	3.4100	0.8180	1.1960	0.3900	0.0900	0.0000	0.0000	0.0000	0.0000	5.9040	0.0000	0.0000	0.0000	5.9040	0.0000
68/69	\$6,891,018	4.0050	0.9100	0.7250	0.4000	0.0640	0.0000	0.0000	0.0000	0.0000	6.1040	0.0000	0.0000	0.0000	6.1040	0.0000
69/70	\$13,070,316	4.1790	1.2520	1.0140	0.4540	0.0590	0.0000	0.0000	0.0000	0.0000	6.9580	0.0000	0.0000	0.0000	6.9580	0.0000
70/71	\$14,767,186	4.2500	1.2970	1.0660	0.4000	0.1910	0.0000	0.0000	0.0000	0.0000	7.2040	0.0000	0.0000	0.0000	7.2040	0.0000
71/72	\$18,133,603	4.3770	1.1860	0.9420	0.4000	0.2990	0.0000	0.0000	0.0000	0.0000	7.2040	0.0000	0.0000	0.0000	7.2040	0.0000
72/73	\$20,480,188	4.5120	1.1180	0.8900	0.4000	0.2840	0.0000	0.0000	0.0000	0.0000	7.2040	0.0000	0.0000	0.0000	7.2040	0.0000
73/74	\$28,782,928	4.0090	1.9380	0.8570	0.4000	0.0000	0.0000	0.0000	0.0000	0.0000	7.2040	0.0000	0.0000	0.0000	7.2040	0.0000
74/75	\$39,579,223	4.8360	0.0000	0.5320	0.3160	0.0000	0.0000	0.0000	0.0000	0.0000	5.6840	0.0000	0.0000	0.0000	5.6840	0.0000
75/76	\$43,239,651	4.8200	0.0000	0.5300	0.3150	0.0000	0.0000	0.0000	0.0000	0.0000	5.6650	0.0000	0.0000	0.0000	5.6650	0.0000
76/77	\$48,095,124	4.6570	0.0000	0.5500	0.3320	0.0000	0.0000	0.0000	0.0000	0.0000	5.5390	0.0000	0.0000	0.0000	5.5390	0.0000
77/78	\$74,833,081	4.9040	0.0000	0.5520	0.3330	0.0000	0.0000	0.0000	0.0000	0.0000	5.7890	0.0000	0.0000	0.0000	5.7890	0.0000
78/79	\$72,604,753	3.3890	0.0000	0.3820	0.2290	0.0000	0.0000	0.0000	0.0000	0.0000	4.0000	0.0000	0.0000	0.0000	4.0000	0.0000
79/80	\$73,000,419	3.5840	0.0000	0.2750	0.2340	0.0000	0.0000	0.0000	0.0000	0.0000	4.0930	0.0000	0.0000	0.0000	4.0930	0.0000
80/81	\$77,688,258	4.8620	0.0000	0.2230	0.2200	0.0000	0.0000	0.0000	0.0000	0.0000	5.3050	0.0000	0.0000	0.0000	5.3050	0.0000
81/82	\$82,244,830	4.9770	0.0000	0.1970	0.1310	0.0000	0.0000	0.0000	0.0000	0.0000	5.3050	0.0000	0.0000	0.0000	5.3050	0.0000
82/83	\$91,369,662	3.5780	0.6800	0.1850	0.1480	0.0000	0.0000	0.0000	0.0000	0.0000	4.5910	0.0000	0.0000	0.0000	4.5910	0.0000
83/84	\$141,791,657	3.5340	0.5820	0.1770	0.1410	0.0000	0.0000	0.0000	0.0000	0.0000	4.4340	0.0000	0.0000	0.0000	4.4340	0.0000
84/85	\$162,067,504	3.0500	0.8280	0.1660	0.1330	0.0000	0.0000	0.0000	0.0000	0.0000	4.1770	0.0000	0.0000	0.0000	4.1770	0.0000
85/86	\$196,474,261	3.8330	0.8640	0.1550	0.1200	0.0000	0.0000	0.0000	0.0000	0.0000	4.9720	0.0000	0.0000	0.0000	4.9720	0.0000
86/87	\$203,544,668	4.7740	0.7760	0.0000	0.1800	0.0000	0.0000	0.0000	0.0000	0.0000	5.7300	0.0000	0.0000	0.0000	5.7300	0.0000
87/88	\$198,594,922	4.7870	1.0440	0.0000	0.1490	0.0000	0.0000	0.0000	0.0000	0.0000	5.9800	0.0000	0.0000	0.0000	5.9800	0.0000
88/89	\$216,146,612	5.0390	1.0490	0.0000	0.1020	0.0000	0.0000	0.0000	0.0000	0.0000	6.1900	0.0000	0.0000	0.0000	6.1900	0.0000
89/90	\$250,101,793	5.4885	1.3115	0.0000	*0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	6.8000	0.0000	0.0000	0.0000	6.8000	0.0000
90/91	\$311,744,893	5.6920	1.4080	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	7.1000	0.0000	0.0000	0.0000	7.1000	0.0000
91/92	\$342,497,639	5.7750	1.3250	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	7.1000	0.0000	0.0000	0.0000	7.1000	0.0000
92/93	\$336,538,725	6.1650	0.9350	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	7.1000	0.0000	0.0000	0.0000	7.1000	0.0000
93/94	\$362,911,048	6.8420	0.9350	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	7.7770	0.0000	0.0000	0.0000	7.7770	0.0000
94/95	\$377,630,609	6.8420	0.9350	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	7.7770	0.0000	0.0000	0.0000	7.7770	0.0000
95/96	\$394,975,432	7.0900	0.6870	0.0000	0.0000	0.0000	0.1130	0.0870	0.0000	0.0000	7.9770	0.0000	0.0000	0.0000	7.9770	0.0000
96/97	\$399,353,826	7.3800	0.3070	0.0900	0.0000	0.0000	0.1190	0.0810	0.0000	0.0000	7.9770	0.0000	0.0000	0.0000	7.9770	0.0000
97/98	\$495,450,738	7.4710	0.3060	0.0000	0.0000	0.0000	0.1260	0.0740	0.0000	0.0000	7.9770	0.0000	0.0000	0.0000	7.9770	0.0000
98/99	\$559,175,524	7.4730	0.3040	0.0000	0.0000	0.0000	0.1280	0.0720	0.0000	0.0000	7.9770	0.0000	0.0000	0.0000	7.9770	0.0000
99/00	\$668,036,988	7.4970	0.2800	0.0000	0.0000	0.0000	0.1250	0.0750	0.0000	0.0000	7.9770	0.0000	0.0000	0.0000	7.9770	0.0000
00/01	\$813,376,215	7.2470	0.2800	0.0000	0.0000	0.0000	0.1250	0.0750	0.0000	0.0000	7.7270	0.0000	0.0000	0.0000	7.7270	0.0000
01/02	\$848,185,080	7.2470	0.2800	0.0000	0.0000	0.0000	0.1250	0.0750	0.0000	0.0000	7.7270	0.0000	0.0000	0.0000	7.7270	0.0000
02/03	\$873,278,602	7.2470	0.2800	0.0000	0.0000	0.0000	0.1250	0.0750	0.0000	0.0000	7.7270	0.0000	0.0000	0.0000	7.7270	0.0000
03/04	\$884,142,451	7.5270	0.0000	0.0000	0.0000	0.0000	0.1250	0.0750	0.0000	0.0000	7.7270	0.0000	0.0000	0.0000	7.7270	0.0000
04/05	\$999,869,798	7.5270	0.0000	0.0000	0.0000	0.0000	0.0000	0.1000	0.1000	0.0000	7.7270	0.0000	0.0000	0.0000	7.7270	0.0000
05/06	\$1,334,590,533	7.5270	0.0000	0.0000	0.0000	0.0000	0.0000	0.1000	0.1000	1.0000	8.7270	0.5000	0.2500	0.0000	9.4770	0.0000
06/07	\$1,605,458,844	7.1330	0.0000	0.0000	0.0000	0.0000	0.1350	0.0050	0.0600	1.0000	8.3330	0.5000	0.2500	0.0000	9.0830	0.0000
07/08	\$1,824,850,291	5.6665	0.0000	0.0000	0.0000	0.0000	0.1350	0.0050	0.0600	1.0000	6.8665	0.4219	0.2109	0.0000	7.4993	0.0000
08/09	\$1,723,830,226	5.6665	0.0000	0.0000	0.0000	0.0000	0.0600	0.0800	0.0600	1.0000	6.8665	0.4219	0.2109	0.0000	7.4993	0.0000
09/10	\$1,612,347,876	5.6665	0.0000	0.0000	0.0000	0.0000	0.0100	0.1300	0.0600	1.0000	6.8665	0.4219	0.2109	0.0000	7.4993	0.0000
10/11	\$1,335,672,994	5.6665	0.0000	0.0000	0.0000	0.0000	0.0110	0.1290	0.0600	1.0000	6.8665	0.4219	0.2109	0.0000	7.4993	0.0000
11/12	\$1,332,812,964	5.6665	0.0000	0.0000	0.0000	0.0000	0.0165	0.1235	0.0600	1.0000	6.8665	0.4219	0.2109	0.0000	7.4993	0.0000
12/13	\$1,307,285,766	5.6665	0.0000	0.0000	0.0000	0.0000	0.0101	0.1899	0.0000	1.0000	6.8665	0.4219	0.2109	0.0000	7.4993	0.0000
13/14	\$1,260,445,237	5.6665	0.0000	0.0000	0.0000	0.0000	0.0035	0.1965	0.0000	1.0000	6.8665	0.4219	0.2109	0.1000	7.5993	0.0000
14/15	\$1,267,695,161	5.6665	0.0000	0.0000	0.0000	0.0000	0.0000	0.2000	0.0000	1.0000	6.8665	0.4219	0.2109	0.1000	7.5993	9.2672
15/16	\$1,274,091,691	5.6815	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	1.1000	6.7815	0.5619	0.2109	0.1000	7.6543	9.1272
16/17	\$1,294,572,907	5.6815	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	1.1000	6.7815	0.5619	0.2109	0.1000	7.6543	9.1272
17/18**	\$1,279,914,847	5.6815	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	1.1000	6.7815	0.5619	0.2109	0.1000	7.6543	9.1272

*Ad Valorem funding of the Polk County Health Department was moved to the General Fund from the Health Unit Fund

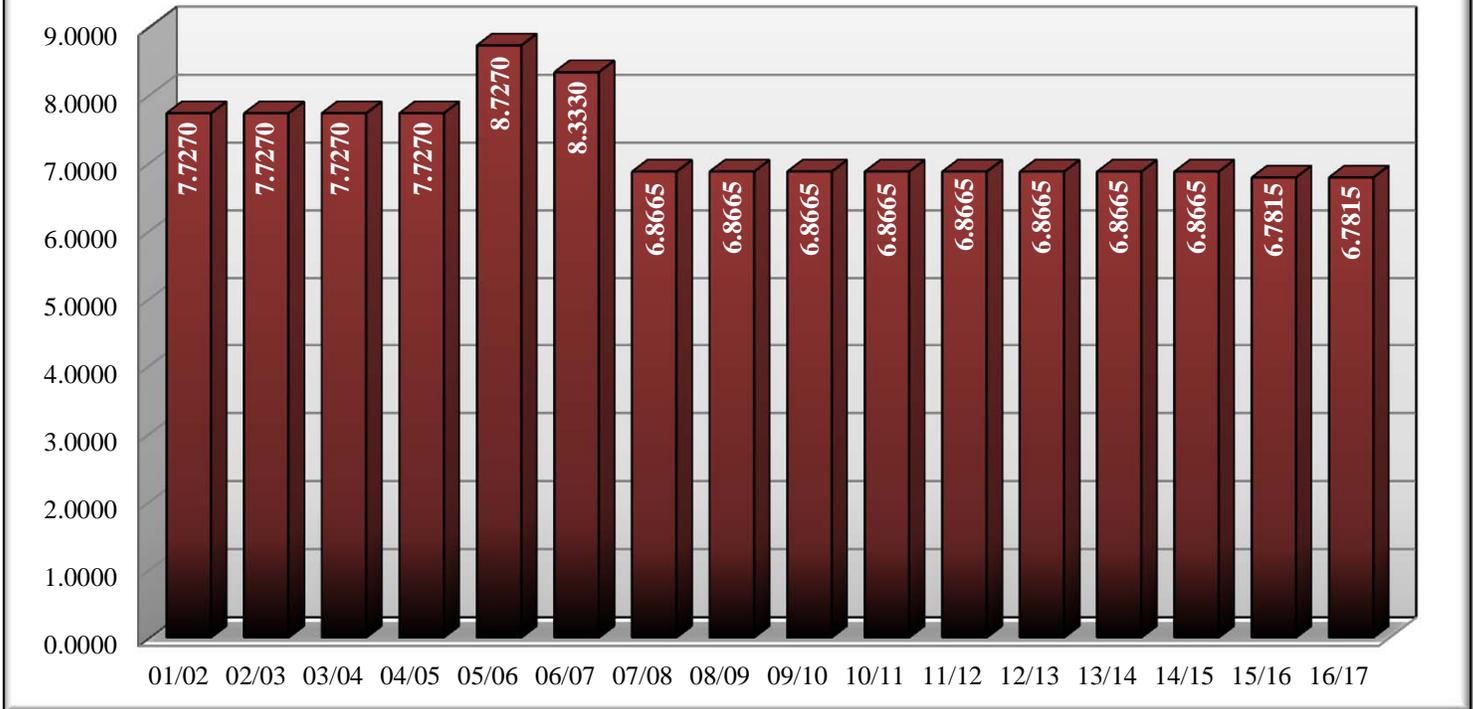
**FY 16/17 adopted as part of a two year budget; FY 17/18 is a proposed plan

General Fund Property Tax Rate



Property tax reform in FY 07/08 resulted in a reduction of General Fund millage of 1.4665 mills. The Board raised the FY 15/16 General Fund millage by 0.0150 but reduced the overall Countywide millage by 0.0850.

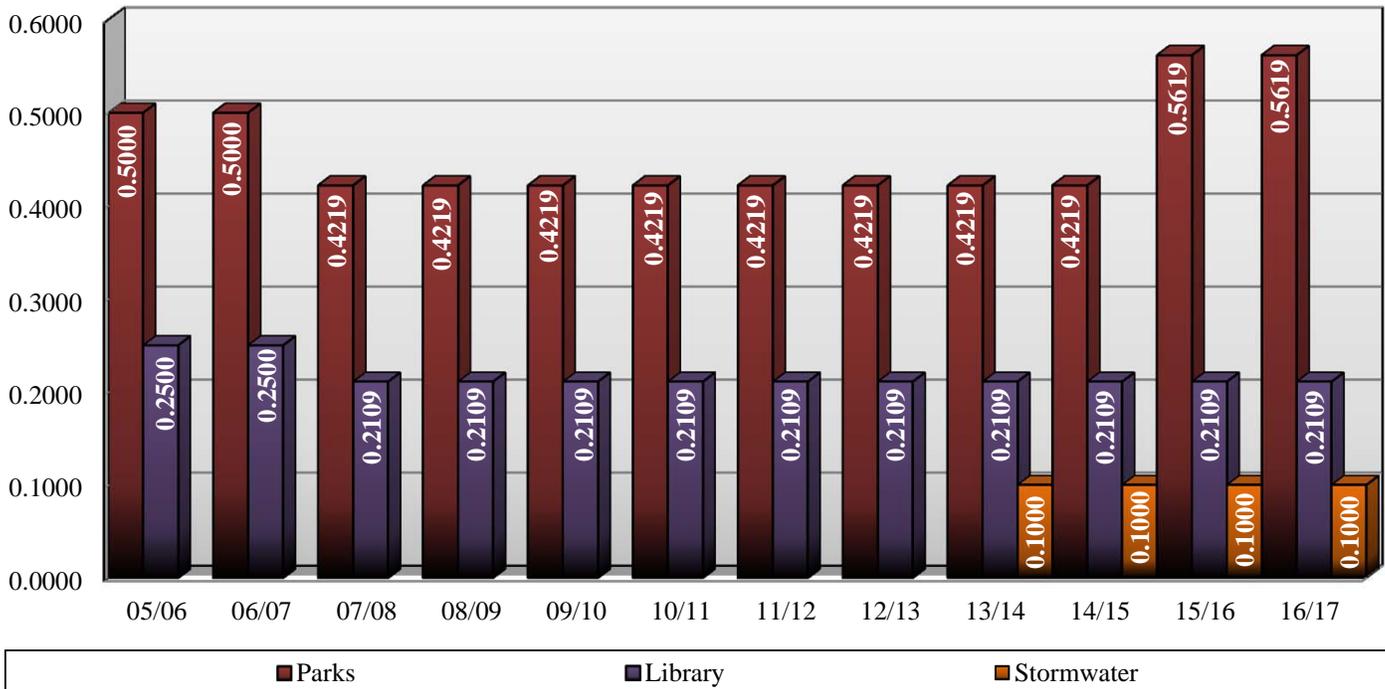
Countywide Property Tax Rate



The Board of County Commissioners reduced the millage rate by 0.2500 mills in FY 00/01. The FY 05/06 Countywide property tax rate includes the Transportation one-mill increase implemented to narrow the Transportation infrastructure gap. The Board reduced the millage by 0.3940 mills in FY 06/07, and FY 07/08 property tax reform reduced the millage by an additional 1.4665 mills. With the sunset of the 0.2000 mills for environmental lands, the Board opted to reduce the overall Countywide millage by 0.0850 mills.

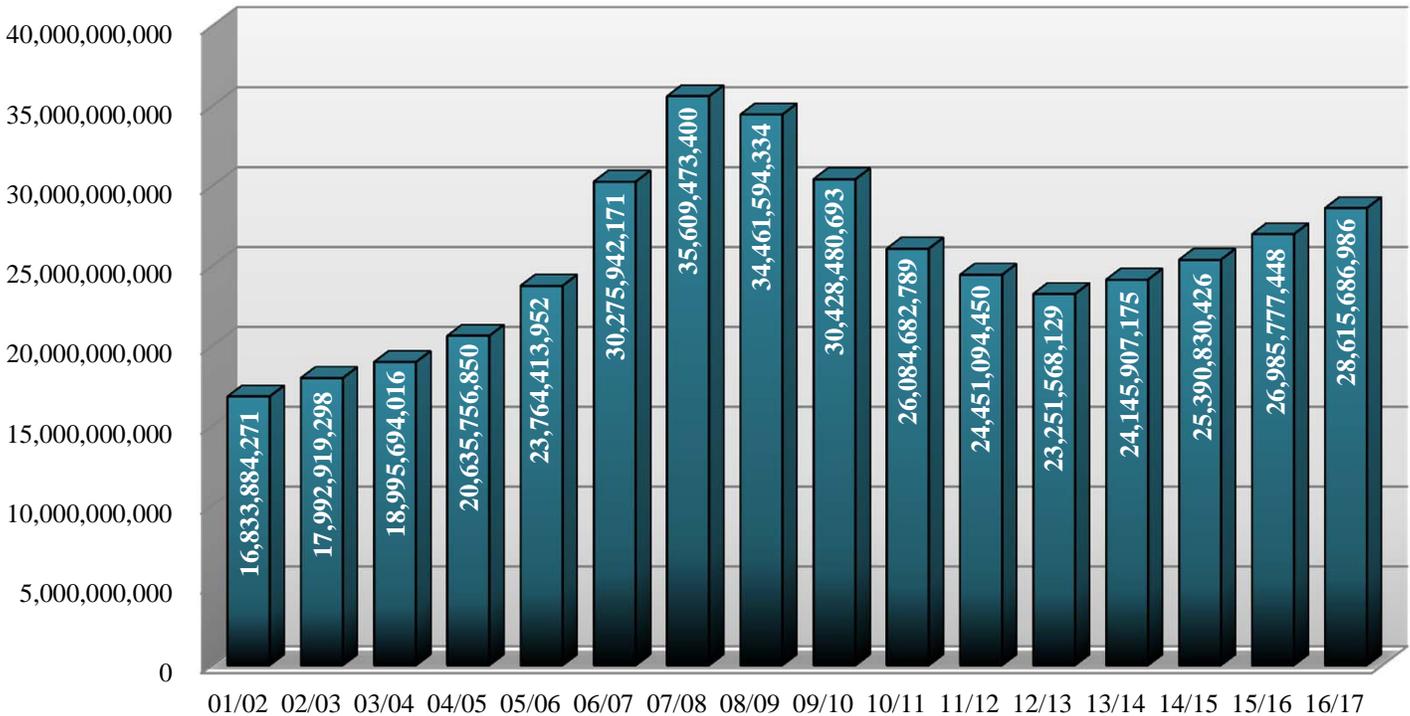
The above chart does not include the Parks MSTU, Library MSTU, Stormwater MSTU, or Rancho Bonito MSTU millages, as they are only assessed in unincorporated Polk County.

Unincorporated Area Municipal Services Taxing Units (MSTUs)



The Parks MSTU and Libraries MSTU were established effective 10/01/2005 at 0.5000 mills, and property tax reform in FY 07/08 reduced those millages to 0.4219 and 0.2109, respectively. The Board set the Parks millage at 0.5619 in FY 15/16, as the Countywide millage dropped with the sunset of the Environmental Lands voted millage. The Stormwater MSTU was effective 10/01/2013. In addition to the above MSTUs levied on all property in the unincorporated area of the County, a millage of 9.1272 is levied within the area known as Rancho Bonito, effective 10/01/2014.

Countywide Final Taxable Value



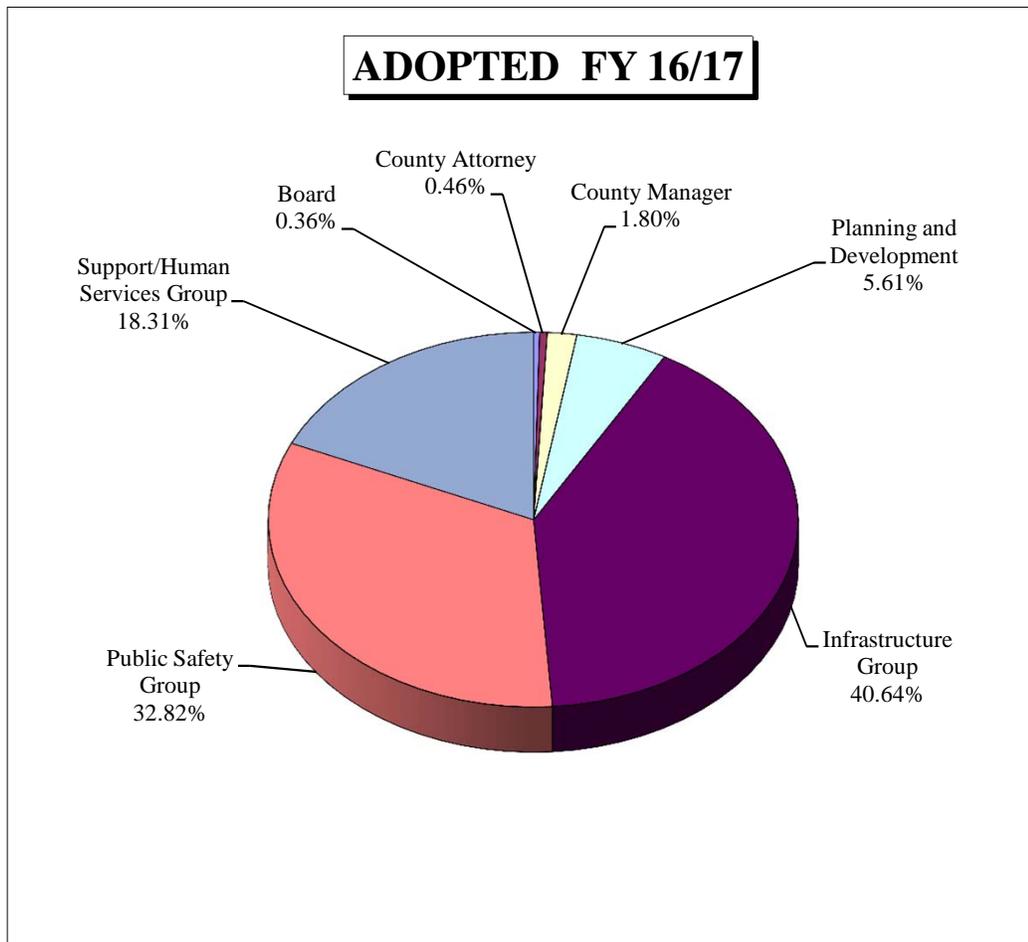
The Countywide taxable value is used in conjunction with the millage rate to calculate property taxes. Information provided by the Property Appraiser.

This page was left blank intentionally

SCHEDULE OF EMPLOYEES

ALLOCATED POSITIONS BY BOARD FUNCTIONAL UNITS

	Ending FY 14/15	Ending FY 15/16	Adopted FY 16/17	Plan FY 17/18
Board	8	8	7	7
County Attorney	11	10	9	9
County Manager	45	34	35	35
Planning and Development	101	103	109	109
Infrastructure Group	777	777	790	795
Public Safety Group	593	621	638	639
Support/Human Services Group	446	365	356	356
Total Allocated Positions	1981	1918	1944	1950



ALLOCATED POSITIONS BY BOARD DIVISIONS

SUMMARY LISTING OF FUNDED POSITIONS by FUNCTIONAL UNIT/DIVISION

	Ending FY 13/14	Ending FY 14/15	Adopted FY 15/16	Ending FY 15/16	Adopted FY 16/17	Plan FY 17/18
****	BOARD OF COUNTY COMMISSIONERS					
	8	8	8	8	7	7
	TOTAL BOARD OF COUNTY COMMISSIONERS					
	8	8	8	8	7	7
***	COUNTY ATTORNEY					
	11	11	10	10	9	9
	TOTAL COUNTY ATTORNEY					
	11	11	10	10	9	9
***	COUNTY MANAGER					
	County Manager Administration					
	8	9	7	7	8	8
	Economic Development (CFDC Inc.)					
	10	10	0	0	0	0
	Equal Opportunity Office					
	5	5	4	4	4	4
	Tourism/Sports Marketing					
	21	21	23	23	23	23
	TOTAL COUNTY MANAGER					
	44	45	34	34	35	35
	PLANNING AND DEVELOPMENT					
*	Planning and Development Administration					
	6	6	6	6	5	5
	Building and Codes					
	61	46	49	49	56	56
*	Building					
	34	34	34	34	34	34
	Land Development					
	15	15	15	14	14	14
	Long Range Planning					
	15	15	15	14	14	14
	TOTAL PLANNING AND DEVELOPMENT					
	116	101	104	103	109	109
	INFRASTRUCTURE GROUP					
	Utilities					
	214	216	218	218	223	225
	Roads and Drainage <i>(Formerly Transportation)</i>					
	254	263	264	265	265	265
	Fleet Management					
	39	39	39	39	39	39
	Facilities Management					
	80	80	80	80	82	83
	Parks and Natural Resources					
	141	132	131	131	133	135
	Waste and Recycling					
	46	47	44	44	48	48
	TOTAL INFRASTRUCTURE GROUP					
	774	777	776	777	790	795
	PUBLIC SAFETY GROUP					
	Emergency Medical Services					
	170	169	165	165	179	180
	Fire Rescue					
	308	338	365	365	367	367
	Emergency Management					
	25	25	26	26	27	27
	Code Enforcement					
	25	22	25	26	26	26
	County Probation					
	39	39	39	39	39	39
	TOTAL PUBLIC SAFETY GROUP					
	542	593	620	621	638	639

* FY17: Planning and Development Administration (moving one position to Building)

*** FY17: County Attorney (moving one position to County Manager Administration)

**** FY17: Board of County Commissioners (moving one position to Veterans Services)

ALLOCATED POSITIONS BY BOARD DIVISIONS

**SUMMARY LISTING OF FUNDED POSITIONS
by FUNCTIONAL UNIT/DIVISION**

	Ending FY 13/14	Ending FY 14/15	Adopted FY 15/16	Ending FY 15/16	Adopted FY 16/17	Plan FY 17/18
SUPPORT/HUMAN SERVICES GROUP						
** Community and Small Business Assistance			4	4	3	3
Equity and Human Resources Administration			2	2	2	2
Human Resources	13	13	13	13	13	13
Health and Human Services Administration	8	8	8	8	8	8
**** Veterans Services	5	5	5	5	6	6
Adult Day Care	21	17	15	15	15	15
Healthy Families	36	45	45	45	45	45
Housing and Neighborhood Development	22	22	21	21	21	21
Cooperative Extension Services	13	13	13	13	13	13
Elderly Services	56	45	24	24	24	24
Rohr Home	62	63	63	63	63	63
Indigent Health Care	41	41	41	41	41	41
Transit Services	67	64	0	0	0	0
Budget and Management Services	8	8	8	8	8	8
Procurement Administration	1	1	1	1	1	1
Procurement	9	9	9	9	9	9
Information Technology	59	59	59	61	58	58
** Communications	15	15	15	14	15	15
Risk Management	18	18	18	18	11	11
TOTAL SUPPORT/HUMAN SERVICES GROUP	454	446	364	365	356	356
TOTAL BOARD POSITIONS	1,949	1,981	1,916	1,918	1,944	1,950

** FY17: Community and Small Business Assistance (moving one position to Communications)

**** FY17: Board of County Commissioners (moving one position to Veterans Services)

FY 16/17 NET POSITION CHANGES

General Fund

- Fire Rescue/Emergency Medical Services adding 14 positions: 6 Emergency Medical Technician 56, 6 Paramedic 56, 1 Medical Training Officer, 1 Professional Standards Investigator
- Facilities adding 2 positions: 2 Maintenance Mechanic Specialist
- Parks adding 1 position: 1 Environmental Specialist II

Other Funds

- Building adding 6 positions: 3 Building Inspector III, 2 Permit Technicians, 1 Plans Examiner III
- Emergency Management adding 1 position: 1 Emergency Management Planner
- Fire Rescue/Fire Services adding 2 positions: 1 Division Fiscal Analyst, 1 Data Analyst
- Information Technology eliminating (3) positions: (1) GIS Analyst, (1) GIS Technician, (1) Senior Programmer Analyst
- Parks and Natural Resources adding 1 position: 1 Facilities Coordinator
- Risk Management eliminating (7) positions: (1) Health Plan Specialist, (2) Registered Nurse, (1) Health Manager/HIPPA Compliance Manager, (2) Medical Assistant/Registration Control Clerk, (1) Physician
- Utilities adding 5 positions: 1 Technical Scheduler/Coordinator, 2 Trades Helper, 1 Utilities Service Worker III, 1 Service Worker/Equipment Operator III
- Waste and Recycling adding 4 positions: 3 Customer Care Specialist, 1 Division Fiscal Coordinator

FY 17/18 NET POSITION CHANGES

General Fund

- Facilities adding 1 position: 1 Maintenance Mechanic Specialist
- Fire Rescue/Emergency Medical Services adding 1 position: 1 Medical Training Officer

Other Funds

- Parks and Natural Resources adding 2 positions: 2 Parks Maintenance Worker II
- Utilities adding 2 positions: 1 Utilities Service Worker III, 1 Service Worker/Equipment Operator III

ALLOCATED POSITIONS BY BOARD DIVISIONS

SUMMARY LISTING OF FUNDED POSITIONS by FUNCTIONAL UNIT/DIVISION

	Ending FY 13/14	Ending FY 14/15	Adopted FY 15/16	Ending FY 15/16	Adopted FY 16/17	Plan FY 17/18
CONSTITUTIONAL OFFICERS						
Courts	70	70	70	71	71	71
Property Appraiser	107	108	108	108	108	108
Supervisor of Elections	22	24	24	24	27	27
Sheriff	1754.58	1772.78	1792.23	1792.23	1804.98	1804.98
Clerk of Courts	42	43	43	43	43	43
Public Defender	6	6	8	8	8	8
State Attorney	6	6	6	6	6	6
Tax Collector (a)	185	201	214	214	215	215
TOTAL CONSTITUTIONAL OFFICERS	2192.58	2230.78	2265.23	2266.23	2282.98	2282.98
GRAND TOTAL BoCC & CONSTITUTIONAL OFFICERS POSITIONS	4141.58	4211.78	4181.23	4184.23	4226.98	4232.98

(a) Tax Collector count includes full-time and additionally part-time positions as of FY17.

FY 16/17 NET POSITION CHANGES

- Supervisor of Elections adding 3 positions: 1 Absentee Ballot Specialist, 2 Election Specialist
- Sheriff's Office adding 12.75 FTEs
- Tax Collector's Office adding 1 Part-time position

This page was left blank intentionally

Polk County Board of County Commissioners

Mission, Vision, Objectives



Mission:

We enhance the quality of life for people throughout Polk County.

Vision:

Polk County...where people excel.

Board Retreat

The Polk County Board of County Commissioners holds an annual retreat to discuss major issues and give direction on key strategic issues. For the past several years, the main focus of the Board regarding the budget has been to develop a fiscally-responsible approach to address the shortfalls and balance the budget. At the beginning of this Budget Book document, the County Manager's Budget Message describes information on the challenges we faced this year and how we met the goal of being fiscally responsible and balancing the budget. In addition to the guidance from the Board at the retreat, there are some underlying citizen perspectives that help guide our budget process every year.

Polk Vision

In 2003, Polk Vision was formed to bring residents together with government and community leaders to examine and address the issues we face in Polk County. In 2004, the Polk Vision organization held 16 focus groups and five community meetings to gain insight into perceived Polk County strengths and weaknesses. Over 700 County residents identified important issues to their lives and communities. This led to some mid-term strategies for Polk County to focus on:

- Education and Foundation
- Economic Development
- Infrastructure Foundation

- Government Foundation
- Quality of Life Foundation
- Private Sector Leadership Foundation

These issues helped guide Polk County until Fiscal Year 2007/2008 when additional focus groups were held and identified strategies for Polk County.

Citizen Expectations

In Fiscal Year 2007/2008, Polk County began a process of determining what our citizens wanted and expected from government. As part of this process, we conducted focus groups throughout the County that included citizens in each Commissioner’s District. The meetings were facilitated by a consultant, whom we hired, with NO government presence. The seven result areas below were identified by our community through these focus groups and have some similarities to the Polk Vision strategies. In addition to monitoring our performance for our citizens, we track these result areas and some of their indicators on our Polk Performs website at www.polkperforms.com. The following result areas and strategies were created from discussions with our citizens:

- **Basic Needs** - “People in Polk County who are at risk because of their health or economic status will get their basic needs met and are as self-sufficient as possible.”

Strategies for Success

- Provide a caring collaborative community that delivers services that meet basic needs
- Ensure care for vulnerable members of the community
- Promote healthy behaviors
- Assist in obtaining stable, livable, affordable, and supportive housing
- Facilitate access to sources of income
- **Economic Development** - “Good paying jobs and business opportunities are available here in Polk County, and our people are appropriately trained and educated to take advantage of them.”

Strategies for Success

- Attract higher wage industries, continue to diversify our economic base, and grow our existing businesses
- Ensure a skilled and educated workforce exists in Polk County to support business needs today and in the future
- Provide responsive and prompt government
- **Good Government** - “Citizens trust that Government is well run and is a good steward of their tax dollars.”

Strategies for Success

- Promote active citizen connection with County personnel and results
- Improve government performance by managing for results (www.polkperforms.com)
- Total asset utilization both fixed and human assets
- Provide strategic and visionary leadership
- Enhance Polk County as an employment destination
- Streamline and enhance communication
- Ensure sound fiscal management of public funds
- **Growth/Infrastructure** - “Polk County grows in a manner and pace that County residents find livable and allows them to move around safely within the County without excessive congestion.”

Strategies for Success

- Improve our transportation mobility to meet the travel needs of existing and future residents and a growing economy
- Improve strategic planning for future growth
- Ensure needed infrastructure and public services are in place prior to or concurrent with growth
- Increase the preservation and set-aside of green space (open space, natural areas, and recreational areas)
- Provide places to live, learn, work, and play. Build communities with a mix of land uses and a sense of place.
- **Natural Resources and Environment** - “Polk County has clean and plentiful natural resources for a healthy environment.”

Strategies for Success

- Maintain and/or improve clean natural resources of the County
- Provide, maintain, and restore plentiful natural resources of the County
- Provide programs that educate the public on the character and value of our natural resources, initiatives that help protect those resources, and the public’s role in providing good stewardship
- **Recreation and Cultural Arts** – “Polk County offers safe, plentiful, and diverse recreation and cultural arts opportunities.”

Strategies for Success

- Maintain and/or improve the quality/quantity of facilities for recreation and cultural arts
- Enhance citizen satisfaction with the quantity and quality of recreational activities
- Enhance citizen satisfaction with the quantity and quality of cultural arts activities
- Provide marketing strategies to capitalize on the recreational and cultural arts opportunities that exist in the County
- **Safety** – “People feel safe from crime, fire, and the effects of natural disasters.”

Strategies for Success

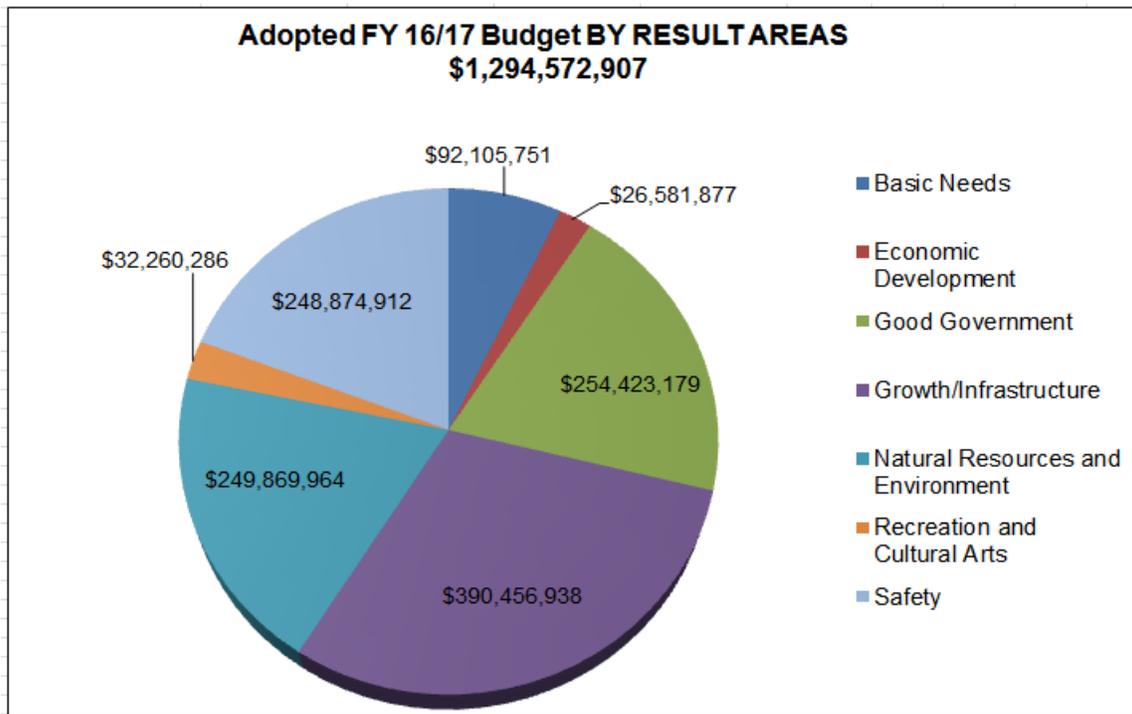
- Respond to emergency situations and unsafe incidents as quickly as possible to save lives and property
- Respond to unlawful conduct as efficiently as possible to protect the community, punish the offender, compensate the victims, and save tax dollars, in accordance with federal, state, and local laws and regulations
- Prevent the incidence of crime, loss of life, fire damage, and improve citizen perception of safety
- Prepare citizens to withstand the impacts of man-made and natural disasters

In order to meet the expectations of our citizens, Polk County has multiple divisions and programs that are detailed in this Budget Book. The result area tabs include Trends and Issues, as well as program documents that include descriptions, explanations of the contribution the program makes to the result area, measures, indicators, and budgeted numbers for each program. This information shows how each program helps address the expectations of our citizens.

The following highlights each of our County divisions listed by the result areas that citizens want government to focus on. Some divisions are listed in more than one result area as they provide services in multiple areas.

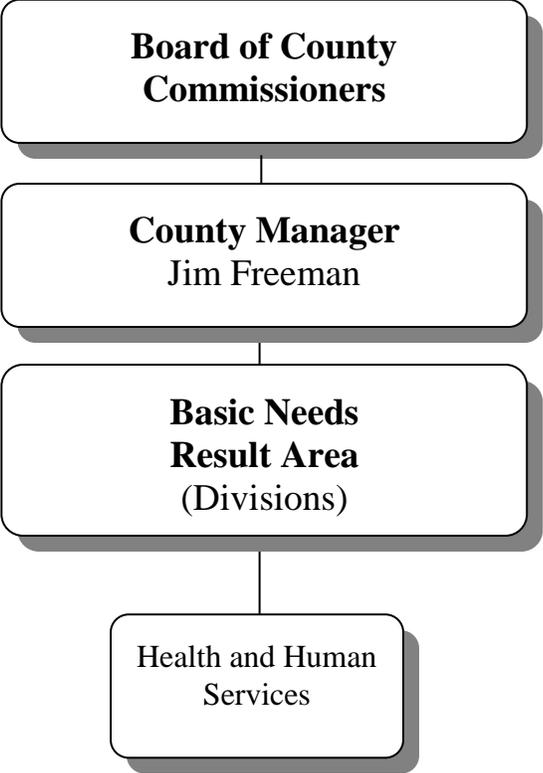
- **Basic Needs** – Health and Human Services
- **Economic Development** – Economic Development; Tourism/Sports Marketing; County Manager
- **Good Government** – Board of County Commissioners; County Attorney; County Manager; Budget and Procurement; Communications; Facilities Management; Fleet Management; Equity and Human Resources; Risk Management; Information Technology; Health and Human Services; Elected Officials (except the Sheriff)

- **Growth/Infrastructure** – Board of County Commissioners; County Manager; Cooperative Extension Services; Planning and Development; Parks and Natural Resources; Roads and Drainage; Utilities; Information Technology; Health and Human Services
- **Natural Resources and Environment** – Parks and Natural Resources; Waste & Recycling
- **Recreation and Cultural Arts** – Parks and Natural Resources
- **Safety** – Board of County Commissioners, County Probation; Fire Rescue; Emergency Management; Courts; Sheriff



Polk County’s focus has been to provide the services that our citizens want at the lowest possible cost to them.

This page was left blank intentionally

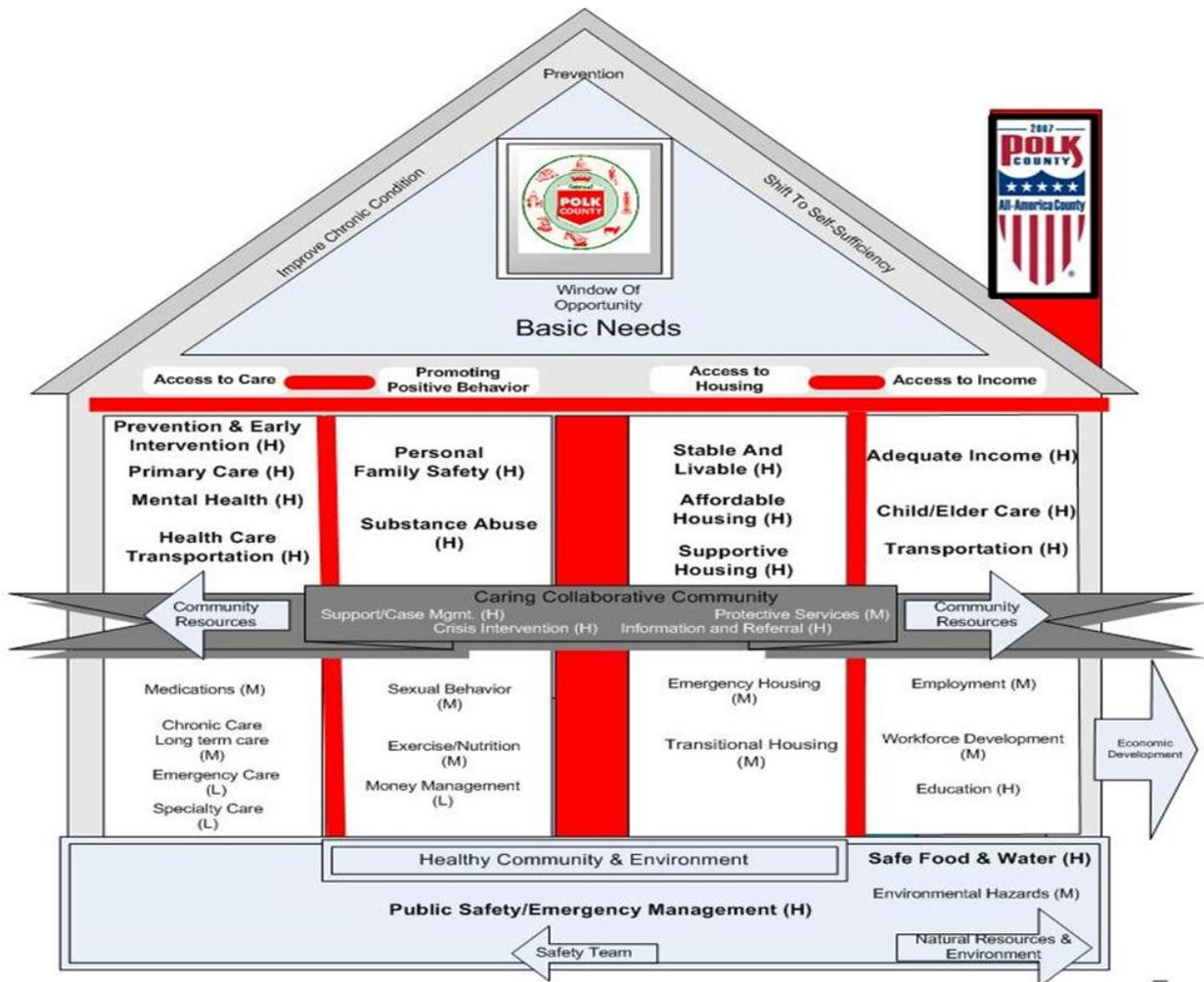


Basic Needs

“All Polk County residents who are at risk because of health or economic status will have their basic needs met and become as self-sufficient as possible.”

Primary Factors for Achieving the Result

As shown below on the Basic Needs causal map, the primary factors affecting the Polk County Board of County Commissioners’ (BoCC) ability to meet the citizens’ expectations are (1) a caring, collaborative community, (2) a healthy community and environment, (3) access to care, (4) access to housing, (5) access to income, and (6) the promotion of positive behavior.



Strategies for Achieving the Result

The Divisions with programs within the Basic Needs Result Area submitted those programs to help the County achieve desired results utilizing one or more of the following strategies:

1. Provide a caring, collaborative community of services that meet basic needs
2. Ensure care for vulnerable members of the community
3. Promote healthy behaviors
4. Assist in obtaining access to housing
5. Assist in providing access to income

Managing for Results

To track and report how Polk County is doing in each Result Area, the Polk Performs website (www.polkperforms.com) was established. Some programs within the Basic Needs Result Area reference the Indicators of Success reported on the Polk Performs website. The Indicators of Success for the Basic Needs Result Area are:

1. Housing – Housing is the foundation for neighborhoods and communities. In addition to meeting basic shelter needs, affordable housing options support the workforce and can attract employers to the area; stable housing is beneficial to children and families, increasing the likelihood of positive life outcomes. The Housing indicator contains two sub-indicators, Housing Affordability and Homeownership. Spending a high percentage of household income on rent can create financial hardship, especially for low-income renters. HUD defines affordable housing as that which costs no more than 30% of the household's annual income, and the sub-indicator measures the percentage of renters paying more than 30% of household income for rent and therefore considered cost-burdened. Homeownership benefits both individuals and communities, as homeowners are more likely to improve their homes and take part in civic affairs. The Homeownership sub-indicator measures the percentage of housing units that are occupied by homeowners.
2. Health Coverage – Medical costs in the United States are extremely high, so those without health insurance may not be able to afford medical treatment or prescription drugs. The uninsured are less likely to have routine checkups and screenings, so illnesses may not be treated until they are in more advanced stages and treatment is more difficult and costly. Many small businesses are unable to offer health insurance to employees due to rising premiums. The Health Coverage indicator measures the percentage of adults aged 18 to 64 that have any type of health insurance coverage.
3. Public Health – Public health is broken down into five sub-indicators that are considered predictors of poverty status and vulnerability.
 - a. Obesity – Obesity increases the risk of numerous diseases and health conditions including heart disease, type 2 diabetes, cancer, hypertension, stroke, liver and gallbladder disease, respiratory

problems, and osteoarthritis. Losing weight and maintaining a healthy weight help in the prevention and control of these conditions.

- b. Teen Birth – Pregnancy and delivery can be harmful to teenagers’ health, as well as to their social and educational development. Babies born to teen mothers are more likely to be born preterm and/or at a low birth weight.
- c. Infant Mortality – The leading causes of death among infants are birth defects, preterm delivery, low birth weight, Sudden Infant Death Syndrome (SIDS), and maternal complications during pregnancy. The infant mortality rate continues to be one of the most widely-used indicators of the overall health of a community.
- d. Early Prenatal Care – Babies born to mothers who do not receive prenatal care are three times more likely to have a low birth weight and five times more likely to die than those born to mothers who do receive care. Early prenatal care (within the first trimester) increases the chances of health problems and/or damaging behaviors to be identified, treated, or corrected to improve birth outcomes and lower health care costs by reducing the likelihood of complications.
- e. Domestic Violence – domestic violence is any criminal offense resulting in physical injury or death of one family or household member by another, including assault, battery, stalking, kidnapping, sexual battery, or false imprisonment. According to the Commission on Domestic Violence, these offenses account for roughly 14% of all crimes annually.

BASIC NEEDS
DIVISION PROGRAM SUMMARY

Page #	Program (number in parenthesis is the program number)	FTE	Adopted FY 16/17			Plan FY 17/18		
			General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
	Health and Human Services							
152	Adult Day Health Care Centers (188)	15.50	851,415	154,388	1,005,803	876,894	150,388	1,027,282
155	Burials and Cremations (1411)	0.25	149,406	-	149,406	149,854	-	149,854
157	Elderly Services (38)	18.25	1,500	2,408,591	2,410,091	1,500	2,306,885	2,308,385
	Health and Human Services Administration (136)	5.00	482,480	-	482,480	498,849	-	498,849
160	Healthy Families Polk (46)	45.00	665,006	1,787,792	2,452,798	689,965	1,847,249	2,537,214
163	Indigent Health Care (53)	40.50	-	29,924,399	29,924,399	-	30,598,746	30,598,746
166	Indigent Health Care Mandates (146)	0.00	-	13,541,532	13,541,532	-	13,968,919	13,968,919
	Indigent Healthcare Reserves (1583)	0.00	-	34,847,981	34,847,981	-	34,964,247	34,964,247
168	Jail Mental Health - Substance Abuse (143)	0.00	189,100	-	189,100	15,000	-	15,000
170	Rohr Home (52)	56.50	-	4,908,226	4,908,226	-	5,046,917	5,046,917
	Rohr Home Reserves (1584)	0.00	-	14,010	14,010	-	249,761	249,761
173	Social Services - Emergency Food & Shelter Program (147)	0.25	22,406	15,000	37,406	22,854	15,000	37,854
	Transit Services/Paratransit, Rural Fixed Routes (183)	0.00	1,687,285	49,944	1,737,229	1,687,285	-	1,687,285
175	Veterans Services (41)	6.00	405,290	-	405,290	418,886	-	418,886
	Subtotal	187.25	4,453,888	87,651,863	92,105,751	4,361,087	89,148,112	93,509,199

Basic Needs

Appropriations	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	9,604,301	9,283,000	9,149,653	9,445,071
Operating Expenses	13,162,248	25,986,178	22,959,156	23,321,726
Capital Expenses	992,041	336,367	58,944	9,000
Grants And Aids	23,342,592	22,167,397	23,560,917	24,008,304
Transfers	1,704,706	870,780	0	0
Indirect Expense	1,072,331	1,083,529	1,188,029	1,188,029
InKind Expense	286,614	517,514	319,061	315,061
Reserves	0	23,348,315	34,861,991	35,214,008
Refunds	3,392	8,000	8,000	8,000
Total Result Area	50,168,225	83,601,080	92,105,751	93,509,199
Revenue by Fund	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	2,361,042	4,159,218	4,453,888	4,361,087
Special Revenue Grants	9,240,622	7,239,223	4,415,715	4,319,522
Indigent Health Care Funds	39,323,778	66,138,936	78,313,912	79,531,912
Rohr Home Fund	6,409,651	6,063,703	4,922,236	5,296,678
Total Result Area	57,335,093	83,601,080	92,105,751	93,509,199
Personnel				
Full Time Equivalents	250.36	188.05	187.25	187.25

TRENDS AND ISSUES

The programs in this Result Area are from the Health and Human Services Division. Citizens have indicated that they expect Polk County residents who are at risk because of health or economic status to have their basic needs met and become as self-sufficient as possible. In order to address this expectation, these programs focus on (1) providing a caring, collaborative community providing services that meet basic needs, (2) ensuring care for vulnerable members of the community, (3) promoting healthy behaviors, (4) assisting in obtaining stable livable, affordable, and supportive housing, and (5) facilitating access to sources of income.

Significant issues this year and next year include:

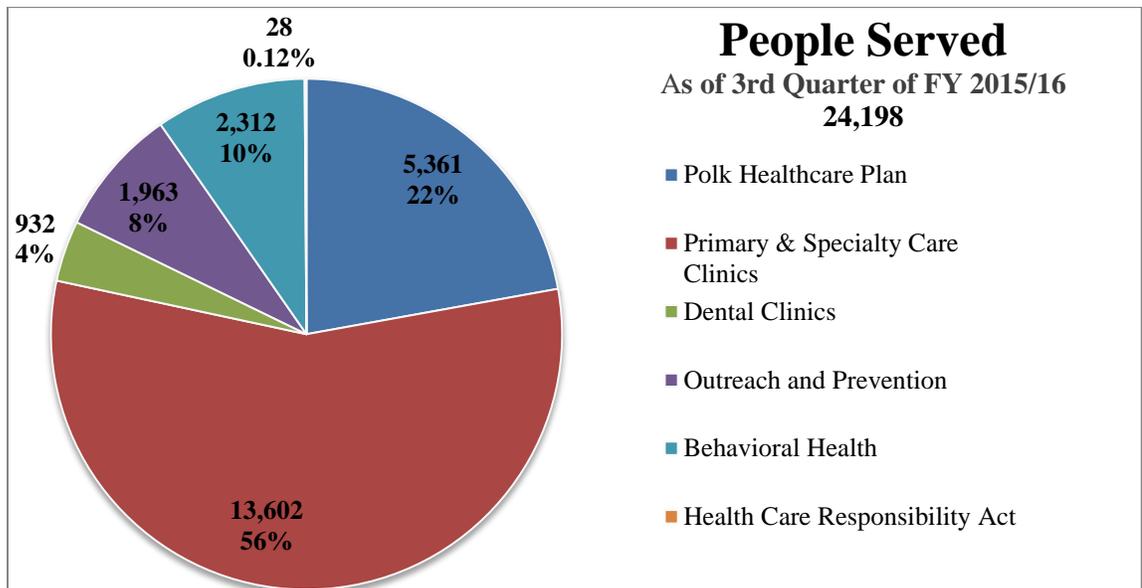
- Polk County Elderly Services (PCES) provides in-home services such as homemaking, enhanced chore, home-delivered meals, in-home and day care respite to caregivers, housing improvement, and material aid. There are 14 congregate meal sites which provide a daily hot meal and activities for seniors aged 60+, and transportation is provided to and from the meal sites. These are basic needs services that support independent living and provide opportunities for caregivers to remain employed. Currently PCES provides services to over 1,962 citizens annually through over \$2 million in Federal Older Americans Act funding to Polk County. There are currently 1,868 individuals age 60+ on the wait list for services in Polk County. Cost efficiencies achieved through staff reductions sometimes creates a challenge to keeping meal sites staffed when there is a vacancy and/or employee on vacation or sick leave. A significant issue is that the fleet of vans used for transportation to meal sites is aging and requires increased service. Effective July 1, 2015, PCES discontinued administering State funding that provides services to Polk's elderly. Elderly services works closely with the agency that now administers the State funding to assure continuity of service to clients.
- The Rohr Home provides long-term nursing care and short-term nursing and rehabilitative care to residents, and it is licensed by the Florida Agency for Health Care Administration. It is a 60-bed skilled nursing facility that has a reputation for high quality of service and care. The shift to Medicaid Managed Care and Medicare Advantage coverage has and will continue to pose barriers to accepting some residents into the Rohr Home. Slow reimbursement, particularly by Medicaid Managed Care organizations, creates temporary budgetary concerns.
- With over 57,000 veterans, Polk County has a large, highly-decorated veteran population. Polk County Veterans Services provides assistance to veterans and their families by addressing basic needs and assisting in obtaining veteran benefits, privileges, and services. The challenge is to continue providing services to the growing population of veterans. Veterans Services participates in outreach events around the County such as OEF/OIF Warrior Walk, Winter Haven's Freedom Walk, Stand Downs, and Assisted Living Facilities' events hosted by Polk County Service Organizations. During FY 14/15, while working closely with Statewide partners, over \$173 million was brought into Polk County through VA benefits. The economic impact of this revenue is nearly \$700 million based on the funds changing hands an average of four times before it leaves the County.

- This past year, Veteran Services noted a rise in surviving spouses that were eligible for VA benefits but were unaware of the availability. Veteran Services worked with Dr. Choe of Florida Healthcare, Ken Jones the state registrar, and Major John Haynes of the Florida Veterans Foundation to provide a flyer illustrating the importance of understanding Service Connected Disabilities. Polk County Veteran Services then worked with Statewide partners to address the issue. As of February 15, 2016, the Death Certificate was amended to address Service Connected Disabilities.
- Polk County Veterans Services also worked with the Florida Veterans Foundation to have four local Veterans inducted into the Florida Veterans Hall of Fame in Tallahassee. The inductees were Gerald V. Meyers, Spessard Holland, J.J. Corbett, and Lawton Chiles Jr.
- Veteran Services also updated its access to the VA system by contracting with VetraSpec which gives direct access to its computer system.
- Polk County Transit Services and Lakeland Area Mass Transit have successfully consolidated operations. Several grants remain with the County. These are capital grants which include bus shelters and bus stops throughout the County. It is anticipated that these will be completed within the next fiscal year. The Health and Human Services Division will continue to collect and review invoices prior to giving them to FDOT until all billing for the previous fiscal year is complete. The Board of County Commissioners provides \$1.9 million dollars to LAMTD to match grant dollars they receive from state and federal sources.
- In FY 15/16, Healthy Families Polk provided approximately 10,965 home visits to 545 families and their 957 children with state and local match contribution funding.
- The program continued to exceed every goal for child and parent outcomes including:
 - 98% of children in families served were free from abuse during services and one year following program completion
 - 98% of children were connected to a primary healthcare provider
 - 89% of participant improved their self-sufficiency by gaining employment, enrolling in job training, furthering their education, securing stable housing, or obtaining a driver's license
- The Indigent Health Care Fund (IHC) provides access to health care services for low-income eligible County residents through the Polk HealthCare Plan government assistance health care program and other collaborative efforts with public and private health care providers that are funded by a voter-approved half-cent sales tax. As of the 3rd quarter of FY 15/16, IHC provided services to over 24,198 low-income residents and funded the County share of Medicaid cost for 153,133 Medicaid-eligible residents.

Since 2008, Polk County has participated in the State's Low Income Pool (LIP) program through the IHC Fund. This program, which has benefited all stakeholders and residents of Polk County, hospitals, Federally Qualified Health Centers, County Health Department, and other non-profit agencies, leveraged approximately \$58 million in taxpayer funds to generate approximately \$83 million in additional funding in the community for health care services for the uninsured and underinsured. In 2015, the LIP

program was extended by the federal government for another two years under a redesigned model and with reductions in funding levels. These cuts result in fewer opportunities for grant-funded programs that help communities with the expenses of providing health care to the uninsured low-income residents. As a result, this places additional pressure on the IHC Fund to maintain levels of service for Polk's uninsured and underinsured. A LIP matching opportunity for FY 16/17 is currently being assessed.

The half-cent sales tax for Indigent Health Care “sunset” in 2019 and would require approval by the voters to continue. A “sunset” of this funding would mean a need to find another revenue source to fund Polk County’s share of Medicaid, Health Care Responsibility Act, and Mental Health/Substance Abuse, which are all mandated expenses paid through the IHC. By 2019, all mandates are projected to cost Polk County \$17 million. A referendum to extend the sales tax is scheduled for November 2016.



Adult Day Health Care Centers

Program Number: 188

Program Version: 10

Result Area: Basic Needs
Division: Health and Human Services
Section: Adult Day Health Care Centers

I. Program Offer Description:

Adult Day Care is a community-based program designed to meet the needs of functionally-impaired, vulnerable adults in a structured, medically-supervised, and protective environment. As a part of Social Services-Elderly, the Adult Day Health Care Program promotes a non-institutional atmosphere designed to enhance individual well-being, encourage independent functioning, and prevent further physical and cognitive deterioration. The Program is licensed through the Agency for Health Care Administration (AHCA) and is governed by Ch. 58A6.003 of the Florida Administrative Code. The Adult Day Health Care Program is an integral part of the continuum of care in meeting both health care and social needs for this special population and has been identified as a key strategy in the Polk Vision Document. This Program offers links directly to all of Basic Needs priority strategies. The ADHC Program is a care alternative that is affordable and bridges gaps in service provision.

II. Contribution to Result:

The Adult Day Health Care Program provides a variety of Basic Needs services to a vulnerable population. Through a collaborative effort with other County agencies, the Adult Day Health Care Program assists in meeting the State and Federal grant requirements for leveraging grant dollars for the provision of services. Loss of funding would impact the program's ability to meet these requirements and further adversely affect the provision of grant dollars to both Elderly Services and Transit Services, which provide support to this program.

The Adult Day Health Care Program (ADHCP) takes a holistic approach and addresses the strategies as outlined below.

#1: PROVIDE A CARING COLLABORATIVE COMMUNITY OF SERVICES THAT MEETS BASIC NEEDS:

The Adult Day Health Care Program ensures access to services by coordination with other health care providers and social service organizations, thus closing gaps in service provision. The ADHCP acts as an intake and referral coordinator for those not eligible for grant funded programs. This service allows early intervention by assisting with access to services that allow the vulnerable citizen to remain in the community.

#2: ENSURING CARE FOR VULNERABLE MEMBERS OF THE COMMUNITY:

The Adult Day Health Care Program ensures basic care and supervision for those considered vulnerable through a medically supervised day program. The Adult Day Health Care Program works collaboratively with local, state, and federal agencies to ensure that daily care is provided. The ADHCP addresses quality of life issues by providing a healthy, protective, and rehabilitative environment with coordinated care and planning with the patients' primary care physicians. The ADHCP also provides crisis stabilization for those at risk of abuse, neglect, and/or exploitation. Additionally, at the current Medicaid bed rate of \$266.61, a Medicaid reimbursement of \$2,432,816 was not paid to nursing homes in FY 14/15 because of this program.

#3: PROMOTE HEALTHY BEHAVIORS:

The Adult Day Health Care Program promotes community education in order to help those who are caregivers. The ADHCP partners with organizations that provide support groups to those in need. Through collaborative efforts with outside agencies, many caregivers are given support services that allow them to cope with the stress of caregiving. Educational trainings teach families how to form and keep healthy behaviors, thus lessening the risk of abuse and neglect.

#4: ASSIST IN OBTAINING ADEQUATE, SAFE, AND PERMANENT HOUSING:

The ADHCP assists with placement, either on a temporary or permanent basis, in what is considered to be supportive and/or emergency housing. Referrals are made to the Dept. of Children and Families for emergency housing and CARES for long term care placement. The program helps the caregiver navigate a sometimes difficult and stressful process.

#5: PROVIDE ACCESS TO A SOURCE OF INCOME:

The Adult Day Health Care Program allows the family care giver (in most cases adult children) to remain in the work force, thus contributing to the economy. The ADHCP offers a cost effective alternative to long term care and premature institutionalization. The ADHCP is a cost effective alternative with positive outcomes and a 90% favorable satisfaction survey.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Provide healthcare to a vulnerable population in a non-institutional setting.
- 2 Allow respite for the caregiver, thus extending caregivers' ability to continue providing care.
- 3 Enhance the quality of life for an adult individual by preventing social isolation and withdrawal.
- 4 Avoid premature nursing home placement and/or institutionalization through community-based services.
- 5 Allow caregiver to continue in the workforce, thus supporting the local economy.
- 6 Provide care coordination for funded and private pay clients.

Adult Day Health Care Centers

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Unduplicated Clients Annually	1-6	173	157	157	160
Average Daily Census (non Private Pay)	1-6	52	55	55	55
Average Daily Census (Private Pay)	1-6	8	8	8	8
Effectiveness Indicators:					
% of favorable facility assessment for licensing	1-6	100%	100%	100%	100%
% of favorable responses on annual client survey	1-6	90%	90%	90%	90%
Efficiency Indicators:					
Savings in community vs nursing home (Medicaid Waiver/Nursing Home Diversion)	1-6	\$90,155	\$95,320	\$95,320	\$95,320
Personnel					
Full Time Equivalents		17.00	15.50	15.50	15.50
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		0	286,640	225,907	251,386
Special Revenue Grants		27,814	0	0	0
Cash/Fund Balance Forward		0	4,481	4,481	4,481
Charges for Services		412,735	607,032	621,027	621,027
Interfund Transfer		806	0	0	0
Intergovernmental		568,766	142,826	154,388	150,388
Miscellaneous Revenue		-9	0	0	0
Total Program		1,010,112	1,040,979	1,005,803	1,027,282
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		410,863	898,153	851,415	876,894
Special Revenue Grants		599,249	142,826	154,388	150,388
Total Program		1,010,112	1,040,979	1,005,803	1,027,282
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		518,845	619,447	634,799	657,444
Operating Expenses		378,960	421,532	371,004	369,838
Transfers		806	0	0	0
Total Program		898,611	1,040,979	1,005,803	1,027,282
Significant Changes					
<p>A significant change occurred in July 2015, when Polk County's Elderly Services ceased to administer the state funded Community Care for the Elderly (CCE) and Alzheimer's Disease Initiative (ADI) programs. Polk County has an agreement to provide day care services with the new lead agency administering those funds. Staff is working closely with the new agency to assure needed service levels to ADC clients are provided.</p>					
<p>The ADCs are in the process of implementing a new system for tracking client attendance through the use of a facial recognition</p>					

Adult Day Health Care Centers

system. This system will reduce the amount of time and paperwork required to track attendance, which is directly linked to reimbursement.

Burials and Cremations

Program Number: 1411

Program Version: 8

Result Area: Basic Needs
Division: Health and Human Services
Section: Indigent Health Care

I. Program Offer Description:

The County provides for the burial or cremation of indigent and unclaimed indigent Polk County citizens. In FY 14/15, the program buried or cremated 224 persons with the cost not exceeding \$575 each. This budget is for County burials or cremation of indigent or unclaimed Polk County residents who are required to be buried or cremated at public expense as mandated by Florida Statute 406.52.

II. Contribution to Result:

The burial program is State mandated by Florida Statute 406.52 which requires counties to bury or cremate indigent and unclaimed individuals who pass away in the county. This program preserves the human dignity by providing a respectful and dignified burial or cremation for the indigent and unclaimed deceased having no funds for a proper burial. The burial program clearly demonstrates the caring, collaborative community by providing a respectful and dignified burial or cremation for the indigent and unclaimed deceased.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** ()

III. Performance Objectives:

- 1 Arrange burials
- 2 Arrange cremations
- 3 County cemetery maintenance

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of private burials requested	1	0	5	5	5
# of cremations requested	2	260	260	260	260
# of vaults requested	3	0	4	4	4
# of head stones requested	3	0	15	15	15
Effectiveness Indicators:					
# of private burials approved (up to \$575 each)	1	0	5	5	5
# of cremations approved (up to \$575 each)	2	224	230	230	230
# of vaults approved (County cemetery, up to \$500 each)	3	0	4	4	4
# of head stones approved (up to \$300 each)	3	0	15	15	15
Personnel					
Full Time Equivalents		0.25	0.25	0.25	0.25
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		138,268	148,852	149,406	149,854
Charges for Services		200	0	0	0
Total Program		138,468	148,852	149,406	149,854

Burials and Cremations

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	138,468	148,852	149,406	149,854
Total Program	138,468	148,852	149,406	149,854
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	13,628	13,852	14,406	14,854
Operating Expenses	785	0	0	0
Grants And Aids	124,055	135,000	135,000	135,000
Total Program	138,468	148,852	149,406	149,854
Significant Changes				
There are no significant changes for this program in FY 16/17 and FY 17/18.				

Elderly Services

Program Number: 38

Program Version: 10

Result Area: Basic Needs
Division: Health and Human Services
Section: Elderly Services

I. Program Offer Description:

Through care coordination, in home services, nutrition, and transportation, Elderly Services provides a variety of services to approximately 3,000 frail, elderly, and disabled Polk citizens annually. The program enhances quality of life, improves living conditions for vulnerable elders, meets basic needs, prevents premature nursing home placement, and responds to high risk Adult Protective Service referrals.

II. Contribution to Result:

A Caring, Collaborative Community that Provides Services that Meet Basic Needs:
 Elderly Services (ES) provides a wide variety of basic needs services to the elderly and disabled by leveraging over \$1.8 million in federal grants. Services are provided in partnership with caregivers, public, private, non profit, and faith based agencies with a focus on effectively and efficiently meeting basic needs and keeping the elderly and disabled living as independently as possible. Collaboration is focused on meeting needs without duplication of services.

Ensure Care for Vulnerable Members of the Community:
 Through care coordination, frail elderly and disabled citizens are connected to community resources to help them and their caregivers access and qualify for necessary services. Coordination with local public, private, and non profit agencies is conducted to find the most appropriate service(s) to meet their basic needs. Service coordination is also conducted for elders identified as "at risk for abuse, neglect, and exploitation," to assist them from crisis to stabilization. Services are based upon individual needs, which are determined during an in home interview with the elderly or disabled citizen and/or caregiver. Some services provided through ES include enhanced chore, light homemaking, grocery/pharmacy shopping, home delivered meals, congregate meals, nutrition counseling, respite (in home and at adult day care) for 24/7 caregivers, transportation to adult day care and meal sites. Service coordination for all elders and disabled clients assists them to remain in the community, prevent premature nursing home placement, and remain as self sufficient as possible.

Promote Healthy Behaviors:
 The ES Nutrition Program serves close to 18,000 meals per month. Each meal provides 1/3 of the daily recommended nutritional requirements for an elderly individual. Meals are provided through both home delivery and congregate dining settings. Congregate meals provide a daily nutritious meal and socialization for citizens 60+ who are at risk of nutritional deficiencies and social isolation. Nutrition education is provided to all meal clients. Nutrition counseling by a registered dietician is provided to clients assessed for nutritional risk or any client requesting nutrition counseling. To further aid seniors with access to healthful nutritional opportunities, transportation is provided to and from congregate meal sites for weekly grocery shopping for those with no other means of transport.

Assist in Obtaining Stable, Livable, Affordable, and Supportive Housing:
 When clients are no longer able to remain in their own homes, ES staff assists with the transition to an assisted living facility as appropriate. Additionally, coordination is provided to assist clients locate affordable and appropriate housing when circumstances require relocation.

Facilitate Access to Sources of Income:
 In-home and adult day care respite services permit caregivers to remain employed.

Additional Contributions to Results Teams:
 Economic Development: Elderly Services reimburses local home care agencies that provide the in-home services, which places a portion of the monies into the local economy.

Safety: pre and/or post disaster call downs to elderly and disabled clients identify those who need food, water, and other basic needs items. ES staff delivers identified items to clients.

Recreation & Cultural Arts: socialization and cultural/art/craft/exercise opportunities for senior citizens are available at 14 congregate meal sites located throughout Polk County.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Successfully provide services to >1,200 vulnerable and/or disabled citizens. 100% of clients are linked to community resources. 98% of clients satisfied with care coordination services. 99% of clients deemed well-managed by supervisor or peer review.
- 2 Avoid premature nursing home placement for clients through in-home services. 95% of new clients at risk of nursing home placement will remain at home for a minimum of 12 months. (average annual cost per client: \$3,948) compared to nursing home services (average annual cost per nursing home client: \$97,312).
- 3 Enhance the nutritional needs of Polk's elderly. 99% of clients satisfied with services. 66% of clients at high-risk of poor nutritional status will improve (based upon Florida Dept. of Elder Affairs standards).
- 4 Transport elders to meal sites and grocery shopping. 98% very satisfied with transportation. 97% of transportation requests filled.
- 5 Provide services to clients appropriate for facility-based respite and assure their supervision needs are met. Facility-based services will provide supervision to 100% of clients.

Elderly Services

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
In-home service hours of homemaking, respite	1	19,495	15,647	20,044	20,044
Nutrition: # of home delivered meals and congregate meals.	2	190,694	213,052	188,710	188,710
Transportation: # of trips to eligible elders.	3	30,357	36,000	30,000	30,000
ADC/Facility-based respite: # of hours.	4	12,565	3,634	7,172	7,172
Effectiveness Indicators:					
Care Coordination: % of elders/disabled clients assisted with coordination of service(s)	1	100%	100%	100%	100%
In-home Services: % of elders/disabled remaining in the community vs. nursing home placement	2	95%	95%	95%	95%
Facility-based respite: % of elders/disabled clients having supervision needs met	3	100%	100%	100%	100%
Transportation: % of trips to eligible elders	4	100%	100%	100%	100%
Adult day care: % of elders/disabled clients having supervision needs met	5	100%	100%	100%	100%
Efficiency Indicators:					
Coordination of services to maintain elders/disabled in community vs. nursing home placement: annual per person savings	1	\$83,856	\$94,213	\$95,320	\$95,320
Nutrition: fully allocated cost per meal.	2	\$6.90	\$6.96	\$7.15	\$7.15
Personnel					
Full Time Equivalents		35.56	18.25	18.25	18.25
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		31,800	0	0	0
Cash/Fund Balance Forward		0	164,397	15,609	15,809
Charges for Services		51,876	7,500	7,500	7,500
Interfund Transfer		311,022	0	156,666	160,354
Intergovernmental		2,828,962	1,917,015	1,971,055	1,869,461
Miscellaneous Revenue		46,664	44,049	45,050	45,050
Others (Centrl I/D Inkind/Othr)		454,055	212,705	214,211	210,211
Total Program		3,724,379	2,345,666	2,410,091	2,308,385
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		35,937	1,500	1,500	1,500
Special Revenue Grants		3,688,442	2,344,166	2,408,591	2,306,885
Total Program		3,724,379	2,345,666	2,410,091	2,308,385

Elderly Services

Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	947,435	660,174	652,130	671,312
Operating Expenses	2,098,802	1,472,787	1,543,750	1,426,862
Grants And Aids	51,363	0	0	0
Transfers	311,022	0	0	0
InKind Expense	286,614	212,705	214,211	210,211
Refunds	1,334	0	0	0
Total Program	3,696,570	2,345,666	2,410,091	2,308,385

Significant Changes

Elderly Services had a reduction in staff due to the County no longer administering Community Care for the Elderly SGR grants, leaving the federal Older Americans Act funding the primary source for services. Reorganization of staff and assignments after the loss of the state grants has occurred, and staff is successfully providing services and maintaining compliance with federal Older Americans Act guidelines.

The Board has voted to contribute funding over the next two years in order to maintain continuity of the program.

Healthy Families Polk

Program Number: 46

Program Version: 10

Result Area: Basic Needs
Division: Health and Human Services
Section: Healthy Families

I. Program Offer Description:

Healthy Families Polk is a nationally accredited, statewide program that is proven to prevent child abuse and neglect before it ever starts. Defined by more than 20 years of research, Healthy Families Polk provides community-based home visitation services focused on promoting child health and development and positive parent-child interaction. Healthy Families Polk is modeled after the highly-successful Healthy Families America Initiative that is in most states, the District of Columbia, and Canada.

II. Contribution to Result:

Expectant families and families with newborns who live in Polk County are offered a voluntary assessment by a trained professional to determine if there is a need for long-term home visiting services. The voluntary assessment is conducted either in the home or in the hospital and is designed to weigh risk factors associated with poor childhood outcomes that can be addressed by Healthy Families services. If a family does not need intensive home visiting services or is not interested in participating in Healthy Families, the family is offered referrals to connect them to other services they may need. Families that are offered and accept services are provided a trained family support worker to work with them in their home.

Home visits are designed to enhance parents' ability to create stable and nurturing home environments and help develop positive parent-child relationships by:

- 1 working with parents to build on their existing strengths and minimize potentially harmful behavior
- 2 conducting home safety assessments
- 3 modeling positive interaction with the participant's child
- 4 helping parents understand their child's capabilities at each developmental stage
- 5 providing parents with greater knowledge of alternative forms of discipline
- 6 helping parents develop skills to increase their sensitivity and responsiveness toward their child's needs and cues
- 7 helping parents cope with the everyday stress of raising a child by listening to their concerns and providing information on stress management
- 8 helping families build natural support systems by connecting them to peer support groups, faith-based organizations, and neighborhood groups
- 9 developing family support plans to help families set and achieve goals that lead to greater self-sufficiency
- 10 helping parents better manage their lives through life skills

In addition, home visits promote child health and development and help ensure that the families' social and medical needs are met by:

- 1 linking the parents and children to a medical home
- 2 motivating parents to access prenatal care, timely well-baby care, and to get their child's immunizations according to schedule
- 3 helping mom understand the importance of taking care of her own physical, emotional, and social needs
- 4 helping mom and dad prepare for the birth of their baby
- 5 linking families to other services in the community they may need beyond home visiting services such as mental health, substance abuse, and domestic violence services
- 6 educating parents on the benefits of spacing between pregnancies
- 7 providing developmental screenings to help detect potential delays and making referrals to appropriate services to address suspected delays.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 At least 80% of all assessments will occur prenatally or within the first two weeks of the baby's birth.
- 2 At 6 months of age, 90% of the target children will be linked to a medical provider.
- 3 Employment, job training, or improved education will be acquired by 80% of the participants completing the program. (Polk Vision: V. Quality of Life; E. Social Services: #1)
- 4 Overall satisfaction of home visiting services will be reported by 95% of the families.
- 5 Less than 4 incidences of verified maltreatment will be reported among participants. (Polk Vision: V. Quality of Life; E. Social Services #6)

Healthy Families Polk

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of assessments completed	1	588	724	700	700
# of children linked to a medical provider	2	252	216	50	50
# Participants completing program who improve education level, receive job or training, or obtain employment	3	39	38	50	50
# of families reporting satisfaction with program services	4	162	94	250	250
# of reports of verified child maltreatment	5	0	0	10	10
Effectiveness Indicators:					
% of assessments completed prenatally or within 2 weeks of birth	1	93%	96%	80%	80%
% of children linked to a medical provider	2	100%	98%	90%	90%
% of participants completing program who improve education level, receive job or training, or obtain employment	3	82%	89%	80%	80%
% of families satisfied with program services	4	99.4%	94%	95%	95%
% of reports of verified child maltreatment	5	<1%	0%	4%	4%
Efficiency Indicators:					
Annual cost for a family enrolled in the program		\$1,882	\$2,000	\$2,000	\$2,000
Cost savings for children enrolled in program vs. taxpayer cost to care for abused children		\$70,074	\$102,960	\$102,960	\$102,960
Personnel					
Full Time Equivalents		36.00	45.00	45.00	45.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		637,019	666,620	662,506	687,465
Cash/Fund Balance Forward		0	37,483	151,542	210,999
Charges for Services		905	0	0	0
Interfund Transfer		677,156	222,400	222,400	222,400
Intergovernmental		907,481	1,413,850	1,309,000	1,309,000
Miscellaneous Revenue		938	2,500	2,500	2,500
Others (Centrl I/D Inkind/Othr)		10,778	131,062	104,850	104,850
Total Program		2,234,277	2,473,915	2,452,798	2,537,214
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		638,862	669,120	665,006	689,965
Special Revenue Grants		1,595,415	1,804,795	1,787,792	1,847,249
Total Program		2,234,277	2,473,915	2,452,798	2,537,214

Healthy Families Polk

Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	1,477,336	2,038,165	2,047,123	2,122,546
Operating Expenses	320,445	304,688	300,825	309,818
Transfers	436,496	0	0	0
InKind Expense	0	131,062	104,850	104,850
Total Program	2,234,277	2,473,915	2,452,798	2,537,214

Significant Changes

In Fiscal Year 2015-16, a statewide funding increase expanded the number of families contracted to serve in Polk County from 506 to 602 families annually.

Indigent Health Care

Program Number: 53

Program Version: 10

Result Area:	Basic Needs
Division:	Health and Human Services
Section:	Indigent Health Care

I. Program Offer Description:

The Health and Human Services Division administers the County's Indigent Health Care program funded by a half-cent sales surtax. The Indigent Health Care serves as a safety net program that provides access to health care services for low-income uninsured County residents who qualify for services. The division manages a delivery system with three different methods of care: 1. The Polk HealthCare Plan (PHP) is a comprehensive program that serves County residents with incomes up to 100% of poverty through a network of providers. 2. Local community partners: serve those with incomes up to 200% of poverty who don't qualify for the PHP. 3. State mandates: for Medicaid, Health Care Responsibility Act (HCRA), Mental Health Substance Abuse (MHSA), and Florida Department of Health (FDOH). The Polk County's Indigent HealthCare is administered pursuant to Polk County Ordinance No. 03 89, adopted by the BoCC on December 3, 2003 and amended in 2011.

II. Contribution to Result:

With approximately 15% of the population uninsured, many low-income residents face socioeconomic challenges resulting in limited access to health insurance. Through the Indigent Health Care Surtax, Polk County's health care safety net program served more than 42,867 low-income residents during FY 2014/2015, which is 75% of the uninsured population at or below 200% of the Federal Poverty Level, and funded the County share of Medicaid cost to 152,236 Medicaid-eligible residents in Polk County. Indigent Health Care contracts with approximately 100 primary care providers, 250 specialty providers, 5 hospitals, and 20 community partners. The community partners assist with primary and specialty care, prescription assistance, dental care, teen pregnancy education, mental health, and substance abuse. Through collaborative efforts with public and private health care providers, the BoCC has increased access to health care for the uninsured. The County has successfully demonstrated that the safety net model is an effective approach in addressing healthcare disparities among uninsured residents. The program serves individuals that remain uninsured.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** () **Local** (X)

III. Performance Objectives:

- 1 Provide a comprehensive Polk Healthcare Plan to indigent residents of Polk County with incomes at or below 100% of the Federal Poverty Levels.
- 2 Provide an alternative, convenient, and cost-effective method of health care to indigent residents of Polk County with incomes at or below 200% of Federal Poverty Levels.
- 3 Provide funding for mandated services as required by Florida Statute.
- 4 Provide access and services of the CareScope system to community partners and other agencies for eligibility determination and client data reporting.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of people interviewed for PHP	1	12,140	12,000	12,000	12,000
# of social case management services	1	555	500	500	500
# client referrals to other agencies	1,2	3,971	3,900	3,900	3,900
# of applications for transportation disadvantage	1	435	500	500	500
# of PHP medical claims processed	1	105,788	109,000	109,000	109,000
# of PHP preauthorization's processed	1	17,609	20,000	20,000	20,000
# of phone inquiries	1,2,3,4		80,000	80,000	80,000
# of IHC work tickets for CareScope	1	151	400	400	400
# of community partners work tickets for CareScope	4	75	200	200	200
# of communication events	1,2,4			25	25
Effectiveness Indicators:					
# PHP members YTD	1	6,304	7,000	7,000	7,000
# PHP average monthly enrollment	1	4,462	5,000	5,000	5,000
# of services provided by PHP	1	302,709	300,000	300,000	300,000
# unique residents served by local community partners (Non Mandated and not PHP)	2	26,601	30,000	45,000	45,000
# of services provided by local community partners (Non Mandated and not PHP)	2	221,490	230,000	240,000	240,000
# of agencies using CareScope	4	13	15	17	17
Efficiency Indicators:					
County ROI for PHP	1	\$6	\$6	\$6	\$6
County ROI for community partners services	2	\$7	\$8	\$8	\$8
Personnel					
Full Time Equivalents		40.50	40.50	40.50	40.50

Indigent Health Care

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Indigent Health Care Funds	20,163,639	30,473,603	29,457,354	30,046,972
Charges for Services	111	0	0	0
Interest	396,009	259,975	357,795	439,246
Miscellaneous Revenue	286,856	15,619	109,250	112,528
Total Program	20,846,615	30,749,197	29,924,399	30,598,746
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	111	0	0	0
Indigent Health Care Funds	20,846,504	30,749,197	29,924,399	30,598,746
Total Program	20,846,615	30,749,197	29,924,399	30,598,746
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	1,972,712	2,299,332	2,434,946	2,511,769
Operating Expenses	6,415,677	18,529,750	18,625,448	19,202,972
Capital Expenses	1,267	0	0	0
Grants And Aids	11,847,612	9,299,681	8,170,100	8,190,100
Indirect Expense	609,236	620,434	693,905	693,905
Total Program	20,846,504	30,749,197	29,924,399	30,598,746

Significant Changes

Program budget changed effective fiscal year 2016/2017 to move Indigent Health Care mandated services from program #53 (Indigent Health Care) to program #146 (Indigent Health Care Mandates).

Program #146 name changed from Social Services Medicaid to Indigent Health Care Mandates. This change was made in order to put together health care mandated services.

Since 2008, Polk County has participated in the State's Low Income Pool (LIP) program through the IHC Fund. This program, which has benefited all stakeholders and residents of Polk County, hospitals, Federally Qualified Health Centers, the County Health Department, and other non profit agencies, leveraged \$58 million in taxpayer funds to generate \$83 million in additional funding for health care services for the uninsured and underinsured. The LIP program was extended by the federal government for another two years under a redesigned model with reductions in funding levels. These cuts result in fewer opportunities for grant-funded programs that help communities with the expenses of providing health care to the uninsured low-income residents. This places additional pressure on the IHC Fund to maintain levels of service for Polk's uninsured.

Currently, Polk residents eligible for Polk HealthCare Plan (PHP) are not eligible for Medicaid nor subsidies, leaving them in the "coverage gap." Residents that fall within the health care coverage gap may be eligible for services through the Polk HealthCare Plan. Additionally, other contracted public private agencies provide services to County residents that do not qualify for Medicaid, the healthcare marketplace, or the Polk HealthCare Plan.

Collection of the ½ cent sales surtax for indigent healthcare is scheduled to sunset in 2019. Extending the sales surtax relies on a voter-approved referendum. If future sales surtax referenda fail, program reserves may allow services to be provided until 2021, depending on levels of service plans approved by the Board. A sunset of this funding would mean a need to find another revenue source to fund Polk County's share of Medicaid, the Health Care Responsibility Act, Mental Health/Substance Abuse, and the Florida Department of Health programs. Continuing the sales surtax provides a dedicated funding source for providing medical care to indigent residents, including mandated programs, without placing the burden on ad valorem property taxes.

Indigent Health Care

The County will continue to monitor the State Legislature for policy changes that will affect future planning regarding the Affordable Care Act, Medicaid expansion in Florida and Polk County Indigent Health Care. Once health care marketplace enrollment numbers and new Medicaid enrollment numbers are released, IHC administration will reevaluate health care coverage access and opportunities for Polk County for ongoing community health care planning efforts.

Indigent Health Care Mandates

Program Number: 146

Program Version: 10

Result Area:	Basic Needs
Division:	Health and Human Services
Section:	Indigent Health Care

I. Program Offer Description:

The Health and Human Services Division administers the County's Indigent Health Care program funded by a half-cent sales surtax. The program provides access to health care services for low-income uninsured County residents who qualify for services. The division manages a delivery system with three different methods of care: The Polk Health Care Plan, local community partnerships, and state-mandated health services.

II. Contribution to Result:

Polk County's mandated health services are: 1) Medicaid is a jointly-funded health program for eligible low-income individuals. Chapter 409.915 of the Florida Statutes requires each county to match funds provided by the Medicaid program. 2) The Health Care Responsibility Act (HCRA) for indigent patients places the ultimate financial obligation for an indigent patient's out-of-county emergency care on the county in which the indigent patient resides. Chapter 154, Sections .301 - .331, Florida Statutes, and Rule Chapter 59H-1.001-015, Florida Administrative Code. 3) Alcohol, drug abuse, and mental health services provided in Polk County by Tri-County Human Services (TCHS), and Peace River Center (PRC). Chapter 394.76 of the Florida Statutes requires local match participation on a 75-to-25 state-to-local ratio for contracted community alcohol and mental health services and programs, in accordance with the Tenth Judicial Circuit of Florida. 4) The County Health Department (FDOH) was created to promote public health, control of eradication of preventable diseases, and provision of primary health care for low-income population. Pursuant to Chapter 154 of the Florida Statutes to "promote, protect, maintain, and improve the health and safety of all citizens and visitors of the state through a system of coordinated county health department services.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** ()

III. Performance Objectives:

- 1 Provide County local contribution for Medicaid.
- 2 Pay for indigent patients' out-of-county emergency care per HCRA.
- 3 Provide County local contribution for patient access to alcohol, drug abuse, and mental health services.
- 4 Provide contribution to County Health Department mandated to promote public health, control of eradication of preventable diseases, and provision of primary health care for the low-income population.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of Medicaid eligible in Polk County	1	152,236	153,000	153,000	155,000
# of HCRA applications	2	61	70	70	70
# of HCRA claims processed	2	19	60	60	60
# Crisis Stabilization Unit (CSU) bed units available in PRC	3	30	30	30	30
# detox bed units available in TCHS	3	20	20	20	20
# MH/SA men bed residential units available in TCHS	3	55	55	55	55
# MH/SA women bed residential units available in TCHS	3	10	10	10	10
# BH/MH/SA outpatient clinics available by TCHS	3	5	5	5	5
Effectiveness Indicators:					
# of people served by TCHS	3	737	700	700	700
# of people served by PRC	3	1,639	1,500	1,500	1,500
# of people served by FDOH (base on 2% of their core services)	4	12,386	12,502	12,502	12,502
Efficiency Indicators:					
County ROI for PRC	3	\$9	\$9	\$9	\$9
County ROI for TCHS	3	\$2	\$2	\$2	\$2
County ROI for FDOH	3	\$10	\$10	\$10	\$10
Personnel					
Full Time Equivalents		0.00	0.00	0.00	0.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Indigent Health Care Funds		11,310,406	12,197,846	13,541,532	13,968,919
Total Program		11,310,406	12,197,846	13,541,532	13,968,919

Indigent Health Care Mandates

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Indigent Health Care Funds	11,310,406	12,197,846	13,541,532	13,968,919
Total Program	11,310,406	12,197,846	13,541,532	13,968,919
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Grants And Aids	11,310,406	12,197,846	13,541,532	13,968,919
Total Program	11,310,406	12,197,846	13,541,532	13,968,919

Significant Changes

Program budget changed effective fiscal year 2016/2017 to move mandated services from program #53(Indigent Health Care) to program #146(Indigent Health Care Mandates).

Program #146 name changed from Social Services Medicaid to Indigent Health Care Mandates. This change was made in order to consolidate under one program funds allocated for health care mandated services.

In FY 11/12, the State Medicaid program was moved out of the General Fund into the Indigent Health Care Fund to ensure adequate Polk County Medicaid financing. On May 1, 2013 the Senate included a conforming bill that replaced the Medicaid County billing methodology to a new cost sharing system that will increase the County share of cost.

County contributions to Medicaid are mandated by Florida Statute 409.915.

For State FY 16/17, Polk County anticipates to pay \$10,797,892 from the ½ cent sales tax for the local Medicaid match. Polk County's expenditure from this mandate will steadily increase each year. This mandate would be paid from the General Fund if the ½ cent sales tax did not exist. The IHC tax also provides funding for other mandated health care programs including alcohol, drug abuse, and mental health services and programs pursuant to Section 394.76 of the Florida Statutes and the Florida Department of Health in Polk County to promote public health, control and eradicate preventable diseases, and provide primary care for special populations of residents pursuant to Section 154.01(2).

Jail Mental Health - Substance Abuse

Program Number: 143

Program Version: 10

Result Area: Basic Needs
Division: Health and Human Services
Section: Indigent Health Care

I. Program Offer Description:

Tri-County Human Services provides services to inmates in the jail system per Florida Statute 893.165: 1)In-Jail Substance Abuse evaluations by Masters level counselor that will conduct a face-to-face clinical interview with each client, including brief mental exam and psycho-social assessment. 2)Treatment Program called Jail Alternatives to Substance Abuse (JASA) to inmates with admitted substance abuse problems and co-occurring disorders: Services are delivered in two cohorts of 32 participants each for a total of 64 adult males per year. Inmates will participate in the program up to six and not more than twelve months. The types of services delivered will include psycho-social assessments, individualized treatment plans, therapeutic group and individual counseling sessions, alcohol and drug education, urine screening, OED classes if available, case management, and aftercare services. Inmates participate in 12-step program, a post-release treatment plan, and aftercare services.

II. Contribution to Result:

This program connects and maximizes community resources to provide services and move vulnerable populations toward an improved quality of life. This is accomplished by providing co-occurring mental health/substance abuse evaluations and treatment to incarcerated clients referred by the Public Defender and/or court approved and assigned defense attorney. This improves the quality of life for participants who complete the In Jail Substance Abuse Treatment Program, reduces recidivism, and helps them to become self-sufficient. These mental health services help assure integrated and accessible care and a partnership between provider and clients. Clients who complete the treatment may be able to reduce the associated preventable disease, death, violence, injury, and criminal activity through changed behavior and reduce escalating health care costs, low worker productivity, and homelessness.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** ()

III. Performance Objectives:

- 1 Provide substance abuse and/or co-occurring mental health/substance abuse evaluations to incarcerated clients referred by the Public Defender and/or court-approved and assigned defense attorney.
- 2 Improve the quality of life for participants who complete the In-Jail Alcohol Substance Abuse Treatment Program and reduce recidivism.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of persons referred for evaluations in the Polk County Jail system	1	83	70	70	70
# of inmates who graduate from the JASA program	2	170	140	140	140
# of inmates who left the program prior to completion	2	93	30	0	0
Effectiveness Indicators:					
# of persons evaluated upon referral from the Polk County Jail system	1	83	70	70	70
% of JASA graduates to remain out of the criminal justice system for a year	2	78%	98%	98%	98%
% of JASA graduates to remain out of the criminal justice system for 3 years	2	88%	90%	98%	98%
Efficiency Indicators:					
# of admissions to JASA	2	356	150	150	150
savings to taxpayers for every 50 graduates (independent audit)	2	\$1,260,000	\$1,260,000	\$1,260,000	\$1,260,000
# of services provided	2	11,000	10,000	10,000	10,000
Personnel					
Full Time Equivalents		0.00	0.00	0.00	0.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		257,833	180,500	174,100	0
Charges for Services		12,010	15,000	15,000	15,000
Total Program		269,843	195,500	189,100	15,000

Jail Mental Health - Substance Abuse

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	269,843	195,500	189,100	15,000
Total Program	269,843	195,500	189,100	15,000
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Operating Expenses	269,843	195,500	189,100	15,000
Total Program	269,843	195,500	189,100	15,000

Significant Changes

Tri-County Human Services estimated that JASA program saved the County approximately \$3,660,000 for this past fiscal year.

The JASA program is being funded with \$180,500 in one-time money in FY 15/16 and \$174,100 in FY 16/17; no decision has been made for FY 17/18 and beyond.

The In Jail Evaluation program is being funded with \$15,000 in revenue that is distributed to the County from the Clerk of Courts pertaining to Florida Statute 893.165 regarding assessments on alcohol and drug abuse criminal charges.

Rohr Home

Program Number: 52

Program Version: 11

Result Area: Basic Needs
Division: Health and Human Services
Section: Elderly Services

I. Program Offer Description:

The Rohr Home provides high-quality twenty-four hour skilled nursing services to the residents of Polk County. Consistently ranked among Florida's best providers by the American Health Care Association, the Rohr Home has been committed to excellence for more than forty years. Licensed therapists provide physical, occupational, and speech therapy, helping residents to achieve maximum functional capacity and return home in the shortest possible time. As a locally-operated facility, the Rohr Home not only delivers healthcare to the aging and convalescing but also generates jobs and income for the residents of Polk County. Additionally, the facility serves as an opportunity for the elderly and convalescing to remain connected to the community through numerous volunteer and clinical training programs for local area schools and colleges.

II. Contribution to Result:

Built in 1962 as a retirement home, the Rohr Home has been maintained and upgraded into a Skilled Nursing Facility (SNF). Through improvements to the structure and programs, as well as the dedicated staff of the facility, it serves as an example of modern, high-quality, and humanistic long-term care by currently being a five-star rated facility. The Rohr Home is operated profitably from Medicare, Medicaid, private insurance, and private pay funding streams. As a skilled nursing facility receiving public funds, the Rohr Home is regulated by the Agency for Healthcare Administration (AHCA), Centers for Medicare and Medicaid Services (CMS), as well as the Florida Department of Health and Polk County Board of County Commissioners (Board). Other monitoring bodies include Florida Long Term Care Ombudsman Program, a division of the Florida State Department of Elder Affairs, and Polk County's Clerk of Court, auditor to the Board.

Services made available to both long- and short-term residents and their families, when applicable, include:

- 24-hour continuous care by licensed nursing staff
- Residential needs, including dietary, housekeeping, and laundry services
- Scheduled/onsite physical therapy, occupational therapy, and speech therapy rehabilitative services, and scheduled/onsite optometrist visits
- Scheduled/onsite podiatrist visits
- Scheduled/onsite registered dietician visits
- Scheduled/onsite pharmaceutical services
- Scheduled/onsite laboratory and radiology services
- Scheduled/onsite mental health and social worker services
- Scheduled/onsite and offsite social events
- Scheduled/onsite salon services for men and women residents by a professional hairdresser
- Wound care
- Daily activities to maximize cognitive functioning
- Weekly spiritual services for multiple religious denominations
- Maintenance of resident personal spending accounts for personal items and services
- Application services for financial assistance programs
- Home Health programs

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Provide the finest resident-centric long-term and rehabilitative care, enabling each resident to realize their highest levels of physical, mental, and psycho-social well-being.
- 2 Serve as a model of modern, quality, long-term and rehabilitative care, thereby attracting residents and families in need of services, plus volunteers and students who seek practical experience in long term and rehabilitative care.
- 3 Operate in a fiscally-responsible manner to ensure long-term viability as a service to the citizens of Polk County.
- 4 Comply with all federal, state, and local regulatory/oversight agencies in a manner that meets or exceeds mandated expectations for positive outcomes, including safety, quality of life, and financial stability.

Rohr Home

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Average Daily Occupancy %	1,2,3	91%	96.8%	96.8%	96.8%
Annual Hours of Activities and volunteers Provided	1,2,4	2,403.25	1,404	1,404	1,404
Average # of Disaster Drills performed annually	1,2,4	4	4	4	4
Average # of Clinical Staff Hours annually	1,2,4	80,012.30	86,640	86,640	86,640
Average # of Support Staff Hours annually	1,2,4	34,937.60	37,024	37,024	37,024
Effectiveness Indicators:					
# of Regulatory or Third Party Quality Inspections annually	4	4	4	4	4
# of Reg. or Quality Inspections with Negative Findings	2,4	0	0	0	0
# of Internal Quality Improvement Audits annually	2,3	12	12	12	12
% of Satisfaction - Annual Resident Satisfaction Surveys	1,2	100%	98%	98%	98%
Avg Clinical Staff Education Hours Per Employee Annually	2,4	24	12	12	12
Efficiency Indicators:					
# of Complaint Investigations by AHCA Annually	1,2,3	0	0	0	0
# of Employees retained longer than a year	1,2,3	59.8	58.3	56.5	56.5
Personnel					
Full Time Equivalents		59.80	58.30	56.50	56.50
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Rohr Home Fund		1,094,052	585,726	68,609	107,586
Enterprise Funds		5,316,247	5,316,304	4,838,222	4,934,988
Interest		3,922	5,251	0	2,919
Miscellaneous Revenue		-4,570	0	1,395	1,424
Total Program		6,409,651	5,907,281	4,908,226	5,046,917
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Rohr Home Fund		6,409,651	5,907,281	4,908,226	5,046,917
Total Program		6,409,651	5,907,281	4,908,226	5,046,917
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		2,851,551	3,085,228	2,714,969	2,795,188
Operating Expenses		2,136,423	2,074,103	1,690,133	1,748,605
Capital Expenses		958,582	284,855	9,000	9,000
Indirect Expense		463,095	463,095	494,124	494,124
Total Program		6,409,651	5,907,281	4,908,226	5,046,917
Significant Changes					
<p>The first and second phase of the expansion project is now complete, which includes the expansion of the Dining, Food Prep, Lobby/Activity, and Nurses Station areas, as well as improvement of the electrical system and a larger capacity generator. The expansion of the Nurses Station provides a physician consultation area and a staff restroom. Phases 3 and 4 are currently not able to be funded. These phases include a conference room, occupational/rehabilitation therapy kitchen, and a barber/beautician salon for resident use.</p>					

Rohr Home

Because of slow reimbursements, primarily from Medicaid managed care organizations, the Rohr Home has utilized reserves for operating expenses, and temporary reductions have become necessary. Seven vacant positions are frozen. The Rohr Home will continue to meet the required staffing ratios by efficiently scheduling staff and using outside staffing agencies when necessary. As the vacant positions are vital to operations, it is anticipated that when reimbursements are at sufficient levels, the positions will be refilled.

Emergency Food and Shelter Program

Program Number: 147

Program Version: 10

Result Area:	Basic Needs
Division:	Health and Human Services
Section:	Indigent Health Care

I. Program Offer Description:

The Emergency Food and Shelter program through FEMA assists eligible County residents in increasing self-sufficiency by providing comprehensive case management, crisis intervention, information and referral, and payment of shelter and utilities. This program acts as a safety net for vulnerable individuals in need of services. The Emergency Food and Shelter Program provides short-term financial assistance for shelter and utilities to individuals and families who have a recent loss of income in an effort to meet basic living needs and to prevent homelessness. The County will request funding for this program in the amount of \$15,000 for calendar year 2016.

II. Contribution to Result:

The Emergency Food and Shelter Program provides comprehensive case management services that connect clients to available resources, close gaps in services, and unite the County with the local community. Indigent Health Care Case Managers coordinate with area agencies to meet the clients' basic needs. Through the Emergency Food and Shelter program, the County is able to pay for a month of shelter and utilities for citizens who have been laid off, thereby allowing the family or individual to maintain their residence while seeking other employment.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

1 Process EFSP/FEMA applications for assistance

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of applications for assistance requested	1		65	70	70
# of applications for assistance processed	1	15	55	20	20
# of shelter payments made	1	10	55	20	20
# of utility payments made	1	9	45	45	45
Personnel					
Full Time Equivalents		0.25	0.25	0.25	0.25
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		12,428	13,852	14,406	14,854
Cash/Fund Balance Forward		0	5,000	5,000	5,000
Intergovernmental		8,011	60,000	15,000	15,000
Miscellaneous Revenue		2,345	3,000	3,000	3,000
Total Program		22,784	81,852	37,406	37,854

Emergency Food and Shelter Program

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	14,773	21,852	22,406	22,854
Special Revenue Grants	8,011	60,000	15,000	15,000
Total Program	22,784	81,852	37,406	37,854
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	13,628	13,852	14,406	14,854
Operating Expenses	0	8,000	8,000	8,000
Grants And Aids	9,156	60,000	15,000	15,000
Total Program	22,784	81,852	37,406	37,854
Significant Changes				
The County is requesting funding for this program in the amount of \$15,000 for FY 16/17.				

Veterans Services

Program Number: 41

Program Version: 10

Result Area: Basic Needs
Division: Health and Human Services
Section: Veterans Services

I. Program Offer Description:

Provides assistance to veterans and their families by addressing a specific gap in the basic needs area and assisting in obtaining veteran monetary benefits, privileges, and services. Veterans Services facilitates programs such as compensation, pension, vocational rehabilitation, education, dependency, insurance, burial, home loan guaranty, and hospitalization benefits. It is administered through partnerships with the U. S. Department of Veterans Affairs and the Florida Department of Veterans Affairs, under Florida Statue Chapter 292.11. This program serves the identified vulnerable veteran population with monetary assistance and medical and hospitalization benefits as well as transitional benefits such as job assistance and housing with partnership agencies. Veterans programs provide a source of sustainable basic needs income along with medical care at a minimum variable cost.

II. Contribution to Result:

This program addresses the basic service needs of veterans and their families within the community. In addition, homeless veterans are provided crisis intervention, stabilization, transitional assistance, transportation, and access to medical care, thereby enhancing quality of life.

- Providing federal benefit money to low-income veterans and their families by providing pension benefits
- Providing federal monetary compensation to veterans for illness and injuries sustained by military service
- Providing federal medical and hospitalization benefits to eligible low-income veterans
- Advocating for veterans access and qualification to multiple Federal and State veteran benefit programs
- Provides crisis intervention services for "medically at risk" indigent and homeless veterans
- Facilitates federal and state benefit entitlements to education, vocational rehabilitation, and employment
- Appeals to completion disagreements with federal veterans decisions affecting veterans both above and below poverty level standards
- Offers military members access to Federal, State, and County grant-funded programs
- Advocates, as well as works in liaison with civilian and military financial centers to afford veterans receipt of disability benefits

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Performs case management as veterans' representative to procure monetary benefits as well as privileges and entitlements from the U.S. Department of Veterans Affairs
- 2 Performs benefit outreach services to non-ambulatory clients in private homes, nursing homes, and residential facilities
- 3 Performs community outreach network presentations as well as informational services to military veterans and their families through partnerships with federal, state, and local veterans' agencies
- 4 Performs outreach counseling, intervention, and stabilization and facilitates needed transitional services to veterans identified as "at risk" (low income, indigent, or homeless)

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of clients assisted for Veteran Benefits	1,2	4,276	4,300	4,300	4,300
Lead time for scheduling appointments (days)	1,2	14	11	10	10
Effectiveness Indicators:					
Annual revenue from Veteran Benefits	1,2,3,4	\$172M	\$120M	\$120M	\$122M
Comment Cards % of Positive Feedback	1,2,3,4				99%
Efficiency Indicators:					
Caseload processed per service office	1,2	1,312	1,250	1,250	1,250
Personnel					
Full Time Equivalents		5.00	5.00	6.00	6.00
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		313,191	341,230	405,290	418,886
Total Program		313,191	341,230	405,290	418,886

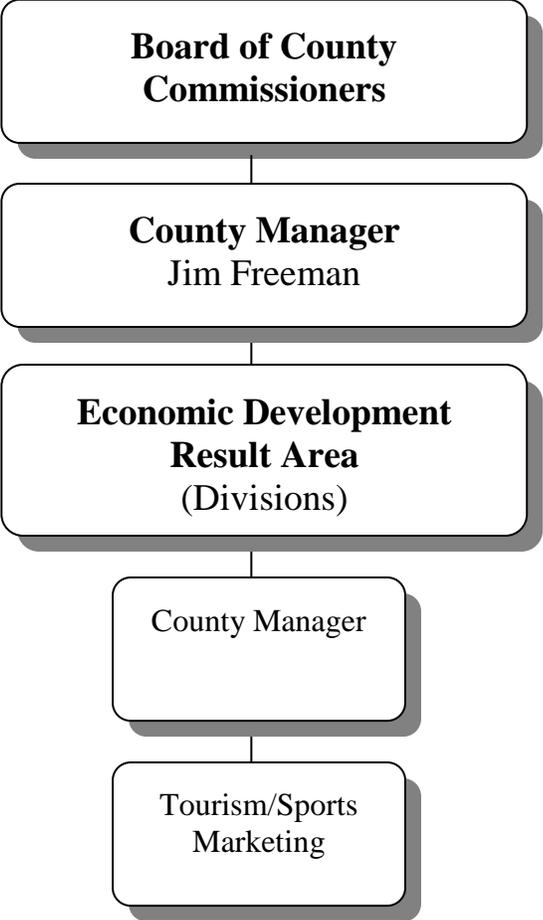
Veterans Services

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	313,191	341,230	405,290	418,886
Total Program	313,191	341,230	405,290	418,886
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	176,869	249,770	321,650	332,046
Operating Expenses	129,756	71,460	63,640	66,840
Capital Expenses	4,534	0	0	0
Grants And Aids	0	12,000	12,000	12,000
Refunds	2,032	8,000	8,000	8,000
Total Program	313,191	341,230	405,290	418,886

Significant Changes

Veteran Service Officers noted that a significant number of clients who were Surviving Spouses were eligible for Dependency Indemnity Compensation, yet were not receiving benefits. Staff called on several partners to help solve this recurring problem, including State Registrar, Ken Jones and former Director of Florida Healthcare of Polk County, Dr. Choe. With guidance from these partnerships, a change was enacted as of February 15, 2016 to the Florida Death Certificate to reference service connected disabilities. This change will benefit thousands of surviving spouses in the State of Florida. If this initiative is taken nationwide, it will benefit hundreds of thousands of surviving spouses. Polk County is the most Veteran-friendly county in the state, and Florida is the most Veteran-friendly state in the country.

An additional Veteran Service Officer is being added to the staff, thereby reducing anticipated lead time for scheduling appointments.

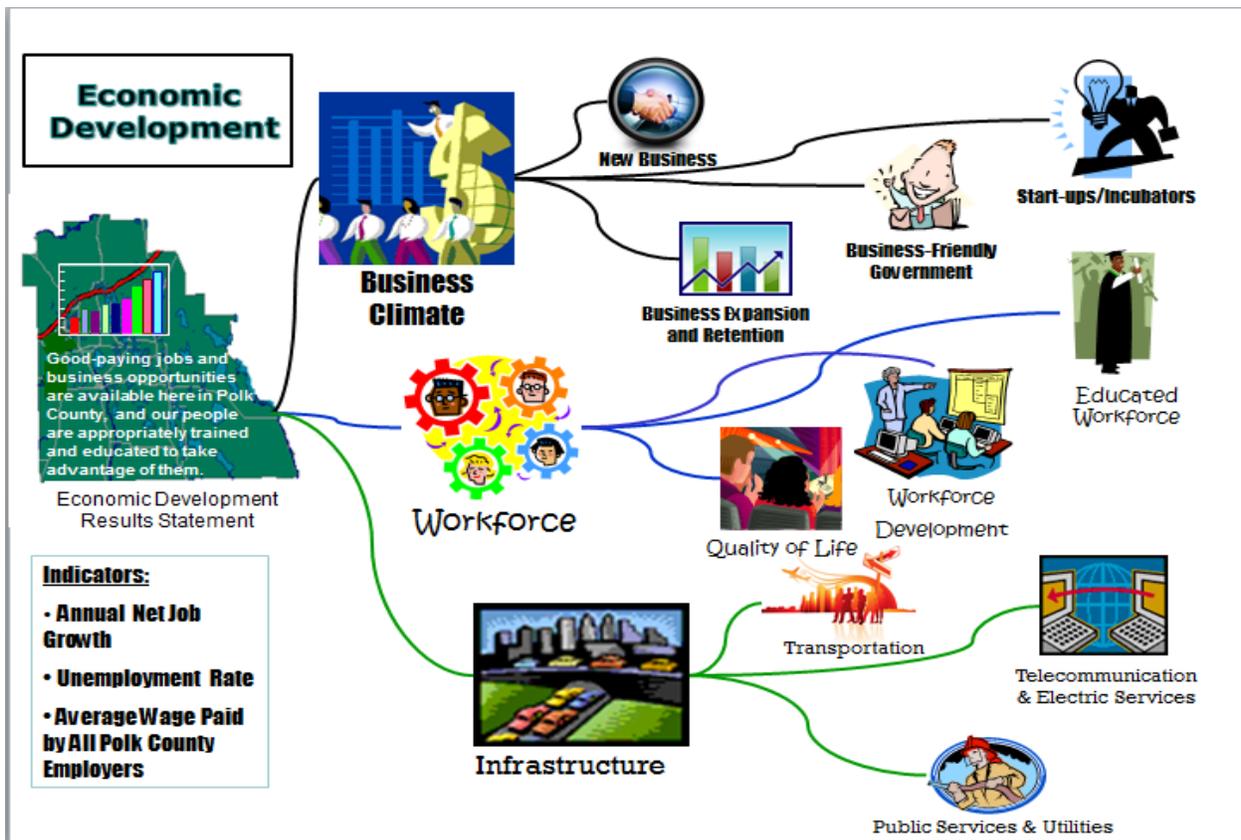


Economic Development

“Good paying jobs and business opportunities are available here in Polk County, and our people are appropriately trained and educated to take advantage of them.”

Primary Factors for Achieving the Result

As shown below on the Economic Development causal map, the primary factors affecting the Polk County Board of County Commissioners’ (BoCC) ability to meet the citizens’ expectations are (1) healthy business climate, (2) educated workforce, and (3) adequate infrastructure.



Strategies for Achieving the Result

All of the programs included in the Economic Development Result Area provide services that enhance the Economic Climate of Polk County through one or more of the following strategies:

1. Attract higher wage industries, continue to diversify our economic base, and grow our existing businesses.
2. Ensure a skilled and educated workforce exists in Polk County to support business needs today and in the future.
3. Provide a responsive and fast government.

Managing for Results

To track and report how Polk County is doing in each Result Area, a website known as Polk Performs (www.polkperforms.com) was established. As you review the programs in the Economic Development Result Area, you will see that some programs refer to Indicators of Success on the Polk Performs website. The Indicators of Success for the Economic Development Result Area are:

1. Job Growth – In any given year, even in the most prospering economy, some jobs are lost due to business closures. However, even in the worst of economic crisis, new jobs are created annually. Our job growth measure precisely takes that factor into account. Annual job growth, or the number of net new jobs created annually is calculated by taking a difference between the current year and prior year employment levels.
2. Unemployment Rate – Measurement by the Bureau of Labor Statistics (BLS) on a monthly basis on the percentage of people actively looking for a job that did not find one in the past month. The rate does not count the person who did not look for a job in the past four weeks or is so discouraged that he has stopped looking for a job. The unemployment rate represents the number of unemployed workers as a percent of the total civilian labor force. The unemployment rate may be expressed as follows: $\text{Unemployment Rate} = \frac{\text{Unemployed Workers}}{\text{Total Labor Force}} \times 100$.
3. Average Wage – The Florida Department of Economic Opportunity (DEO) publishes annual estimates for the average (mean) hourly wages of major metro areas in the state for more than 700 different occupational categories along with averages for all occupations together. Average annual wage is calculated by dividing total wages by average employment across all industries or directly from the reported average hourly wage using the formula: $\text{Average Annual Wage} = 2,080 \times \text{Average Hourly Wage for All Occupations}$.
4. Educational Attainment – Educational attainment is the single most important factor affecting household income and wealth and thus, economic development. Education is a key to building the world-class workforce meeting the challenges of the 21st century. The more advanced level of education of a population means that companies providing higher skilled and paid jobs will be interested to locate in that particular area. The statistics on education are most commonly retrieved from the American Community Survey of the U.S. Census Bureau and local School Boards.

Economic Development Indicators of Success

To review Polk County's progress related to this result area visit <http://www.polk-county.net/bocccsite/Your-Government/Performance-Dashboard>.

**ECONOMIC DEVELOPMENT
DIVISION PROGRAM SUMMARY**

Page #	Program (Program Number)	FTE	Adopted FY 16/17			Plan FY 17/18		
			General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
	Community and Small Business Assistance							
184	Community and Small Business Assistance (1705)	3.00	334,323	-	334,323	297,398	-	297,398
	Subtotal	3.00	334,323	-	334,323	297,398	-	297,398
	Economic Development							
	Economic Development Reserves/Transfers (1081)	0.00	1,610,141	-	1,610,141	1,609,445	-	1,609,445
	Economic Development Contributions (1665)	0.00	225,000	-	225,000	225,000	-	225,000
186	Economic Development (7)	0.00	1,041,424	-	1,041,424	1,066,252	-	1,066,252
188	Polk County Bonus Incentive Program (444)	0.00	3,318,252	-	3,318,252	3,105,528	-	3,105,528
	Subtotal	0.00	6,194,817	-	6,194,817	6,006,225	-	6,006,225
	Tourism/Sports Marketing							
	Tourism 5th Penny Activities/Commitments (405)	0.00	-	1,595,468	1,595,468	-	1,587,523	1,587,523
	Tourism CIP Projects (399)	0.00	-	303,000	303,000	-	-	-
	Tourism Professional Sports Facilities (310)	0.00	-	3,426,117	3,426,117	-	2,309,004	2,309,004
	Tourism Reserves/Transfers (311)	0.00	-	6,572,106	6,572,106	-	7,621,996	7,621,996
190	Tourism Development (399)	18.00	-	7,255,706	7,255,706	-	7,353,935	7,353,935
192	Visitor Services/Outpost 27 (406)	4.63	-	900,340	900,340	-	882,822	882,822
	Subtotal	22.63	-	20,052,737	20,052,737	-	19,755,280	19,755,280
	TOTAL BoCC	25.63	6,529,140	20,052,737	26,581,877	6,303,623	19,755,280	26,058,903

Economic Development

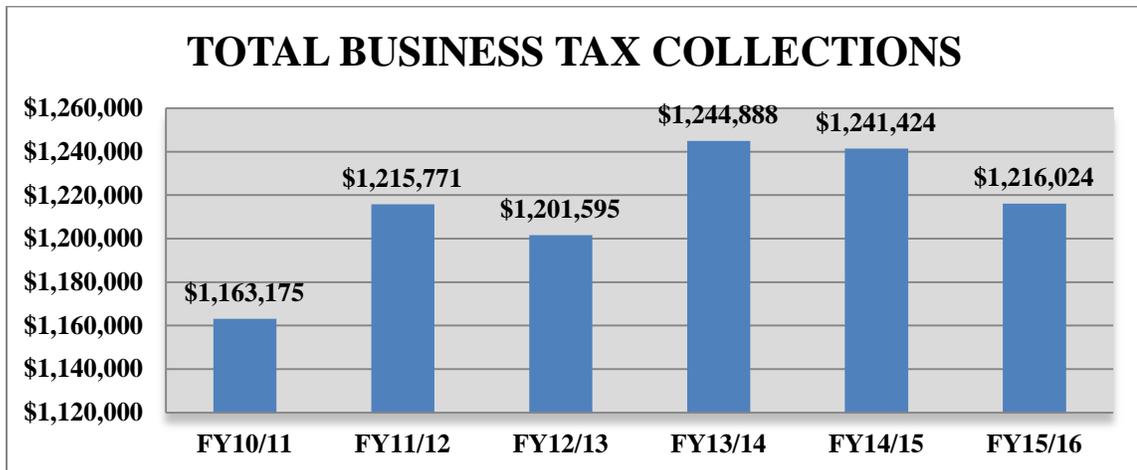
Appropriations	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	1,801,872	1,772,667	1,743,201	1,796,479
Operating Expenses	4,869,449	6,315,099	7,407,543	7,498,879
Capital Expenses	5,737	125,000	434,000	55,000
Debt Service	1,451,216	1,566,643	2,671,585	3,546,527
Grants And Aids	767,250	4,986,938	5,793,252	3,580,528
Transfers	42,000	42,000	47,000	47,000
Indirect Expense	183,041	183,041	303,049	303,049
Reserves	0	7,894,889	8,182,247	9,231,441
Total Result Area	9,120,565	22,886,277	26,581,877	26,058,903
Revenue by Fund	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	1,526,608	6,944,278	6,529,140	6,303,623
Tourism Tax Funds	9,603,636	15,941,999	20,052,737	19,755,280
Total Result Area	11,130,244	22,886,277	26,581,877	26,058,903
Personnel				
Full Time Equivalents	31.25	26.63	25.63	25.63

TRENDS AND ISSUES

The programs in this Result Area are dedicated to improving the overall economic climate in Polk County. Citizens have informed us that they expect Polk County to have good paying jobs and business opportunities available and that our people are appropriately trained and educated to take advantage of them. In order to address this expectation, these programs focus on (1) attracting higher wage industries, (2) continuing to diversify our economic base, (3) grow our existing businesses, (4) ensure a skilled and educated workforce exists in Polk County to support business needs today and in the future, and (5) provide expedited permitting for projects.

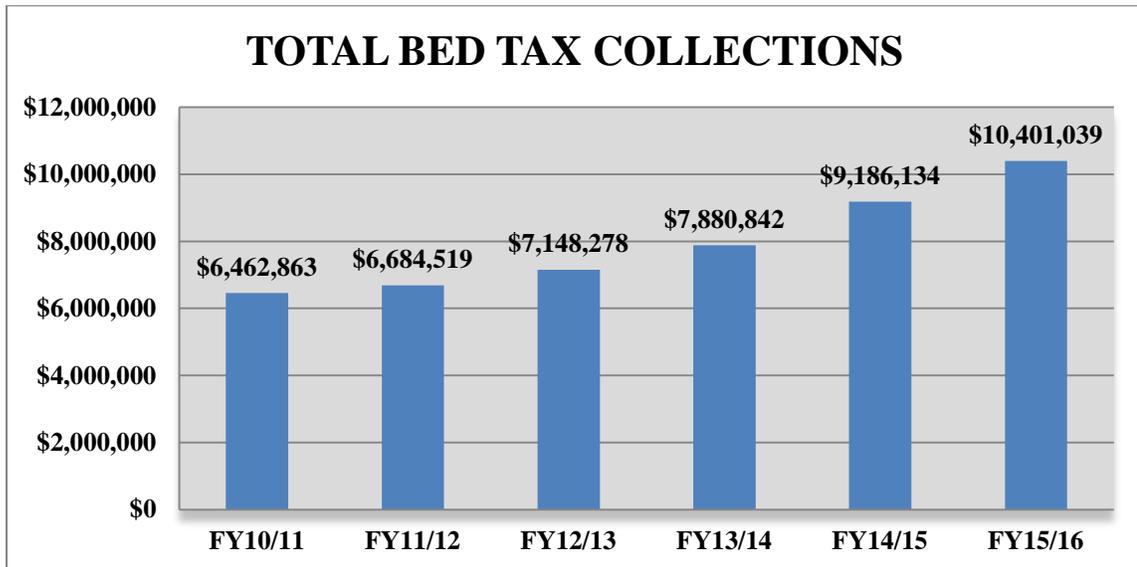
Significant issues this year and next year include:

- The direct management responsibility for economic development transitioned from County government to the Central Florida Development Council, Inc. (CFDC) on October 1, 2015. This budget reflects the Board’s direction to continue providing the same level of public funding to support the economic development program, including allocating the occupational license fee (business tax) revenue and the general revenue allocation for incentives and other economic development initiatives.



- The allocation for the Polk County Incentive Program in FY 16/17 is \$210,677. These funds are used to incentivize companies to locate in Polk County and to provide matching funds in conjunction with the State Qualified Target Industry Tax Refund Program (QTI). All unused funds are held in reserve for use in future years for the Incentive Program.
- During FY12/13, Polk County adopted an ordinance authorizing an Economic Development Ad Valorem Tax Exemption for companies locating or expanding in Polk County. Since adoption in May 2013, fifteen companies have received tax exemptions from the Board of County Commissioners creating an estimated 815 incentivized jobs while investing \$549 million. Approved exemptions are for County Ad Valorem Taxes only and are weighed to job creation and capital investment by qualifying companies.

- Tourism and sports combined are one of Polk County's top three economic engines, employing more than 20,000 citizens and generating more than \$1.5 billion in economic impact for Polk County. PCTSM focuses on two primary strategies: Driving Demand and growing quality Supply. PCTSM's demand driving strategies in FY 2015-16 set another record, generating the most Tourism Bed Tax Collections in the County's history. Five major supply-side capital improvement projects have been budgeted: The Lake Myrtle baseball complex has been completed; Tigertown renovations are scheduled to be completed by February 2017; and three (The Lakeland Center, Winter Haven's Conference Center/Fieldhouse, and the Ft. Meade Heritage and Equestrian Center) are in the planning stages, all of which will require prudent fiscal planning and cooperative efforts from several tourism stakeholders. The projects will utilize both fourth and fifth penny funds.
- The accommodations deficit is still a major issue; however, more than a dozen new hotels have either been completed, are under construction or in the permitting pipeline, and several vacation rental home projects are underway as well. PCTSM staff is continuing to actively and aggressively address this issue and seeking to improve and increase accommodation offerings in key areas of Polk County. Tourism economic development and growth in accommodations will continue to drive job creation and revenue for Polk County



Community and Small Business Assistance

Program Number: 1705

Program Version: 2

Result Area: Economic Development

Division: Community and Small Business Assistance

I. Program Offer Description:

The Community and Small Business Assistance program provides assistance in four primary areas:

1. Promote economic and community development by positioning communities for growth.
2. Providing resources for small businesses pre venture and existing to grow and succeed.
3. Coordinate and Administer the County's Ordinance for Economic Development Ad Valorem Tax Exemptions to New Businesses and Expansions of Existing Businesses and
4. Manage the active CRA's in Polk County.

II. Contribution to Result:

This program contributes to the Economic Development of communities and small businesses in Polk County. We work in collaboration with local business assistance programs in Polk County to create diversity in our economic base and assist with the expansion and retention of existing small business (Strategy 2). The continued support of the Board of County Commissioners demonstrates the county's commitment in creating and maintaining a positive "business friendly" climate that promotes economic development (Strategy 1). Our resources continue to provide residents with educational opportunities. This office assists municipalities, unincorporated areas and community redevelopment agencies in identifying challenges and finding the appropriate assistance and solutions through technical assistance and creating infrastructure that will attract and support small businesses that want to locate in the smaller communities. The Office works directly with city managers, planning officials, chambers and local Economic Development Organizations to determine the desired opportunities for growth for each community. (Strategy 4). This office administers and monitors the Ad Valorem Tax Exemption program, Polk County Business Incentive program and Qualified Target Industry Tax Refund program. (Strategy 3)

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** () **Local** (X)

III. Performance Objectives:

- 1 Provide resources that promote the creation of small and minority businesses in Polk County.
- 2 Develop resources for small businesses based on the needs of individual communities.
- 3 Work with smaller communities to identify ways to attract and support economic development.
- 4 Assist communities and small businesses with community development through grant research and innovative initiatives.
- 5 Coordinate and Administer the County's Tax Exemption Ordinance, Polk County Business Incentive program and Qualified Target Industry program.
- 6 Manage Polk County's active CRA's.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of meetings with community partners	1-4	N/A	N/A	50	50
# of outreach programs implemented with Community Partners	1-4	N/A	N/A	5	5
# of grants researched and posted for small businesses	1-4	N/A	N/A	25	25
# of community grants posted	1-4	N/A	N/A	25	25
# of community grants received	1-4	NA/	N/A	2	2
# of resource materials created for small businesses	1-4	N/A	N/A	3	3
# of resource materials created for community partners	1-4	N/A	N/A	3	3
# of AVTE companies visited and monitored	5	N/A	15	20	20
Effectiveness Indicators:					
% of communities that form outreach program for ED	1-4	N/A	N/A	100%	100%
% of communities still engaged consistently after 1 year	1-4	N/A	N/A	75%	75%
% of community grants received	1-4	N/A	N/A	100%	100%
Personnel					
Full Time Equivalents		4.00	4.00	3.00	3.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		165,958	144,190	64,323	72,398
Cash/Fund Balance Forward		0	128,905	45,000	0
Taxes		137,171	225,000	225,000	225,000
Total Program		303,129	498,095	334,323	297,398

Community and Small Business Assistance

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	303,129	498,095	334,323	297,398
Total Program	303,129	498,095	334,323	297,398
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	270,806	291,430	210,140	216,789
Operating Expenses	32,323	77,760	124,183	80,609
Grants And Aids	0	128,905	0	0
Total Program	303,129	498,095	334,323	297,398

Significant Changes

Restructuring of the Community and Small Business Assistance Office was complete in FY15/16 when two open positions were filled with a Junior and Senior Community Development Coordinator. Both positions will support community development and foster growth and economic development in the smaller communities.

The Small Business Assistance program will continue to educate and mentor small businesses in Polk County through community partnerships. These partnerships will allow greater flexibility and the ability to concentrate on creating resources for the business community based on need. The goal is to become less of a destination and more of a resource and development program for small businesses.

Community Development will be the main focus of the team. Staff now has the resources for grant research for both local communities and small businesses. We will continue to develop this program and offer as many opportunities as possible to the communities and small businesses. Staff will also strive to create opportunities for smaller communities to position themselves in a more effective manner for economic development. The creation of marketing materials and the organization of a team of community advocates will be a goal for each small community.

In addition to working with municipalities staff will also manage the County's active CRA's. Staff will assist in CRA committees specifically Eloise in creating a strategy to achieve the remaining goals of the plan and best utilize its assets.

The program is also responsible for the County's incentive program. Staff will continue to work with the Budget Office and County Attorney's Office to find ways to streamline the process and create efficiencies for Polk County businesses. Staff will also strive to develop strategies to better position the County as it works with other Economic Development Councils.

Economic Development

Program Number: 7

Program Version: 10

Result Area: Economic Development

Division: Economic Development

I. Program Offer Description:

Effective October 1, 2015 the Economic Development strategies for the County transitioned to the Central Florida Development Council, Inc. and are funded via the Business License Tax, therefore businesses fund economic development not ad valorem. Funds are a pass through in the General Revenue fund per Ordinance 09-070 section 4, passed Dec. 1, 2009 and pursuant to Florida Statute 205.033(7). Economic Development's ultimate goal is to attract businesses that provide good paying jobs to a skilled and educated workforce.

II. Contribution to Result:

Economic Development serves as a business concierge for Polk County, assisting new and existing companies in order to create new job opportunities and capital investment. For the years 2010 to 2015 Economic Development announced the creation of 3,395 total jobs including PCBI participants and \$516.2 million in capital investment. The CFDC team has continued its announcement schedule of significant projects with a wide variety of new businesses including manufacturing, fabrication and logistics companies. In addition to ED's efforts having a positive impact on the County's ad valorem revenue collection, ED also positively impacts the Polk County School Board. Over the past three years ED's efforts have added nearly \$5.2 million in ad valorem revenue to the School Boards annual budget thus providing opportunities for Polk County children to obtain a higher quality education, better compete in the global economy and be more productive citizens.

Full funding through the Business Tax collections, will allow economic development to continue its aggressive outreach to consultants and decision makers, expand the opportunities for local companies, reach out to existing industry, further our branding efforts, and create jobs. Your support of economic development will directly affect long-term economic development prospects and the County's future general revenue fund inflow by increasing ad valorem collections. Polk County citizens will gain by way of more opportunities to grow their wages and experience greater financial freedom.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** () **Local** (X)

III. Performance Objectives:

- 1 Facilitate the location of new companies or expansion of existing companies in Polk County. These are called company announcements, which are made when CFDC staff assists locating or expanding businesses with finding a site, permitting, financing, with labor and training considerations, and other such services. To be credited as an announcement, the company must have at least one of the above assistance criteria performed by staff
- 2 Facilitate the retention or expansion of existing companies.
- 3 Facilitate the creation of quality jobs for Polk County citizens.
- 4 Help generate increased capital investment for Polk County through company locations and expansions.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Monitor quarterly the terms and achievements of the Memorandum of Understanding with the Central Florida Development Council, Inc.	All	N/A	4	4	4
Effectiveness Indicators:					
# of quality jobs created, 115% of average wage	2	192	400	450	550
# of company announcements (excluding PCBI)	1	6	5	5	5
# of total jobs created by private companies (excluding PCBI)	2	413	400	450	550
\$ amount of capital investments (excluding PCBI)	3	\$66,229,000	\$50M	\$50M	\$60M
115% as a % of total jobs (excluding PCBI)	2	0%	50%	50%	50%
Efficiency Indicators:					
Total Program Cost per job created (Total program cost - Misc rev/total jobs created)	All	\$1,952.13	\$2,611.97	\$2,314.28	\$1,938.64
Ratio of capital investment per \$ of cost (Total capital investment/Total Revenue - Misc. Revenue) (ROI)	All	\$82.15	\$47.86	\$48.01	\$56.27
Personnel					
Full Time Equivalents		7.00	0.00	0.00	0.00

Economic Development

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	0	189,342	63,251	64,020
Interest	245	21	233	233
Miscellaneous Revenue	6,980	0	0	0
Taxes	1,104,252	1,005,423	977,940	1,001,999
Total Program	1,111,477	1,194,786	1,041,424	1,066,252
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	1,111,477	1,194,786	1,041,424	1,066,252
Total Program	1,111,477	1,194,786	1,041,424	1,066,252
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	336,061	0	0	0
Operating Expenses	470,168	1,194,786	1,041,424	1,066,252
Grants And Aids	205,000	0	0	0
Total Program	1,011,229	1,194,786	1,041,424	1,066,252

Significant Changes

Effective October 1, 2015 the direct management responsibility for economic development transitioned from county government to the Central Florida Development Council, Inc. (CFDC). This budget reflects the Board's direction to continue providing the same level of public funding to support the economic development program, including allocating the occupational license fee (business tax) revenues as the funding source for this program.

The Central Florida Development Council, Inc. in its first year as a totally private organization initiated new programs to promote a stronger economy, including international trade, community development, financing for small businesses, an enhanced participation at the Sun 'N Fun Fly-In and new marketing outreach.

Polk County Bonus Incentive Program

Program Number: 444

Program Version: 10

Result Area: Economic Development

Division: Economic Development

I. Program Offer Description:

The Polk County Bonus Incentive Program (PCBI) was established by the Board of County Commissioners on February 17, 2005 to help create higher paying jobs, diversify the economy and assist in the generation of capital investment by new and expanding companies.

II. Contribution to Result:

PCBI will be used to incentivize companies providing our community jobs typically paying 115% or more of the average annual wage and/or creating significant capital investment. The PCBI can and will also be used as matching funds for State Grant Programs such as the Qualified Target Industry (QTI) Tax Refund program. The incentive is based on a like calculation of the average private sector wage as used in the QTI program, and adds an incremental capital investment requirement to determine the number of jobs eligible for the PCBI incentive. The PCBI will also be used to incentivize existing company retentions or expansions to ensure they choose to expand in Polk County instead of other locations outside our County.

As of 10/18/16, a total of \$4.1 million has been committed since the program inception but only \$1,045,589 has been paid. Currently, \$2.3 million of the PCBI has been designated, but not paid out. It is incumbent that strict oversight and control of this program be maintained, as the PCBI is a limited source of dollars for incentives.

This Program is: Not Mandated (X) Mandated: Federal () State () Local ()

III. Performance Objectives:

- 1 Provide a highly competitive economic development incentive program to facilitate the recruitment of target industries and the expansion or retention of existing companies in Polk County.
- 2 Facilitate the creation or retention of higher wage jobs for Polk County citizens.
- 3 Generate increased capital investment for Polk County through company locations, expansions, or retention.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of announcements	1	4	5	6	6
# of quality jobs created (115% of average wage)	2	192	400	450	550
\$ of capital investment	3	\$22.65/Mil	\$50/Mil	\$50/Mil	\$60/Mil
Effectiveness Indicators:					
% of announcements	1	100%	100%	100%	100%
% of jobs created	2	38%	100%	100%	100%
% of capital investment	3	91%	100%	100%	100%
Efficiency Indicators:					
Ratio of Capital Investment per \$ of Cost (ROI)	3	\$321.28	\$100.00	\$237.33	\$296.15
Total Program Cost per Job Created	2	\$367.19	\$1,250	\$468.17	\$368.37
Personnel					
Full Time Equivalents		0.00	0.00	0.00	0.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		212,250	500,000	210,677	202,602
Cash/Fund Balance Forward		0	2,885,533	3,107,575	2,902,926
Total Program		212,250	3,385,533	3,318,252	3,105,528

Polk County Bonus Incentive Program

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	212,250	3,385,533	3,318,252	3,105,528
Total Program	212,250	3,385,533	3,318,252	3,105,528
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Grants And Aids	212,250	3,385,533	3,318,252	3,105,528
Total Program	212,250	3,385,533	3,318,252	3,105,528

Significant Changes

There were no significant changes for this program in FY16/17 and FY17/18.

Tourism Development

Program Number: 399

Program Version: 10

Result Area: Economic Development

Division: Tourism/Sports Marketing

I. Program Offer Description:

Market Polk County as a tourist, sports, and business destination, which generates overnight stays, increases direct expenditures, economic impact, jobs, sales and tourism tax revenue for Polk County. Enhance the economic climate and quality of life for the businesses and people of Polk County, through tourist/sports development.

II. Contribution to Result:

This program contributes to Economic Development as Tourism and sports (combined) are one of Polk County's top three economic engines; employing more than 20,000 citizens and generating more than \$1.5 billion in economic impact for Polk County. Moreover, tourism and sports are fundamentally exports, which increase the volume and velocity of money in the local economy. Several of PCTSM's projects, including LEGOLAND Florida, the Lake Myrtle Business Cluster, the Big Four Community Investment Projects, softball, lacrosse and baseball spring training, aviation expansion, and hotel recruitment and more than a dozen economic development initiatives have/are generating millions in capital investment, thousands of jobs and prosperity throughout Polk County. National and statewide statistics have verified that tourism continues to lead the economic recovery in the U.S., Florida and Polk County.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** () **Local** (X)

III. Performance Objectives:

- 1 Develop and implement a comprehensive marketing and sales program that promotes Polk County as a destination for leisure, sports and business travelers.
- 2 Increase the quantity of overnight stays in Polk County accommodations; direct expenditures from travelers; sales and tourism tax revenue.
- 3 Recruit, assist, and develop special events. Maintain cooperative partnerships with local, state, national, and international organizations.
- 4 Develop and manage corporate partnership programs that generate revenue, in-kind services, visibility and community involvement in the tourism industry.
- 5 Increase customer/client recruitment, retention and satisfaction, through customer centric initiatives.
- 6 Expand and increase the quantity and quality of tourism related economic development in Polk County.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of sports and special events recruited, assisted and managed	1,2,3,5	229	225	230	235
# of conventions, sales missions, trades shows, and consumer shows attended	1,2,3	51	45	55	60
# of meetings, conventions, group tours and reunions recruited or assisted	1,2,3	377	325	350	375
# of volunteer and intern hours	1,2,3,4	2,200	2,000	2,400	2,400
# of media releases, articles, feature stories produced	1,2	126	130	130	140
# of collateral and of in-house creative projects produced	1,2	22	20	20	20
# of FAM participants	1,2,5	95	100	150	175
# of Economic Development Projects	6	14	15	15	15
Effectiveness Indicators:					
\$ amount (gross revenue) of accommodations revenue	All	\$197,393,628	\$183,156,474	\$233,681,030	\$245,365,080
\$ amount of tourism tax collection (total new revenue)	1,5	\$9,186,134	\$10,747,777	\$11,930,033	\$12,526,534
\$ of economic benefits generated from sports and special events	1,2,3	\$134 mil	\$136 mil	\$136 mil	\$140 mil
\$ of economic benefits generated from meetings, conventions, group tours, and reunions	1,2,3	\$195 mil	\$210 mil	\$220 mil	\$250 mil
Revenue and in-kind services generated	1,2,3,4	\$346,395	\$350,000	\$365,000	\$365,000
Quantity of guides and collateral published and distributed	1,2,3,5	678,000	600,000	700,000	600,000
Hours of television and radio visibility produced	1,2,3,4	445	445	728	728
# of website unique visitors per year	1,2,5	664,893	525,000	535,000	540,000
# client leads and inquiries generated per year	1,2,5	385,000	400,000	410,000	415,000
\$ value of volunteer hours	1,2,3,5	\$22,000	\$22,000	\$24,000	\$24,000
\$ amount of non-paid media visibility generated	1,2	\$5 mil	\$4 mil	\$4 mil	\$4 mil
# of jobs created from Development projects	6	N/A	215	292	241
\$ of capital investment from Development Projects	6	N/A	\$74.5 mil	\$216 mil	\$107 mil
Efficiency Indicators:					
Sports & Special events return on investment (ROI)	1,2,3,5	\$216	\$200	\$200	\$200
Personnel					
Full Time Equivalents		15.00	18.00	18.00	18.00

Tourism Development

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Tourism Tax Funds	4,857,593	5,514,990	6,846,472	6,978,683
Cash/Fund Balance Forward	0	229,642	109,234	75,252
Miscellaneous Revenue	272,539	330,000	300,000	300,000
Total Program	5,130,132	6,074,632	7,255,706	7,353,935
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Tourism Tax Funds	5,130,132	6,074,632	7,255,706	7,353,935
Total Program	5,130,132	6,074,632	7,255,706	7,353,935
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	974,530	1,213,088	1,266,069	1,304,216
Operating Expenses	3,930,561	4,586,503	5,539,588	5,649,670
Capital Expenses	0	50,000	100,000	50,000
Transfers	42,000	42,000	47,000	47,000
Indirect Expense	183,041	183,041	303,049	303,049
Total Program	5,130,132	6,074,632	7,255,706	7,353,935

Significant Changes

Another revenue collection record was set in FY 2014-15; the current fiscal year is projected to exceed that amount by more than 15%. Numerous factors have contributed to the dramatic increases, including PCTSM's effective demand and supply driving strategies. What's even more encouraging is the TDC and BoCC's commitment to bolstering Polk County's tourism and sports infrastructure, which promises an even brighter future for Polk's tourism industry. However, Florida is undoubtedly the most competitive tourism destination in the world, which includes some of the world's most savvy and well healed tourism marketing organizations. Visitors have a plethora of world class destinations from which to choose; Polk County is just one option among tens of thousands. The tourism industry is simply a hyper-competitive marketplace that changes rapidly. Creating competitive advantages and ultimately staying relevant in the consumer's decision making process will be two of Polk County's biggest challenges.

The demographics and psychographics of our target markets are shifting, necessitating significant changes in PCTSM's demand driving strategies and tactics. By the same token, Polk's current accommodations deficit and infrastructure needs have necessitated a significant shift in strategic focus, as well. PCTSM's goals and strategies are continuing to change rapidly, most notably in the organization's economic development strategies, particularly in the area of accommodations, meetings, convention and sports venues. Five major projects have been approved and will be implemented over the next four years, including the Lake Myrtle expansion, The Lakeland Center repurposing, Tigertown redevelopment, the Winter Haven Indoor Arena and Conference Center and the Ft. Meade tourism cluster.

However, PCTSM's mission of "Putting heads in beds and making cash registers ring", coupled with a primary focus of achieving the highest return on investment (ROI), remain our two top priorities. Growing Polk's tourism economy (supply and demand) is part of a successful foundation for a stable economic future and a higher quality of life for all Polk County citizens.

Visitor Services/Outpost 27

Program Number: 406

Program Version: 10

Result Area: Economic Development

Division: Tourism/Sports Marketing

I. Program Offer Description:

The primary goal of Visitor Services is conversion of leisure travelers into Polk County customers. Staff provides information, way finding services, attraction tickets, collateral distribution and customer service in an effort to educate and ultimately convert leisure travelers. Conduct customer and market research and analysis.

II. Contribution to Result:

The program's contribution directly and indirectly accomplishes PCTSM's mission of "putting heads in beds and making cash registers ring" as a result of converting visitors into customers and generating overnight stays for Polk County. Significant efforts in Economic Development contribute to creating jobs, diversifying the economy, creating new revenue and generating sales tax revenue throughout the county.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** () **Local** (X)

III. Performance Objectives:

- 1 Utilize the visitor centers, kiosks, brochure racks, research and related resources to effectively execute the conversion process, which in turn increases overnight stays and direct spending, while improving the overall economic climate for internal and external industry stakeholders
- 2 Provide a wide variety of visitor services to industry stakeholders such as; wayfinding signage, collateral distribution, marketing partnerships, and training programs.
- 3 Provide fulfillment services for all divisions of PCTSM and additional external customers.
- 4 Continually collect and analyze visitor research in an effort to assist PCTSM and its stakeholders with better understanding the visitor's interests, demographics and psychographics.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of visitors assisted at the Outpost	1,2,4	43,395	48,000	49,000	50,000
# of visitors assisted at the LEGOLAND Visitor Center	1,2,4	17,064	18,000	19,000	20,000
# of hours of operation (open to the public)	1,2,3	3,227	3,227	3,227	3,227
# of meetings, functions and events	1,2	51	45	50	50
Amount of fulfillment pieces distributed	1,2,3	75,000	80,000	81,000	82,000
Effectiveness Indicators:					
# of extended stays generated	1,2	10,700	14,000	15,000	16,000
\$ of economic impact generated	1,2	\$5,921,000	\$6,250,000	\$6,750,000	\$7,250,000
Amount of PCTSM collateral distributed	1,2	378,000	400,000	400,000	400,000
Attraction ticket sales generated at Outpost 27	1,2	\$1,123,157	\$1,150,000	\$1,200,000	\$1,250,000
Efficiency Indicators:					
Visitor impressions generated through advertising and promotions	2	145,127,899	150,000,000	155,000,000	160,000,000
# of volunteers hours worked	2	3,126	3,250	3,250	3,500
Personnel					
Full Time Equivalents		5.25	4.63	4.63	4.63
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Tourism Tax Funds		564,715	718,449	819,590	802,072
Miscellaneous Revenue		91,960	80,750	80,750	80,750
Others (Centrl I/D Inkind/Othr)		10	0	0	0
Total Program		656,685	799,199	900,340	882,822

Visitor Services/Outpost 27

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Tourism Tax Funds	656,685	799,199	900,340	882,822
Total Program	656,685	799,199	900,340	882,822
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	220,475	268,149	266,992	275,474
Operating Expenses	435,172	456,050	602,348	602,348
Capital Expenses	1,038	75,000	31,000	5,000
Total Program	656,685	799,199	900,340	882,822

Significant Changes

Visitor Services' primary objective remains unchanged - "Conversion of leisure travelers into Polk County customers". The main goal for the operation is three-pronged; attract, educate, and convert. There are, on any given day, 25-30% of Florida visitors whom are undecided on their activities or final destination. The staff focuses on this group of travelers and other targeted market segments to fulfill their objectives and create economic impact for Polk County.

The attraction ticket sales program more than exceeded expectations and continues to trend in the positive direction with projected increases of 10% in gross sales and 5% in net revenue. A continued approach on enhancing the guest's experience is paramount to the Visitor Services operation. Keeping that approach in mind, there are numerous changes/upgrades that can be accomplished within the facility which will in turn create a higher ROI. Staff has been working to implement some of these upgrades and will increase the pace in the near future.

The base of the strategic platform for Visitor Services is and will continue to provide visitors with relevant information, while enhancing their experience. Professional staff will not only execute the main objectives, such as conversion, at Central Florida's Visitor Information Center and LEGOLAND Florida, but also at various special events, festivals, tradeshow, and sporting events. The visitor information kiosk at LEGOLAND Florida, which is staffed by PCTSM, will play an important role in converting and extending the stays of the parks visitors on a daily basis. Disseminating valuable information to industry stakeholders and more importantly visitors remains a top priority. This is accomplished through the extensive Collateral Distribution Program, which currently includes more than 150 brochure racks/kiosks throughout the county. Staff will continue to service these locations and work with local chambers of commerce, accommodations and other high traffic tourism entities to maximize the impact of PCTSM's collateral and visitor experiences.

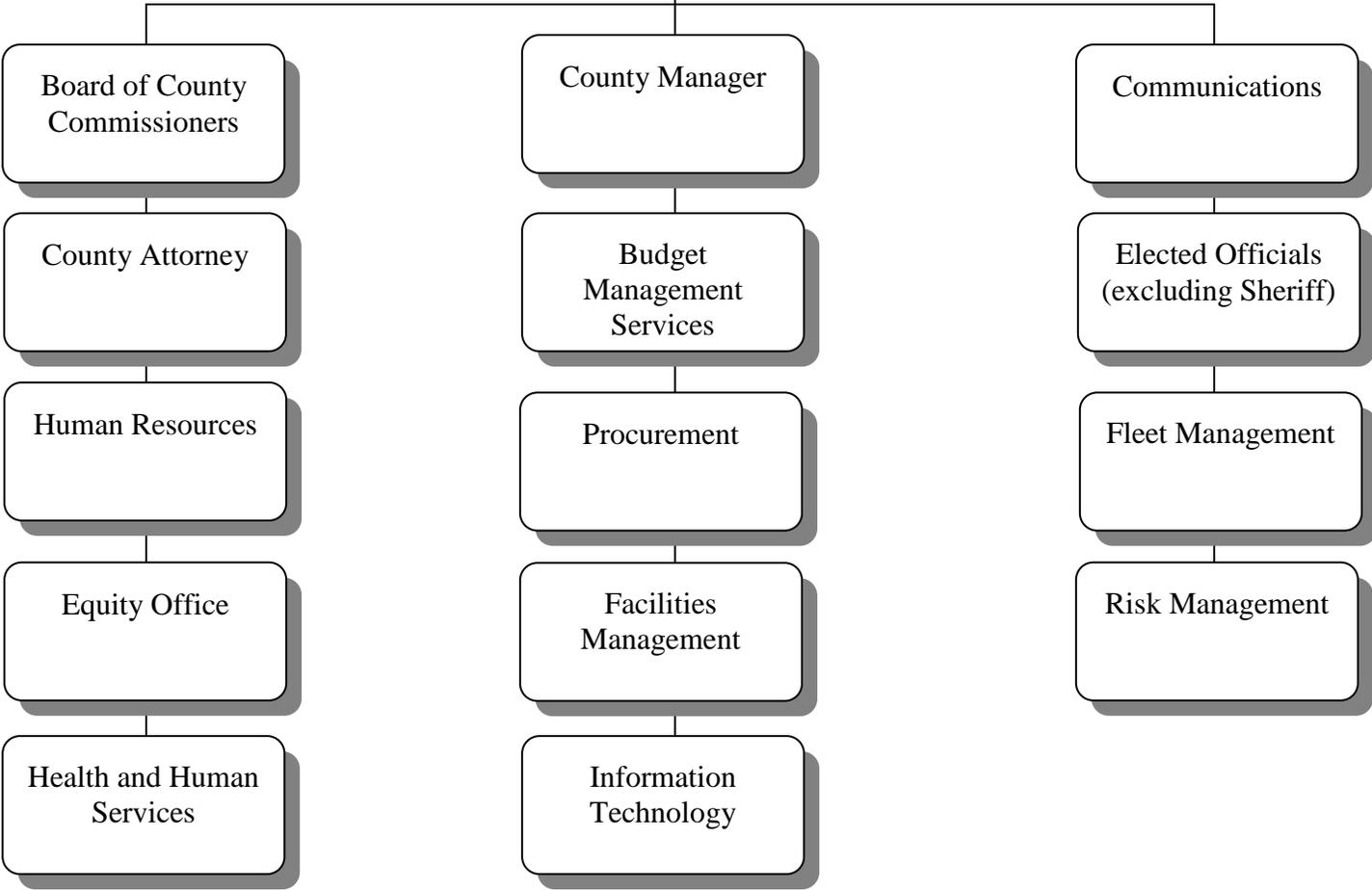
Visitor research is essential for Visitor Services staff to assist in better understanding the ever changing needs and interests of the leisure traveler. This information contributes invaluable to the marketing and promotional strategies of PCTSM. Staff will move to increase this effort by obtaining customer information through a variety of channels. This demographic and psychographic data is then utilized to more efficiently determine core target markets, consumer's wants and needs, ultimately generating a higher ROI. PCTSM's Diplomats of Tourism (DOTs) continue to serve in a role which augments staff efforts at conversion, visitor enhancement, and fulfillment efforts, while simultaneously saving PCTSM revenue. Staff continues to implement new recruitment strategies and training initiatives that increase the quantity and effectiveness of PCTSM's volunteer program.

This page was left blank intentionally

Board of County Commissioners

County Manager
Jim Freeman

**Good Government
Result Area
(Divisions)**

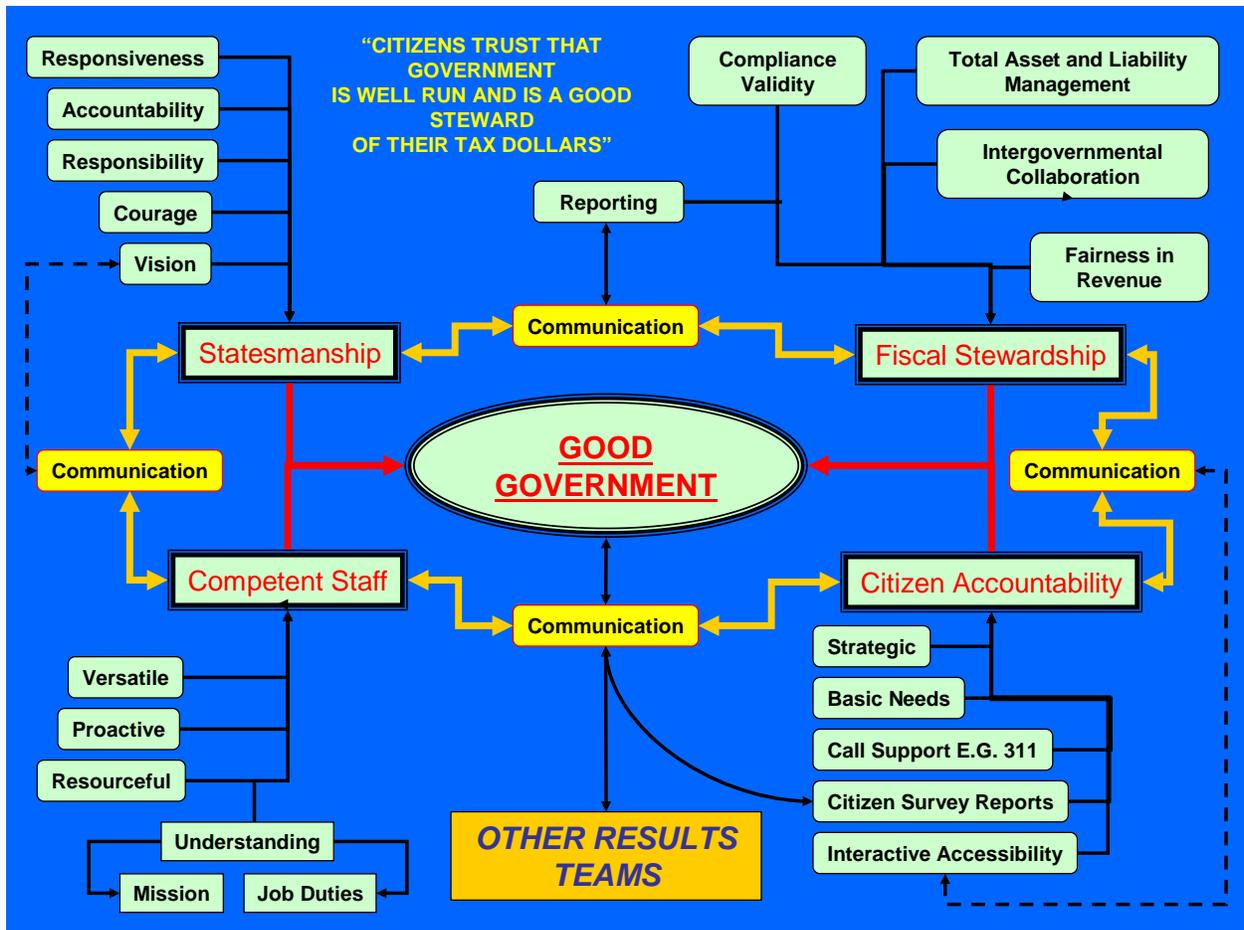


Good Government

“Citizens trust that Government is well run and is a good steward of their dollars.”

Primary Factors for Achieving the Result

As shown below on the Good Government causal map, the primary factors affecting the Polk County Board of County Commissioners’ (BoCC) ability to meet the citizens’ expectations are (1) maintaining fiscal stewardship, (2) being accountable to Polk County’s citizens, (3) having competent staff to provide services to citizens, and (4) having good statesmanship to address Polk County’s needs.



Strategies for Achieving the Result

Many of the programs that are included in the Good Government Result Area are for internal services that provide essential support systems for the County operations. The Divisions that have programs in the Good Government Result Area submitted their programs to this area because they felt their programs would help the County achieve the result through one or more of the following strategies:

1. Promote active citizen connection with County personnel and results.
2. Improve government performance by Managing for Results.
3. Maintain total asset utilization for both fixed and human capital assets.
4. Provide strategic and visionary leadership.
5. Enhance Polk County as an employment destination.
6. Streamline and enhance communication.
7. Ensure sound fiscal management of public funds.

Managing for Results

To track and report how Polk County is doing in each Result Area, a website known as Polk Performs (www.polkperforms.com) was established. As you review the programs in the Good Government Result Area, you will see that some programs refer to Indicators of Success on the Polk Performs website. The Indicators of Success for the Good Government Result Area are:

1. The Price of Government – The measurement of Polk County’s sum of taxes, fees and charges for service as a percentage Polk County’s total personal income.
2. Citizen Satisfaction – As part of Polk County’s citizen survey, respondents are asked to rank the following statement: “I have confidence the leadership of Polk County manages the County well,” on a scale of 1 to 10. Data gathered from citizen feedback is used to gauge citizen satisfaction with Polk County BoCC services.
3. Best Practice Success Indicators – Polk County measures a number of Sub-indicators to ensure we are utilizing best practice techniques to show superior results, both internally within the Polk County BoCC organization and externally to those services that affect citizens.

To review Polk County’s progress related to this result area visit <http://www.polk-county.net/boccsite/Your-Government/Performance-Dashboard>.

**GOOD GOVERNMENT
DIVISION PROGRAM SUMMARY**

Page #	Program <i>(number in parenthesis is the program number)</i>	FTE	Adopted FY 16/17			Plan FY 17/18		
			General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
	Board of County Commissioners							
	Board of County Commissioners Administration (382)	7.00	607,869	-	607,869	632,768	-	632,768
	Charter Government Committee (384)	0.00	200,000	-	200,000	-	-	-
	County Audit (385)	0.00	265,000	-	265,000	275,000	-	275,000
	Driver Education Trust Fund (343)	0.00	500,000	-	500,000	500,000	-	500,000
	General County Administration (386)	0.00	35,452,127	-	35,452,127	28,573,382	-	28,573,382
	Rancho Bonito (1623)	0.00	50,000	11,776	61,776	50,000	9,858	59,858
	Subtotal	7.00	37,074,996	11,776	37,086,772	30,031,150	9,858	30,041,008
	Budget and Management Services							
204	Budget and Management Services (4)	8.00	903,355	-	903,355	936,215	-	936,215
	Subtotal	8.00	903,355	-	903,355	936,215	-	936,215
	Procurement							
	Procurement Administration (395)	1.00	159,587	-	159,587	165,728	-	165,728
206	Procurement (131)	9.00	661,115	107,143	768,258	680,545	110,601	791,146
	Subtotal	10.00	820,702	107,143	927,845	846,273	110,601	956,874
	Communications							
208	Communications (5)	9.50	628,366	181,467	809,833	650,135	187,247	837,382
211	PGTV (313)	5.50	683,960	-	683,960	703,372	-	703,372
	Subtotal	15.00	1,312,326	181,467	1,493,793	1,353,507	187,247	1,540,754
	County Attorney							
213	County Attorney (20)	9.00	1,235,316	-	1,235,316	1,275,657	-	1,275,657
	Subtotal	9.00	1,235,316	-	1,235,316	1,275,657	-	1,275,657
	County Manager							
	County Manager Administration (279)	8.00	1,210,978	-	1,210,978	1,257,030	-	1,257,030
	Subtotal	8.00	1,210,978	-	1,210,978	1,257,030	-	1,257,030
	Equity and Human Resources							
	Equity and Human Resources Administration (1664)	2.00	283,142	-	283,142	294,271	-	294,271
215	Benefits (128)	4.80	143,868	243,737	387,605	150,894	253,271	404,165
217	Employee Relations (1552)	2.00	191,160	-	191,160	200,047	-	200,047
219	Employment Services (129)	3.20	382,972	-	382,972	395,451	-	395,451
222	Organization & Employee Development (408)	3.00	522,182	-	522,182	565,436	-	565,436
224	Equal Opportunity (56)	3.00	269,982	41,510	311,492	272,367	42,812	315,179
227	Supplier Diversity (184)	1.00	124,397	-	124,397	128,538	-	128,538
	Subtotal	19.00	1,917,703	285,247	2,202,950	2,007,004	296,083	2,303,087
	Facilities Management							
	Facilities Administration (114)	3.00	312,278	-	312,278	329,578	-	329,578
	Leases (92)	0.00	820,000	-	820,000	820,000	-	820,000
229	Building Maintenance (299)	74.00	17,922,373	-	17,922,373	17,961,809	-	17,961,809
231	Architectural Services (112)	5.00	454,705	-	454,705	472,041	-	472,041
	Facilities Management CIP Projects (349)	0.00	-	4,563,456	4,563,456	-	7,010,000	7,010,000
	Subtotal	82.00	19,509,356	4,563,456	24,072,812	19,583,428	7,010,000	26,593,428
	Fleet Management							
	Fleet Maintenance Reserves (111)	0.00	-	2,947	2,947	-	433,254	433,254
	Fleet Replacement Reserves/Transfers (361)	0.00	-	10,840,633	10,840,633	-	11,131,667	11,131,667
233	Fuel Management (154)	1.65	-	267,422	267,422	-	274,608	274,608
235	Stand-By Generator Availability (156)	2.15	-	461,851	461,851	-	475,868	475,868
237	Vehicle Availability (153)	27.65	-	5,388,577	5,388,577	-	5,467,790	5,467,790
239	City of Auburndale Fleet Maintenance (1553)	3.14	-	581,436	581,436	-	601,355	601,355
240	City of Lake Wales Fleet Maintenance (1554)	2.14	-	389,897	389,897	-	401,185	401,185
241	City of Ft. Meade Fleet Maintenance (1555)	0.57	-	77,448	77,448	-	79,296	79,296
242	Vehicle Renewal/Replacement (152)	1.70	-	7,589,290	7,589,290	-	7,517,587	7,517,587
	Subtotal	39.00	-	25,599,501	25,599,501	-	26,382,610	26,382,610

**GOOD GOVERNMENT
DIVISION PROGRAM SUMMARY**

Page #	Program <i>(number in parenthesis is the program number)</i>	FTE	Adopted FY 16/17			Plan FY 17/18		
			General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
	Information Technology							
	IT Administration (113)	2.00		403,444	403,444	-	924,762	924,762
	IT CIP	0.00	738,001	548,570	1,286,571	-	-	-
244	Oracle ERP Systems (121)	7.60		1,140,134	1,140,134		1,229,148	1,229,148
247	Internet (124)	11.25		1,307,938	1,307,938		1,545,463	1,545,463
250	Records Management (87)	3.75		418,723	418,723		413,720	413,720
253	Technical Services (123)	21.40		3,669,442	3,669,442		3,790,441	3,790,441
256	Telecommunications Services (120)	6.85		1,769,651	1,769,651		1,797,771	1,797,771
	Subtotal	52.85	738,001	9,257,902	9,995,903	-	9,701,305	9,701,305
	Risk Management							
	Employee Health Insurance Reserves (132)	0.00	-	17,347,638	17,347,638	-	12,644,661	12,644,661
	Risk Management Administration (301)	1.30	138,493	74,416	212,909	145,347	76,688	222,035
259	Claims Management (133)	4.00	5,106,146	-	5,106,146	5,116,614	-	5,116,614
261	General Insurance (135)	1.00	3,534,570	-	3,534,570	3,546,976	-	3,546,976
263	Occupational/Employee Health Services (138)	0.30	301,833	-	301,833	305,175	-	305,175
265	Safety (134)	2.00	216,568	-	216,568	222,857	-	222,857
267	Employee Health Insurance (140)	2.40	-	54,389,246	54,389,246	-	56,940,732	56,940,732
	Subtotal	11.00	9,297,610	71,811,300	81,108,910	9,336,969	69,662,081	78,999,050
	Health and Human Services							
269	Volunteer Polk	3.00	125,584	167,930	293,514	129,386	155,893	285,279
	Subtotal	3.00	125,584	167,930	293,514	129,386	155,893	285,279
	Non-Departmental Reserves/Transfers/Indirects							
	Non-Departmental Reserves/Transfers/Indirects (375)	0.00	32,054,549	8,851,634	40,906,183	37,701,663	4,511,697	42,213,360
	Subtotal	0.00	32,054,549	8,851,634	40,906,183	37,701,663	4,511,697	42,213,360
	TOTAL BoCC	263.85	106,200,476	120,837,356	227,037,832	104,458,282	118,027,375	222,485,657
	Courts							
	Legal Aid (428)	0.00	305,116	-	305,116	305,116	-	305,116
271	Court Administration (261)	16.00	1,987,256	-	1,987,256	2,051,615	-	2,051,615
273	Law Library (263)	2.00	320,218	-	320,218	324,697	-	324,697
	Subtotal	18.00	2,612,590	-	2,612,590	2,681,428	-	2,681,428
	Other Constitutional Officers/Elected Officials							
276	Clerk	43.00	4,460,056	-	4,460,056	4,632,423	-	4,632,423
277	Property Appraiser	107.00	7,061,022	-	7,061,022	7,196,440	-	7,196,440
278	Public Defender	8.00	854,503	-	854,503	854,503	-	854,503
279	State Attorney	6.00	941,672	-	941,672	956,597	-	956,597
280	Supervisor of Elections	27.00	3,994,646	75,000	4,069,646	4,245,822	75,000	4,320,822
281	Tax Collector	215.00	7,385,857	-	7,385,857	7,597,278	-	7,597,278
	Subtotal	406.00	24,697,756	75,000	24,772,756	25,483,063	75,000	25,558,063
	TOTAL BoCC & Constitutional Officers/Elected Officials	687.85	133,510,822	120,912,356	254,423,179	132,622,773	118,102,375	250,725,148

Good Government

Appropriations	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	26,838,536	30,438,005	30,491,459	31,294,386
Operating Expenses	84,281,757	91,017,168	100,351,005	102,095,480
Capital Expenses	8,102,494	20,154,893	10,810,494	13,250,936
Grants And Aids	5,070,982	5,608,832	6,362,571	7,146,803
Transfers	11,499,285	7,174,311	14,478,778	6,175,137
Indirect Expense	15,501	159,915	172,147	1,047,262
InKind Expense	26,150	30,117	46,491	30,410
Constitutional Officers-Budget Transfers	21,467,458	22,392,112	22,431,702	23,159,891
Reserves	0	69,365,128	69,278,532	66,524,843
Refunds	0	15,000	0	0
Total Result Area	157,302,163	246,355,481	254,423,179	250,725,148
Revenue by Fund	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	90,079,635	122,141,465	133,510,822	132,622,773
County Transportation Trust Fund	64,786	66,498	0	0
Special Revenue Grants	226,374	2,441,399	2,499,223	2,488,973
Fire Rescue Funds	136,912	138,616	145,716	150,422
Indigent Health Care Funds	22,609	36,173	29,987	30,919
Rancho Bonito MSTU Fund	7,650	15,182	11,777	9,858
General Capital Improvement Funds	1,395,514	14,674,426	11,215,090	9,321,697
Solid Waste Funds	0	0	16,052	16,568
Utilities Operating Funds	55,146	55,999	107,353	110,786
Fleet Maintenance Funds	6,980,940	6,982,464	7,169,578	7,733,356
Employee Health Insurance Fund	46,683,746	73,352,322	72,085,024	69,946,271
Fleet Replacement Funds	6,756,784	18,015,361	18,429,923	18,649,254
Information Technology Fund	6,716,118	8,435,576	9,202,634	9,644,271
Total Result Area	159,126,214	246,355,481	254,423,179	250,725,148
Personnel				
Full Time Equivalents	676.40	688.40	687.85	688.85

TRENDS AND ISSUES

The County divisions whose programs contribute to the Good Government Results Area include Budget and Management Services, Procurement, Communications, County Attorney, County Manager, Equal Opportunity, Facilities Management, Fleet Management, Human Resources, Information Technology, Risk Management, and Health and Human Services, as well as the Elected Officials.

Significant issues for FY 2016/2017:

- Countywide property values have increased 6.04% from FY 15/16. The approximately \$21 million in additional revenues, of which \$8.8 million is attributed to ad valorem tax revenues, will be invested in critical public safety services; \$6.7 million for the Sheriff and \$6.2 million for Fire Rescue. In FY 2016/2017, the Board's highest priority is to expand fire rescue services and improve the working environment for our public safety employees.
- The total adopted FY 16/17 budget is \$1.29 billion and is a \$20.48 million increase from the adopted FY 15/16 budget. This budget includes a net increase of 26 positions, to include (12) staff members to operate two new 24X7 ambulances, Facilities Management (2), Utilities (5), Emergency Management (1), Building (6), Fire Rescue (4), Parks (2), and Waste & Recycling (4) in order to maintain current levels of service. Information Technology decreased (-3), and Risk Management by (-7) due to outsourcing the management of the Wellness Center. The General Fund will increase by \$22 million to \$353 million.
- During FY 16/17, Budget and Management Services is leading an Oracle Planning and Budgeting Cloud Service (PBCS) implementation project. The prime motivation for this project is Oracle's discontinued support, after FY 2018, for the current Oracle Budget Module. A cross-functional team consisting of individuals from the RFP awardee-AST Corporation, the Budget Office, Information Technology division, and various other Divisions, have been formed to plan, design, test, and implement Oracle PBCS. The goal is to utilize PBCS for the FY 2018 budget cycle. This system is expected to provide improvement in the following areas: administration functions and budget setups; line item input and maintenance via Excel; hierarchy roll-up; planning capabilities; and Microsoft Office reporting and integration.
- Volunteer Polk continues to provide opportunities throughout Polk County for citizens to engage their communities through volunteerism. Volunteer Polk carries out its mission through recruitment and deployment of volunteers through BoCC's volunteer opportunities, Retired and Senior Volunteer Program (RSVP), Disaster Preparation/Disaster Response, community agency collaborations, and partnerships with the business and corporate communities. Citizen engagement through volunteerism improves the Board's programs ability to serve the public by providing services beyond those that can be acquired through public funds. It also grows stronger community collaboration, thus improving and promoting quality of life for Polk residents. Fiscal year FY 16/17 trends include promoting physical fitness for seniors with osteoporosis and providing support to educational programs that help grow Polk's next workforce and citizenry.

- Facilities Management’s mission is to ensure that all County facilities are constructed and maintained in such a fashion to provide the occupants and the public a safe and healthy environment. In past years, we have been challenged to maintain our primary mission due to budget & staff reductions. Presented with that challenge, we have concentrated more on preventative maintenance, which is paying off now as we perform fewer repairs.
- The Board decided to utilize \$2,600,000 in one-time funds and \$210,000 in recurring funds to go towards a prioritized list of building asset management projects that will help prolong the useful life of our buildings. The Board has also allocated \$2,710,000 in funding for subsequent years until 2021. Continued funding of this program allows us to complete large capital asset replacements while using the operating budget for planned repairs, preventative maintenance, and small projects.
- Polk County continues to face the urgent, ongoing need to manage health care spending and simultaneously improve health outcomes. Polk County offers consumer directed plans, financial incentives, tobacco cessation programs, wellness programs, and aggressively markets the employee assistance program (EAP). As the details of the Affordable Care Act evolve, Polk County will continue to track and implement all required guidelines. The Risk Management Division will continue to address ongoing cost pressures and the impacts of the federal health law.
- The volatility in the fuel market touches every aspect of Fleet Management. The price of crude has a direct and immediate impact on tires, plastics, repair parts, replacement vehicles, and the cost of transporting goods and services. Gasoline and Diesel prices are significantly lower than their high point several years ago and that provides needed relief to the operating budgets but volatile increases could occur with no warning. An unpredictable and severe increase in the market value of fuel could affect the counties budget by over a million dollars. To improve accuracy and reliability of the fuel delivery and accounting system, a multi-year upgrade program began in 2015 and addresses connectivity/dispensing authorization, electronic monitoring systems, and finally the dispensing units. The third and final stage begins with the 2016-2017 budget year.
- Vehicle complexity and a “just in time” supplier philosophy has increased procurement time for critical repair parts, affecting the availability of equipment. Also, new generation engine technology continues to significantly increase the costs of our medium and heavy fleet vehicles. Cost increases appear in the original purchase price, repair parts, training, diagnostic equipment, and tools required for repair. The trend will continue with implementation of Tier 5 regulations expected in 2019.
- The Communications Division emphasizes open communication between employees, residents, and government decision-makers by using technology as a primary bridge. Unlike traditional outbound communication, such as television, radio, and print, today’s inbound two-way communication relies on search engine optimization for the website and social media. With this in mind, Communications continues to produce more video for PGTV and web streaming, send newsletters and informational flyers via e-mail, post magazine-style documents including the Annual Report and Directory of Services online, and encourage our constituents to “like” and “follow” us on Facebook and Twitter.

- The Information Technology Division is now entering our seventh year as an Internal Service Fund, with some 52+ cost calculators to make IT charges for service transparent to our users. We have now successfully integrated the Public Safety computerized systems with the BoCC computer infrastructure. IT completed implementation of Managed Print Services for all printers and copiers at an estimated savings of \$85,000 per year to the BoCC. IT also completed implementation of our in-house project management system (Promantus) and can now more accurately track active and backlogged projects. High-level mission critical projects for FY 2016/17 include implementation of replacement of the Hansen system to better automate and streamline the Building, Permitting, and Land Development with the vendor package Accela, replacement of the Oracle Public Sector budget module with Hyperion, final upgrade of the Records Imaging system for content and records management, continued implementation of new a voice telephone network, beginning to test and deploy Windows 10, increase/streamline work for IT Service Desk for end user problem resolution, and update of our 3 Year Strategic Plan to confirm our technology road map for the future.
- Procurement continues to be dedicated to increasing our partnership with Women and Minority Business Enterprise (WMBE) vendors. There are two major projects that will be launched during FY17. They are the Discretionary Spend Reporting Project and the Bid Log Project. The Discretionary Spend Report has been a coordinated effort with Procurement as the lead and includes Accounts Payable, Budget, and the Supplier Diversity teams. This report can take the total spend by the County and break it down by woman and minority type. The second project is the Bid Log Project to automate the reporting requirements of sheltered market tests, local and vendor preference policy reporting, as well as woman, minority, and local vendor reporting across all solicitations issued to include those issued by all County Divisions. The final phases of both projects are to include IT and Communications support to design the output and post to the web.

Budget and Management Services

Program Number: 4

Program Version: 10

Result Area:	Good Government
Division:	Budget & Procurement
Section:	Budget & Management Services

I. Program Offer Description:

Enhance the quality of life for the citizens of Polk County by facilitating and coordinating county-wide budgeting, financial planning, and management studies to ensure that informed fiscally responsible financial decisions are made by County Commissioners and County Management regarding the allocation and use of county resources. We also insure that we comply with all statutory requirements as well as local policies in regards to the budget process.

II. Contribution to Result:

The Budget and Management Services Division contributes to all factors and strategies of the Good Government results area as shown below:

1. Accountability to Citizens Factor and Open Environment, Strategy#1: We meet the strategy of creating and enhancing clear, interactive channels of information on County programs, services, and results by communicating information to our citizens in numerous formats including a web page that gives citizens access to our Biennial Budget book, Community Investment Program, and the County Manager's budget message. In addition, we coordinate Board budget meetings and workshops.
2. Fiscal Stewardship factor and Managing for Results, Strategy #2: We've established our Managing for Results process where we track major indicators in each Result Area to see how we as a County are performing on a regular basis.
3. Fiscal Stewardship Factor and Total Asset Management, Strategy #3: Being fiscally responsible and ensuring taxpayer dollars are utilized appropriately through Activity Based Cost Accounting, budgetary analysis, 5 year forecasting, 5 year Community Investment Program, and a Biennial Budget. We regularly conduct user fee studies to help ensure what we charge for services is justified. This is how we meet the strategy of promoting and reinforcing asset and resource management strategies that incorporate both fiscal and operational disciplines expected of public servants.
4. Competent Staff and Fiscal Stewardship Factors and Total Asset Management and Employment Destination, Strategies #3 and#5: Creating government efficiencies with new innovations and competent staff. Continuous improvement on our new financial system that combines numerous separate stand alone systems into one system. Also, we enhance staff competency by training them in areas of the new financial system including budgeting and projects/grants.
5. Statesmanship Factor and Visionary Leadership, Strategy #4: Central coordination with all Departments to participate in the Florida Benchmarking Consortium is one way that we have helped create outcome based operations with clear and measurable performance benchmarks that can be readily reported upon request.
6. Statesmanship Factor and Organizational Communication, Strategy #6: We promote intra government communications to maximize employee efficiency across organizational lines by communicating and working with other Departments, Divisions, and Elected Officials to develop and create budget and revenue forecasts.

In addition to meeting the strategies of the Good Government Result Area, we also meet strategy number 3 under the Economic Development Result area, "Provide a responsive and fast government. Item number 1 Ensure that the infrastructure meets the needs of existing businesses and helps provide for future business expansion opportunities of the growing county." We accomplish this strategy by coordinating preparation of the Community Investment Program to help assure funding for infrastructure projects is available. In addition, we publish Budget documentation on the internet and in hard copy, to keep businesses and citizens informed about the status of projects and the overall County Budget.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Successfully coordinate and assist Divisions, Commissioners, Elected Officials, and the County Manager in the preparation of the County's operating budget and Community Investment Program (capital projects) processes.
- 2 Provide quality training on financial management, budgeting, and expenditure and revenue forecasting to improve the competency and performance of County staff, insuring we are being good stewards of the taxpayer's money.
- 3 Research and analyze budgetary issues to provide and communicate reliable data and assistance to our customers.
- 4 Insure fiscal resources are budgeted responsibly.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of training sessions provided to all County fiscal staff	2,4	12	12	12	12
# of agenda items reviewed	3,4	600	600	600	600
# of CIP/Budget transfers/amendments processed	1,3,4	150	150	150	150
Effectiveness Indicators:					
GFOA Distinguished Budget Presentation Award	1	1	1	1	1
% satisfaction of employees of trainings	2,4	90%	90%	90%	90%
Efficiency Indicators:					
Ratio of Budget Analyst to Budget (Millions)	1,2,3,4	1/\$125	1/\$125	1/\$125	1/\$125
Ratio of Budget Analyst to Population	1,2,3,4	1/100,000	1/100,000	1/100,000	1/100,000
Number of programs analyzed and monitored per Budget Analyst	1,3,4	36	36	36	36

Budget and Management Services

Personnel				
Full Time Equivalents	8.00	8.00	8.00	8.00
Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	730,660	793,535	821,420	854,280
Cash/Fund Balance Forward	0	81,935	81,935	81,935
Total Program	730,660	875,470	903,355	936,215
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	730,660	875,470	903,355	936,215
Total Program	730,660	875,470	903,355	936,215
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	611,439	631,092	657,889	678,108
Operating Expenses	119,221	244,378	245,466	258,107
Total Program	730,660	875,470	903,355	936,215

Significant Changes

Changes from the FY 16/17 budget is the assumption of a 3.5% pay increase.

Implementation of Hyperion Cloud Budgeting and Planning Platform to replace the Oracle Budget Module.

Polk Performs link:

Price of Government - The purpose of the price of government is to look at the linkage between good business climate, economic development and the share of burden felt by an average citizen in the form of local taxes and fees paid. The price of government compares revenues collected locally to the aggregate personal income of all local residents. Polk County has had one of the two lowest price of governments among neighboring counties since 1997, including years 2008 through 2012 when all counties showed a decrease due to reduced property value.

Budget and Management Services is directly linked to Polk Vision's Mid-Term Strategy IV, Government, specifically as it relates to a comprehensive system of government that is effective, efficient and diverse while responding to the basic needs of its citizens.

Budget and Management Services is actively engaged in encouraging Polk County Government to implement Polk Vision's strategies.

Procurement

Program Number: 131

Program Version: 10

Result Area:	Good Government
Division:	Budget & Procurement
Section:	Procurement

I. Program Offer Description:

Provide procurement services for County divisions and participating elected officials through the administration of a system that provides quality goods , services, and construction at a cost that ensures the best value for the County. Warrant competition and promote sound public policy with fair and equitable treatment for all who desire to do business with Polk County.

II. Contribution to Result:

The Polk County Procurement program contributes to the factors and strategies of the Good Government results area as shown below:

1. Accountability to Citizens on programs, services and results, Strategy #1: Procurement communicates information to our citizens by advertising bidding opportunities on the County's website, local newspaper and in the Procurement lobby. This allows Procurement to provide user-friendly access to procurement opportunities for all businesses wanting to do business with Polk County.

Procurement also promotes fair and open competition, establishing and strengthening relationships with the business community including W/MBE firms, through programs such as How to do Business with Polk County workshops, one on one trainings with professional staff, and participation in community outreach events.

2. Fiscal Stewardship Factor and Total Asset Management, Strategy #3: Procurement controls and minimizes the cost of government for goods and services by: 1) maximizing competition to increase the opportunities for savings through quotes, bids and RFPs; and 2) issuing cooperative bids to leverage buying power.

Procurement staff also performs at a level above expectations from citizens, demonstrating fiscal responsibility by: 1) maximizing knowledge and skills through education and developmental opportunities at minimum cost to the County; 2) operating with fewer staff as compared to other like-size governmental procurement units; 3) using technology to increase productivity and provide user-friendly access to procurement opportunities; and by 4) operating at the highest level of ethics with the personal commitment to the NIGP: The Institute for Public Procurement (NIGP) Code of Ethics.

3. Staff Competency, Strategy #5: Procurement has received state and national awards including: Achievement of Excellence in Procurement award from the National Procurement Institute (NPI), the Outstanding Agency Accreditation Achievement Award from NIGP, the Award for Excellence in Public Procurement from the Florida Association of Public Procurement Officials, Inc. (FAPPO), and the Innovations in Public Procurement from NIGP. Procurement staff also participates in national and state conferences, not only as participants but as speakers, reinforcing the image that Polk County is a leader nationwide in the procurement profession.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** ()

III. Performance Objectives:

- 1 Effective use of Oracle to convert requisitions into purchase orders; increased usage of standing and blanket purchase orders to minimize duplication of efforts.
- 2 Minimize cost to the County for goods and services by open and fair competition.
- 3 Prepare, process, and receive quotes, bids, requests for proposals and best value for commodities, services, and construction in an effective and efficient manner.
- 4 Provide training programs to increase awareness of the procurement processes to divisions and vendors as it pertains to policies and procedures, e-procurement (iSupplier and Sourcing) and the purchasing card program.
- 5 Encourage the participation of minority, women, and small businesses in the County's procurement process.
- 6 Effectively work with County divisions to ensure their procurement needs are being met.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of purchase orders issued	1,6	5,000	5,000	5,000	5,000
Dollar amount of purchase orders issued	1,6	\$200 mil	\$200 mil	\$200 mil	\$200 mil
# of county employees trained	4,6	150	150	150	150
Number of Vendors Trained	4	50	50	50	50
# of solicitations issued	1,6	600	600	600	600
Personnel					
Full Time Equivalents		9.00	9.00	9.00	9.00

Procurement

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	331,815	465,314	498,615	528,045
Fire Rescue Funds	33,047	32,530	37,393	38,617
Utilities Operating Funds	55,146	55,999	69,750	71,984
Cash/Fund Balance Forward	0	40,000	10,000	0
Miscellaneous Revenue	208,465	152,500	152,500	152,500
Total Program	628,473	746,343	768,258	791,146
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	540,280	657,814	661,115	680,545
Fire Rescue Funds	33,047	32,530	37,393	38,617
Utilities Operating Funds	55,146	55,999	69,750	71,984
Total Program	628,473	746,343	768,258	791,146
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	443,305	531,391	559,613	576,719
Operating Expenses	182,939	214,952	208,645	214,427
Capital Expenses	2,229	0	0	0
Total Program	628,473	746,343	768,258	791,146
Significant Changes				
Procurement is changing its P-Card process. The use of P-Cards will be exclusive to travel expenses and office supplies. Implement Discretionary Spending Report and Bid Log Process				

Communications

Program Number: 5

Program Version: 10

Result Area: Good Government

Division: Communications

I. Program Offer Description:

Communications connects county government with citizens. The division provides strategic communications counsel and collateral support to commissioners, county administration and all BoCC divisions. Responsibilities include education/outreach through special events, publications & media relations. This is accomplished through website content, printed documents, social media, advertising and other public information. Additionally, the communications division manages the county's switchboard, manages employee communications, and provides crisis communications response during public safety emergencies.

II. Contribution to Result:

Communications provides citizen access to county government through many mediums including:

- * Coordination of public outreach meetings
- * News releases and media alerts
- * E-newsletters and social media (Facebook/Twitter)
- * Radio/TV/Newspapers
- * Public information campaigns, brochures/other materials
- * Annual Report to the Citizens and Directory of Services to communicate how tax dollars are spent/help citizens quickly access the right County resources to meet their needs
- * Manage/approve website content
- * Provide speakers for community organizations
- * Facilitate citizen engagement during Board meetings

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Promote programs and events/ensure transparency through public communications (press releases, website and media campaigns).
- 2 Enhance the image and perception of Polk County Government.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of Press Releases/Media Advisories Sent	1,2	300	300	300	300
# of Other Informative Materials Published	1,2	120	120	120	120
# of Proclamations/Recognitions Awarded	1,2	70	70	70	70
# of Switchboard Calls	1,2	95,000	95,000	95,000	95,000
# of Recorded Information Calls	1,2	30,000	30,000	30,000	30,000
# of Visitors Assisted at Info Desk	1,2	2,400	2,400	2,400	2,400
# of Public Events Coordinated/Publicized	1,2	30	30	30	30
# of Social Media Posts	1,2	500	50	50	50
# of Fire Rescue on-call events, other than PCFR PIO	1,2	36	36	36	36
# of Hours in Video Assignments w/PGTV	1,2	100	100	100	100
Personnel					
Full Time Equivalents		10.50	10.50	9.50	9.50
No. of Positions		9.00	9.00	9.00	9.00

Communications

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	511,543	637,779	614,866	636,635
County Transportation Trust Fund	64,786	66,498	0	0
Special Revenue Grants	3,643	0	22,576	23,280
Fire Rescue Funds	64,657	66,146	66,813	68,993
Indigent Health Care Funds	24,463	36,173	29,987	30,919
Solid Waste Funds	0	0	16,052	16,568
Utilities Operating Funds	0	0	16,052	16,568
Employee Health Insurance Fund	24,463	36,173	29,987	30,919
Cash/Fund Balance Forward	0	7,500	7,500	7,500
Interest	159	0	0	0
Miscellaneous Revenue	8,285	6,000	6,000	6,000
Total Program	701,999	856,269	809,833	837,382
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	519,987	651,279	628,366	650,135
County Transportation Trust Fund	64,786	66,498	0	0
Special Revenue Grants	3,643	0	22,576	23,280
Fire Rescue Funds	64,657	66,146	66,813	68,993
Indigent Health Care Funds	24,463	36,173	29,987	30,919
Solid Waste Funds	0	0	16,052	16,568
Utilities Operating Funds	0	0	16,052	16,568
Employee Health Insurance Fund	24,463	36,173	29,987	30,919
Total Program	701,999	856,269	809,833	837,382
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	530,540	679,799	619,401	638,712
Operating Expenses	163,956	176,470	190,432	198,670
Capital Expenses	7,503	0	0	0
Total Program	701,999	856,269	809,833	837,382

Significant Changes

Increase to the FY 16/17 budget due to increased I.T. cost.

In FY 16/17 Communication will continue to focus on:

- Provide Board related content via the web printed documents, social media, advertising and other public information.

Communications

- Manage county's switchboard providing centralized point of communication for internal and external customers.
- Support the division's communication needs.

Result Area: Good Government
Division: Communications

I. Program Offer Description:

PGTV provides direct connection between government and citizens by televising live, unedited board meetings, public hearings and community forums. Educates and protects citizens with public safety and disaster preparedness/recovery information. PGTV provides the only conduit between state representatives and residents during legislative session. Ensures government message is delivered accurately and quickly to residents and employees. This program provides a venue to showcase business opportunities, local talent and educational events. Promotes open government through on-demand computer access to video archives and webinars. PGTV enhances quality of life options by featuring available cultural arts, sports and leisure activities. This is the only dedicated media source for Polk County.
 ***NOTE: PGTV heavily depends on more than 6,500 hours of "freelance or temporary part-time" employees annually to accomplish the present level of service.

II. Contribution to Result:

Polk County Government provides direct access between citizens and employees by communicating messages through its award-winning TV and A/V program, PGTV. Operating in the sunshine, PGTV preserves the county's integrity and ensures transparency. Annually, we air live coverage of 120+ county board meetings, each replayed at least three times in their entirety (3650+ airtime hours) on PGTV, as well as live streaming over the Internet. Meetings on the internet are also archived for video on demand, and on DVD for citizen requests.
 We create informative videos that promote county programs and services with a direct citizen impact. In election years, we air five to eight live candidate forums and county election results. During disasters, we air live briefings and dedicated Polk County updates.
 Innovative "short-format" segments 5-10 minutes long allow staff to quickly videotape, edit and air videos. These too, are available as video on demand on the county's website.
 Staff makes 2400+ DVD copies/year to meet demand, PGTV provides equipment technical support, PA/AV support and PA setup for all divisions.
 PGTV provides strategic leadership incorporating technology and message delivery to expand viewership beyond television, with webinars and social media (Facebook, Twitter, YouTube). Computer webinars use PGTV equipment with new technology to give citizens ultimate convenience; interactive participation from their homes, reaching citizens who might not know about PGTV. PCTSM has capitalized on the ability to offer PGTV as a partner for event exposure and coverage and professional video services to promote the organizer and its event.

This Program is: Not Mandated (X) **Mandated:** Federal () State () Local ()

III. Performance Objectives:

1 Televising live, unedited board meetings, public hearings and community forums.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of Live Boardroom Meetings	1	140	140	140	140
# of Webinars produced	1	24	24	24	24
# of Live Truck Productions (off campus)	1	15	15	15	15
# of Taped Truck Productions	1	10	10	10	10
# of Public Service Announcements	1	12	12	12	12
# of Original/Series Live programs produced	1	24	24	24	24
# of Original/Taped Programs produced	1	300	300	300	300
# of Billboard items created	1	300	300	300	300
# of Dub requests completed	1	400	400	400	400
# of County functions supported with PA/AV systems	1	70	70	70	70
# of Sponsors Solicited to support programs	1	20	20	20	20
# of Internal technical support hours	1	200	200	200	200
# of hours to support Communications Specialists	1	300	300	300	300
Personnel					
Full Time Equivalents		4.50	4.50	5.50	5.50
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		492,129	437,172	611,960	631,372
Interfund Transfer		42,000	42,000	47,000	47,000
Miscellaneous Revenue		6,322	25,000	25,000	25,000
Total Program		540,451	504,172	683,960	703,372

PGTV

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	540,451	504,172	683,960	703,372
Total Program	540,451	504,172	683,960	703,372
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	281,212	374,970	478,486	490,876
Operating Expenses	245,243	129,202	205,474	212,496
Capital Expenses	13,996	0	0	0
Total Program	540,451	504,172	683,960	703,372

Significant Changes

In FY 16/17 PGTV will focus on the following services:

- Boardroom meetings, short-length video packages, and interactive webcasts.
- Increasing the number of locally-produced programs.
- Improve access to PGTV through mobile technology and promoting its accessibility.
- Maximize utilization of upgraded PGTV system

County Attorney

Program Number: 20

Program Version: 10

Result Area: Good Government

Division: County Attorney Div

I. Program Offer Description:

As mandated by the Polk County Charter, the County Attorney's Office functions as a "department of legal services" and provides advice, counsel and representation, in litigation and non-litigation matters, to the Polk County Board of County Commissioners, the County Manager, all County Departments and Divisions, all County lay boards, committees, and authorities, and to Constitutional Officers as requested.

II. Contribution to Result:

The CAO contributes to the Good Government Result by:

1. **FISCAL STEWARDSHIP:** The County Attorney's Office (CAO) provides legal services to a County which, according to the 2014 census estimates, has over 623,000 citizens. The office has downsized from 7 to 6 attorneys in FY14/15 and the support staff was reduced from 4 to 3 in FY12/13. Attorneys will log in over 6,400 hours at an average cost of \$38.89 per hour. The cost to provide those services with outside counsel, at a conservative local rate of \$275/hr, would have been \$1,767,150, reflecting a savings of over \$1,517,222 by doing the work in house. (Average Staff Cost for 40.05/hr)
2. **CITIZEN ACCOUNTABILITY:** Members of the CAO provide advice to over 26 lay boards; attend and provide input at Town Hall Meetings and public meetings; regularly attend individual meetings with members of the public; attend department and division level meetings; review and update materials on Polk County's website and review every agenda item to insure that the information presented to the public is clear, concise, accurate and informative. The CAO personally responds to telephone and email inquiries from the public in a prompt manner, as well as personally meeting with walk ins. Presentations at Public Hearings inform the public regarding settlement of lawsuits, adoption of ordinances, levying of assessments and taxes.
3. **STATESMANSHIP:** The CAO works closely with the County Manager and the Board of County Commissioners in the development of the County's Strategic Plan. Input is provided annually on legal issues raised by proposed Legislative changes. Legal advice and assistance provided to organizations such as the Polk County TPO, the Polk County Transit Authority and the Citizens Healthcare Oversight Committee advance programs of importance to both the County and its many municipalities. Tangible results of the services provided by the County Attorney's Office are seen daily by Polk County's citizens in the form of new road capacity, enhanced transit services, code enforcement, and expanded healthcare opportunities.
4. **ENHANCING STAFF COMPETENCY AND WORKFORCE PLANNING:** As mandated by the Florida Bar, all CAO attorneys meet Continuing Legal Education (CLE) requirements each year.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** () **Local** (X)

III. Performance Objectives:

- 1 Provide quality legal representation to clients in an efficient, timely, cost-effective manner.
- 2 Provide timely review and approval of all agenda items, contracts, agreements, ordinances, and resolutions which come before the Board for consideration.
- 3 Attend and provide legal counsel to the Board at all scheduled meetings, workshops, and agenda sessions; to 26 standing committees and boards; to competitive selection committees as directed by the County Manager; and to special committees as directed by the Board.
- 4 Provide representation and litigation support in civil actions and administrative hearings in which Polk County is either a plaintiff or defendant including environmental permitting, eminent domain, inverse condemnation, quiet title, foreclosure, bankruptcy, injunctive, or declaratory judgement actions.
- 5 Retain and monitor outside counsel chosen to represent the County in complex, time consuming, and voluminous legal matters and litigation in which the County is a party including bond issues, eminent domain, personal injury, workers compensation, employment discrimination, labor law and environment issues.

County Attorney

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of public meetings of boards and commissions attended	1,3	171	171	170	170
# of requests for legal services (RLS)	1,2,3,4,5	1,141	1,141	1,141	1,141
# of lawsuits handled in-house including foreclosures	1,4	151	151	150	150
Effectiveness Indicators:					
Responses to specific assigned requests for legal services:					
# of requests for legal services	1,2,3,4	1,141	1,141	1,140	1,140
Hours spent on requests for legal services		6,426	6,426	6,426	6,426
Cost of reviewing requests for legal services		\$249,928	\$257,425	\$265,148	\$273,102
Average cost per hour of requests for legal services		\$38.89	\$40.05	\$41.25	\$42.48
Market value of legal work @ \$275/hr		\$1,767,150	\$1,767,150	\$1,767,150	\$1,767,150
Net cost avoidance to County (by doing work in-house)		\$1,517,222	\$1,509,725	\$1,502,002	\$1,494,048
Total billable attorney hours	1,2,3,4	10,000	10,000	10,000	10,000
staff cost for billable hours		\$38.89	\$40.05	\$41.25	\$42.48
Market value of billable hours at \$275/hr		\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000
Net cost avoidance to County for billable hours		\$1,987,568	\$2,492,575	\$2,484,852	\$2,476,898
Efficiency Indicators:					
County Attorney Office cost per capita		\$2.04	\$2.04	\$2.04	\$2.04
Personnel					
Full Time Equivalents		11.00	10.00	9.00	9.00
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		1,113,747	1,269,807	1,235,316	1,275,657
Miscellaneous Revenue		150	0	0	0
Total Program		1,113,897	1,269,807	1,235,316	1,275,657
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		1,113,897	1,269,807	1,235,316	1,275,657
Total Program		1,113,897	1,269,807	1,235,316	1,275,657
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		856,686	934,425	885,954	913,371
Operating Expenses		257,211	335,382	349,362	362,286
Total Program		1,113,897	1,269,807	1,235,316	1,275,657
Significant Changes					
The FY 16/17 & 17/18 budget includes the elimination of one vacant Assistant Attorney moved to the County Manager's Administration.					

Benefits

Program Number: 128

Program Version: 10

Result Area: Good Government

Division: Human Resources

I. Program Offer Description:

The Benefits program provides benefit administration, Florida Retirement System (FRS) and self service benefits for the Board of County Commissioners, Supervisor of Elections, Court Administration, Public Defender and State Attorney Agencies. Vital services include the timely processing of public records requests for service groups, state agencies, legal counsels, media, and citizens while ensuring proper governance and compliance with Florida Statutes. This program also provides the administration of the FRS that includes the pension and investment plans as well as traditional, disability and early retirements and the Deferred Retirement Option Program (DROP). This program also serves as the liaison for legal depositions for workers' compensation, employee disputes and other lawsuits.

II. Contribution to Result:

Compensation and Benefits takes a holistic approach to address the strategies as outlined below:

Promote Active Citizen Connection with County Personnel and Results: Compensation and Benefits is the custodian of all personnel records for the BoCC. Consistent immediate response to public record requests for service groups, state agencies, legal counsels, media, and citizens with clear and concise answers while ensuring proper governance and compliance with the Florida Statutes & the Sunshine State Law.

Improve Government Performance by Managing for Results: Provide salary surveys to benchmark with others in public/private inclusive to ensure that we offer compensation salary/benefits to hire/retain quality workforce. Compensation and Benefits utilizes the Oracle financial system in the HR/payroll section through audits to ensure procedures/processes are compliant with County policies, accounting rules and statutes.

Total Asset Utilization both Fixed and Human Capital Assets: Maintain position control (tracking employee movement) to ensure we don't hire over budget or waste budget dollars. Utilize the County's web site to efficiently communicate vital information such as salary schedules, job descriptions and pay grades and by doing this cuts costs of staff. Make use of volunteers for clerical related duties during times of excessive workload to aid staff to address essential needs of citizens. By sharing salary surveys with Public and Private Entities continues to keep the BoCC competitive in the marketplace.

Provide Strategic & Visionary Leadership: Participation in organizations that provide tools/vision of stellar services so that we enhance our vision to utilize cutting edge tools and technologies that allow us to compete with public & private sector employees. Streamline processes in all areas of payroll, compensation and benefit administration.

Enhance Polk as an Employment Destination: Recognizing the size of Polk County and changing demographics in the workforce this program implemented Self Service to empower employees. Self Service has resulted in a savings for citizens. Provide competitive salaries and benefits thru surveys so that we remain a County of Choice by appealing to high quality candidates both in and outside Polk County. Conduct engagement surveys to replace past salary survey interest to discern engagement as it relates to employment/bottom line.

Streamline & Enhance Communication: Providing a customer service survey for Human Resources enhances HR to explore innovative and beneficial ways to improve customer service and ways of doing business.

Ensure sound Fiscal Management of Public Funds: Protect public assets by knowing laws/standards thru our spending thru knowledge of laws/rules for payroll, FMLA, Workers' Compensation, etc. Provide documentation for reimbursing state/federal entities for spending during disasters and audit trail of dollars spent on pass-thru state and federal programs such as HUD, UIB, Child Support, etc.

This Program is: Not Mandated (X) Mandated: Federal () State () Local ()

III. Performance Objectives:

- 1 Process new hires efficiently to effectively conduct the administration of employee benefits.
- 2 Process all benefits documents in a timely manner with accuracy.
- 3 Evaluate opportunities for compensation plan improvement.
- 4 Coordinate all aspects of the DROP program.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of pension and investment plan enrollees	3	385	218	400	400
# of employees processed in the DROP Program	4	32	20	40	40
# of new hires processed	1	562	288	400	400
Effectiveness Indicators:					
% of customers rating program as satisfactory	1,2,4	N/A	98%	98%	98%
Efficiency Indicators:					
Ratio staffing:employees	1,2,4	2.5:1939	2.5:2085	2.5:2069	2.5:2069
unit cost (administration of benefits)	2	N/A	\$2.09	\$2.30	\$2.30
Personnel					
Full Time Equivalents		4.00	4.80	4.80	4.80

Benefits

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	122,292	227,071	143,868	150,894
Employee Health Insurance Fund	143,108	224,310	243,737	253,271
Miscellaneous Revenue	28	0	0	0
Total Program	265,428	451,381	387,605	404,165
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	122,320	227,071	143,868	150,894
Employee Health Insurance Fund	143,108	224,310	243,737	253,271
Total Program	265,428	451,381	387,605	404,165
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	192,232	284,265	304,767	314,471
Operating Expenses	73,196	167,116	82,838	89,694
Total Program	265,428	451,381	387,605	404,165

Significant Changes

No significant budget changes for this program in FY 16/17.

Employee Relations

Program Number: 1552

Program Version:

6

Result Area: Good Government

Division: Human Resources

I. Program Offer Description:

The Employee Relations Program enhances the quality of life for people throughout Polk County by providing management and supervision of the County's employee relations and labor relations functions, developing and enforcing County policies and procedures to ensure ethical conduct, and efficient and courteous service by employees to fellow citizens and coworkers.

II. Contribution to Result:

Statesmanship: Employee Relations provides prompt, courteous and responsive service to all BoCC Employees and external customers. We have implemented a policy that requires this same conduct and service of all County employees and we consistently enforce it at all levels of the organization, including management.

Fiscal Stewardship: We properly administer the County's affairs and require it of all employees and anyone doing business with the County. We use BoCC funds and resources efficiently, keep funds and assets safe, and properly maintain equipment to ensure longevity and better use of them by continually monitoring and tracking all resources and equipment used, and funds spent. We also ensure proper discipline for misuse and abuse of such County assets, including discipline for employees who have preventable accidents while driving the County's vehicles.

Competent Staff: We employ an educated, trained, bright, and diverse staff by hiring college degreed staff when necessary and possible, providing updated training and continuing education courses/workshops applicable to our duties and responsibilities.

Citizen Accountability: We display commitment to our obligation to provide a system of good government to the citizens of Polk County by implementing and enforcing policies, rules, and procedures in the County's Employee Handbook to ensure employees fulfill their job duties and responsibilities of providing superior public service.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Maintain organizational compliance with employment laws, County policies, and collective bargaining agreements.
- 2 Minimize potential legal/financial liabilities relative to employment issues.
- 3 Maintain work environment, that encourages stability, productivity, quality service, and cost effectiveness.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# collective bargaining agreements negotiated	1,2,3	5	5	5	5
# of grievances filed	1,2	15	50	40	40
# of grievances taken to arbitration	1,2	0	2	2	2
# of unemployment compensation claims filed/responded to	1,2	73	80	80	80
# of Management consultations	1,2,3	1,700	1,900	1,800	1,800
Effectiveness Indicators:					
% of grievances taken to arbitration and modified	1,2	0%	0%	0%	0%
# Positive drug tests with successful outcomes	1,2	4	4	4	4
Efficiency Indicators:					
% of Unsuccessful positive drug testing outcomes	1,2	2%	2%	2%	2%
Personnel					
Full Time Equivalents		2.00	2.00	2.00	2.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		151,773	173,336	191,160	200,047
Total Program		151,773	173,336	191,160	200,047

Employee Relations

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	151,773	173,336	191,160	200,047
Total Program	151,773	173,336	191,160	200,047
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	141,020	140,930	157,724	162,736
Operating Expenses	10,753	32,406	33,436	37,311
Total Program	151,773	173,336	191,160	200,047
Significant Changes				
There are no significant changes to this program for the FY 16/17 budget.				

Employment Services

Program Number: 129

Program Version: 10

Result Area: Good Government

Division: Human Resources

I. Program Offer Description:

Polk County Human Resources Employment Services section's foundational strategy is to attract, retain and recruit top talent. The goal is to employ highly qualified candidates and a diverse workforce to empower BoCC, to build citizens' trust to the level that they agree that government is well run, and is a good steward of their tax dollars. Utilizing best practices, innovative approaches and a solid applicant pipeline, we can foster a positive environment with all employees building pride in the workplace with leaders aiding in future retention. Employment Services partners with staff, Division Directors and Executive Leadership in building recruitment and compensation strategies that fully support the organization.

II. Contribution to Result:

1. **PROMOTE AND REINFORCE ASSEST AND RESOURCE MANAGEMENT:** by building on programs through sourcing and recruiting through various avenues including; high schools, colleges and universities; and career fairs and other recruiting resources. This will ensure that the BOCC employee population matches Polk County's population. Create employment opportunities in Polk County Board of County Commissioners by proactive recruitment strategizing with leaders and building employment pipelines.

2. **CREATE AND ENHANCE CLEAR, INTERACTIVE CHANNELS OF INFORMATION:** by providing and utilizing online resources such as iRecruitment an Oracle software program. This resource allows the division to monitor, review, and maintain critical data relating to job postings, interviewing, and hiring.

Build a culture of recruitment through referrals generated by existing employees and implement a formal referral program so that current Polk County employees may show their pride for the County and refer applicants.

3. **HAVE TOTAL ASSET UTILIZATION WITH FIXED HUMAN CAPITAL ASSETS:** by building programs/processes internally which promote hiring/relating top talent by constantly benchmarking best practices through private industry and county government so that Polk County utilizes its Human Capital to the fullest and hires the best and the brightest.

4. **PROVIDE STRATEGIC VISIONARY LEADERSHIP THROUGH HIRING/RETENTION BEST PRACTICES:** by recruiting and training hiring managers on general human resources processes and interviewing techniques so that future County leaders demonstrate versatility and responsibility for achieving the best in their division and model those behaviors in their employees.

Become the employee destination of choice by research, recruiting and maintaining staffing policy and practices that are comparable to and/or exceeds that of other surrounding Counties. Our goal is to provide work/life balance to all employees allowing BOCC to maintain our County of Choice position.

5. **STREAMLINE ORGANIZATIONAL COMMUNICATION:** by meeting with hiring manager(s) in the initial phases of construction a recruitment plan to gain insight to the hiring unit's needs and for the hiring unit to understand the services the Staffing/Retention Unit can offer. The staffing Unit will follow up by phone email or personal site visits to provide update on the applications received. Implement a New Hire 60 day follow up instrument to ensure employees are succeeding and create internal communication process so that there is a clear path for employees to follow with hiring, promotions, and retention.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Provide Strategic recruitment process and practices in the Human Resources Division.
- 2 Continued recruitment efforts to build a solid candidate pool and retain top talent.
- 3 Build Diversity Program.

Employment Services

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of positions turned over annually	1	414	422	422	422
# of vacant positions per month (average)	1	139	125	125	125
# of positions posted annually	1	98	100	125	125
# of employment applications processed annually	1	1864	2000	2000	2000
# of applicants interviewed annually	1	850	884	1000	1000
# of new hires annually (including transfers/promotions)	1,3	401	300	350	350
# of positions filled by minorities (new hires)	1,3	79	105	110	110
# of positions filled by minorities (transfer/promotions)	1,3	30	20	25	25
# of transfers/promotions	1,3	179	95	110	110
# of Job Fairs/Career Fairs	2,3	10	20	20	20
# of job descriptions developed/revised	1,2	108	39	39	39
# of position classification reviews performed	1,2	9	30	40	40
# of PAF's processed	1	1803	1130	1200	1200
Effectiveness Indicators:					
% of vacant positions posted within 2 days of receipt	1	50%	100%	90%	90%
# of days from receipt of job requisition to posting	3	7	2	2	2
% of positions filled by minorities (new hires)	1,3	25%	41%	42%	42%
% of positions filled by minorities (transfers/promotions)	1,3	25%	10%	15%	15%
% of PAF's processed correctly	1,3	95%	100%	100%	100%
Efficiency Indicators:					
Cost per new hire and transfer/promotion	1	\$753	\$946	\$1250	\$1250
Personnel					
Full Time Equivalents		3.00	3.20	3.20	3.20
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		274,980	296,802	382,972	395,451
Total Program		274,980	296,802	382,972	395,451
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		274,980	296,802	382,972	395,451
Total Program		274,980	296,802	382,972	395,451
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		162,096	181,430	189,706	195,690
Operating Expenses		112,884	115,372	193,266	199,761
Total Program		274,980	296,802	382,972	395,451
Significant Changes					
<p>Polk Performs link:</p> <p>Employee Turnover Rate - Employee turnover is the rate at which an employer gains and loses employees. When an organization must replace an employee, they incur direct and indirect expenses, such as recruiting, new high training, loss of productivity, etc. These costs can add up to 200% of a single employee's annual wages. Keeping turnover to a minimum saves money for the organization.</p> <p>Workforce Diversity - Retaining a workforce as diverse as our citizen and customer base allows us to provide better service throughout Polk County and improves our interaction with diverse partners and customers. A diverse workforce can supply a greater</p>					

Employment Services

variety of solutions to problems in service, sourcing, and allocation of resources, including providing service to customers on a global basis, which leads to increased organizational learning and success. As of 2014, Polk County BoCC minority workforce representation is at 25.9%, slightly greater than the 24.8% minority representation of the Polk County population.

There are no significant budget changes for this program in FY16/17.

Organization & Employee Development

Program Number: 408

Program Version: 10

Result Area: Good Government

Division: Human Resources

I. Program Offer Description:

Our purpose is to develop and support organizational effectiveness by facilitating employee engagement, fostering a positive work climate, improving team effectiveness, advancing job knowledge and skills, and providing ongoing learning and development opportunities for County employees, leaders, and teams. OED supports and facilitates collaborative and innovative large scale change and continuous improvement efforts County wide to ensure people, processes and systems interact effectively and to sustain a high performing, customer focused organization.

II. Contribution to Result:

Every element of OED is aligned with Good Government strategies and priorities. Additionally, OED impacts each of the key result areas with effective programs designed to improve the capabilities of employees and processes throughout the County. OED's dedication to excellence of its programs has earned it numerous awards at local and national levels.

IMPROVE SERVICE AND PERFORMANCE

OED's nationally recognized, award winning Employee Suggestion Program, SHINE, continues to contribute significantly to organizational performance and employee involvement. Now in its 15th year, SHINE has generated greater than 2,182 employee suggestions in which employees have been rewarded. As a result of this program, the County has benefited from approximately \$8.0 million in savings.

EMPLOYMENT DESTINATION

"Opportunities for growth and development" is on the short list of what most employees want from their place of employment. OED's Employee Development Program offers 72 ground-based courses to enhance skills and abilities crucial to all the result areas. OED's substantive course offerings have attracted many County employees from other constitutional agencies. A total of 1,706 participants took courses offered in 2015 an excellent rating of 4.64 (1 - 5 scale). OED has been recognized for excellence, earning "Best Practice" designation by Workforce 2020. The OED RESOURCE, a virtual catalog containing the course schedule and other development information, is available to all employees online. OED also shepherds the KUDOS program which gives employees a mechanism to share positive feedback and enable the building of a values based culture. OED's programs are important to the recruitment and retention of a quality staff and to foster the perception that Polk County is a desirable employment destination.

OED's New Employee Orientation (NEO) receives extremely high marks from participants and has been recognized nationally by NACo. NEO is a valuable way to enable new employees to become comfortable and productive as soon as possible, while demonstrating Polk's commitment to their growth and development. Management discussed the BoCC's mission, vision, and values with the employees to get their understanding, buy-in and support.

RESPONSIBLE, VISIONARY LEADERSHIP

A systematic Succession Planning process, another of the BoCC's award winning programs, has been developed and deployed by OED for senior and middle level positions. Each of the Succession Plan candidates creates an Individual Development Plan (IDP) based on a 360 degree feedback assessment. The process repeats every two years to assure progress is being made in developing future leadership and that critical institutional knowledge is maintained in light of an increase in retirements.

IMPROVE ORGANIZATIONAL COMMUNICATION

OED designs and administers the Employee Engagement Survey process every two years and works with leadership to respond and communicate results to employees. In the 2013/14 survey 95% of BoCC employees participated in the survey and had their voices heard. The next survey cycle began in February of 2016. OED facilitates the County Manager forums, a series of meetings in which the County Manager discusses any budget challenges and future outlook, as well as other issues of interest to the employees. This forum also provides a platform for employees to ask any questions they have of the County Manager.

EXCELLENCE IN EXECUTION AND RESULTS

Employees are the biggest cost/investment in Polk government and they are the most decisive factor in delivering the results our citizens expect. OED provides mission critical "maintenance and upgrades" for these human assets as evidenced by the BOCC's designation as a "Best Places to Work" in Polk County, awarded by CareerSource Polk. Despite significant budget cuts, OED continues to provide nationally recognized programs.

This Program is:	Not Mandated	(X)	Mandated:	Federal	()	State	()	Local	()
-------------------------	---------------------	-------	------------------	---------	-----	-------	-----	-------	-----

III. Performance Objectives:

- 1 Develop and support systematic plans to broaden employee skills, knowledge and competencies through formal training and blended learning experiences aligned with the County's mission, values and objectives.
- 2 Support leaders and employees in developing a culture of employee engagement which is dedicated to excellence and exceptional customer service.
- 3 Manage continuous development and promotion initiatives to sustain employee participation and involvement in improving BoCC operations and services through the employee suggestion program, SHINE.
- 4 Implement quality management and improvement processes that engage employees and effectively promote cross-functional team-based problem solving.
- 5 Develop and facilitate a Succession Planning process that builds the depth and strength of future organizational leadership.

Organization & Employee Development

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of course participants	1	1,706	1,560	1,750	1,800
# of new hires participating in new employee orientation	1	187	150	150	150
# of employee suggestions processed	3	12	60	60	60
# of employees participating in Bi-Annual Employee Survey	2/4	N/A	2,000	N/A	2,000
# of Succession Plan candidates	5	38	40	40	40
Effectiveness Indicators:					
Employee satisfaction rating with overall learning experience (1-5 scale)	1	4.64	4.00	4.60	4.60
# of new employees who believe the orientation program improved their customer service skills	2	95%	95%	95%	95%
Accumulated reported first-year savings generated annually by employee suggestions	3	\$8,084,056	\$8,400,627	\$8,400,627	\$8,500,627
# of employees indicating we are living our REACHIS values	4	N/A	80%	N/A	90%
% of Succession Plan candidates making progress on Individual Development Plan (IDP) measures	5	95%	98%	95%	95%
Efficiency Indicators:					
% of surveys completed to total workforce	2/4	N/A	95%	N/A	95%
Personnel					
Full Time Equivalents		3.00	3.00	3.00	3.00
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		388,578	487,420	522,182	565,436
Total Program		388,578	487,420	522,182	565,436
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		388,578	487,420	522,182	565,436
Total Program		388,578	487,420	522,182	565,436
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		263,392	338,112	335,034	343,464
Operating Expenses		125,186	149,308	187,148	221,972
Total Program		388,578	487,420	522,182	565,436
Significant Changes					
<p>The BoCC must continue to train its workforce and improve its systems despite the budget challenges it faces. It is only with an engaged workforce and effective processes that we will be able to provide the level of service our citizens expect.</p> <p>Polk Performs link: The nationally recognized employee suggestion program SHINE (Suggestions Help Increase and Nurture Excellence) recognizes that employees represent an unlimited source of ingenuity in developing ideas to reduce costs and improve processes. Now in its 15th year of operation, SHINE has generated over \$8.0 million in savings. SHINE has become a part of the County's work culture, generating employee involvement and fostering employee recognition.</p>					

Equal Opportunity

Program Number: 56

Program Version: 10

Result Area: Good Government

Division: Equity and Human Resources

Section: Office of Equal Opportunity

I. Program Offer Description:

The Equal Opportunity Office (EO) enhances the quality of life for the citizens, customers and employees of Polk County by providing equal opportunity and fair treatment in county services, employment, programs, and activities to ensure County government compliance with federal, state, and local EO/employment laws, regulations and policies. This program helps prevent and/or reduce lawsuits against the County, as well as saves the taxpayers money by avoiding the expensive costs of outside attorneys and fees. The EO program uses proactive measures such as education, training, consultation/advisement, and mediation to prevent and/or reduce complaints internally and externally, protecting the County from bad publicity and poor image. The EO staff works closely with employees and citizens to be proactive, rather than reactive, in addressing concerns or perceptions to prevent them from escalating into complaints or lawsuits.

II. Contribution to Result:

The EO program contributes to the Good Government result area by:

PROMOTE ACTIVE CITIZEN CONNECTION W/COUNTY PERSONNEL & RESULTS via the Community Relations Advisory Council. EO conducts monthly meetings with citizens, including community leaders from all five County districts, to address the interests and needs of the people in their communities. These meetings with citizens have resulted in the County gaining the trust and respect of citizens and the citizens feeling like they have a voice. The County also benefits by getting good advice and assistance from citizens in creating educational programs, projects and campaigns devoted to the prevention and/or elimination of racial tension, intolerances and all forms of discrimination in Polk County, thus, preventing and/or eliminating costly discrimination lawsuits. EO also conducts workshops and speaking engagements in the community presenting information about the County, equal opportunity/employment laws and diversity affairs.

IMPROVE GOVERNMENT PERFORMANCE BY MANAGING FOR RESULTS

EO's proactive measures, such as our employment law education and updates, diversity awareness training, consultations with employees and external customers, and mediations, contribute significantly to the organization's performance and results. EO has kept the organization compliant with local, state, and federal employment laws, preventing expensive legal fees and poor public image. Since the EO program's inception, the County has not been subjected to a discrimination lawsuit. Additionally, EO has consistently reduced the number of federal and state complaints over the previous year. Through creative and aggressive diversity recruitment, EO has assisted the organization in attaining a diverse, well-trained, competent workforce to serve the diverse citizens of Polk County.

PROVIDE STRATEGIC & VISIONARY LEADERSHIP

EO has taken the lead in promoting and embracing equal opportunity and workplace diversity throughout the organization, strengthening the appeal, reputation and ideal of the organization, as well as **ENHANCING POLK AS AN EMPLOYMENT DESTINATION**. EO conducts a management course that includes a section on the "fair way to manage diversity." Equality and fair treatment leads to good employee morale and customer satisfaction. Workplace diversity assures the organization has diverse employees to successfully communicate with and serve the needs of its diverse customers. Thus, this helps to make Polk County the "employer of choice", as well as the "county of choice."

STREAMLINE & ENHANCE COMMUNICATION

EO communicates with residents and community leaders at least monthly in person. Additionally, EO mediates disputes between and among customers, businesses, management and employees to ensure effective communication across organizational lines and make the organization and workplace more cohesive. Additionally, EO facilitates employee appeal hearings to ensure both employees and management are afforded the opportunity to be heard.

ENSURE SOUND MANAGEMENT OF PUBLIC FUNDS

EO continues to save the County money by investigating and resolving complaints for the organization, avoiding the expensive costs of outside council, as well as conducting EO training and education workshops, rather than paying consultants/training firms. A complaint assigned to EO costs approximately \$50.00 per hour, as compared to approximately \$165.00 per hour for complaints assigned to outside council.

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** () **Local** ()

III. Performance Objectives:

- 1 Ensure County-wide compliance with federal, state, and local laws, regulations and policies.
- 2 Prevent discrimination lawsuits against the BoCC by implementing proactive steps (education, training, etc.) to save the BoCC costly legal expenses.
- 3 Prevent and/or reduce discrimination complaints against the BoCC.
- 4 Receive and successfully resolve more internal complaints, than federal complaints.
- 5 Provide administrative leadership and supervision of the County's EO programs, initiatives, and policy enforcement to enhance community relations with minority communities and improve employee morale.
- 6 Successfully assist the County Manager, County Commissioners and management with ensuring equal opportunity and fair treatment to all residents, customers, and employees to make Polk County "the County and Employer of Choice."

Equal Opportunity

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of discrimination and sexual harassment complaints investigated and resolved	1,2,3	15	15	15	15
# of federal complaints filed	1,2,4	5	5	5	5
# of federal mediations conducted	1,2,3,4	4	4	4	4
# of employee or management consultations conducted	1,2,3,4	75	75	75	75
Cumulative # of employees educated/informed about workplace diversity & discrimination	1,2,3,4	1,946	1,946	2,000	2,000
# of EO newsletters distributed	1,3	12	12	12	12
Effectiveness Indicators:					
% of employees educated in diversity awareness	1,2,3	100%	100%	100%	100%
% of complaints resolved internally	1,2,3	90%	90%	90%	90%
# of actions appealed	1,2,3,4	4	6	4	4
Efficiency Indicators:					
Ratio of EO Staff to Employees	1,2,3	1/958	1/958	1/1,000	1/1,000
Ratio of EO Staff to Departments/Divisions/Sections	1,2,3,4	1/25	1/25	1/25	1/25
Personnel					
Full Time Equivalents		4.00	3.00	3.00	3.00
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		228,919	236,950	259,212	269,867
Fire Rescue Funds		39,208	39,940	41,510	42,812
Cash/Fund Balance Forward		0	7,800	8,270	0
Miscellaneous Revenue		2,550	2,500	2,500	2,500
Total Program		270,677	287,190	311,492	315,179
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		231,469	247,250	269,982	272,367
Fire Rescue Funds		39,208	39,940	41,510	42,812
Total Program		270,677	287,190	311,492	315,179
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		222,481	222,925	246,753	254,473
Operating Expenses		48,196	64,265	64,739	60,706
Total Program		270,677	287,190	311,492	315,179

Significant Changes

Continued from Contribution to Result:

Workforce Diversity - Retaining a workforce as diverse as our citizen and customer base allows us to provide better service throughout Polk County and improves our interaction with diverse partners and customers. A diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources, including providing service to customers on a global basis, which leads to increased organizational learning and success. As of 2014, Polk County BoCC minority workforce representation is at 25.2%, slightly greater than the 24.8% minority representation of the Polk County population.

Equal Opportunity

Polk Vision: Key Benchmark # 7 of the Polk Vision document calls for Racial Harmony, Diversity and Opportunity. In order to achieve this within the BoCC, the Equal Opportunity office provides administrative leadership and supervision for the BoCC's equal opportunity/affirmative action plan which includes coordinating a proactive diversity recruitment program, conducting a diversity awareness workshops and diversity management courses for BoCC employees, and provides educational counseling sessions regarding equal employment opportunity issues. Additionally, the Equal Opportunity office prepares and distributes an Equal Opportunity Update newsletter that educates and informs BoCC employees about important equal opportunity issues and legal developments.

Mandated Requirements: Federal Civil Rights Laws, 28 CFR 42.301, Florida Statute 760 and Local Ordinance 00-57

There are no significant changes to this program for FY16/17.

Supplier Diversity

Program Number: 184

Program Version: 10

Result Area:	Good Government
Division:	Equity Office
Section:	Office of Supplier Diversity

I. Program Offer Description:

The Disadvantaged Women and Minority Business Enterprises program's function is to improve business and economic opportunities for minority and women business enterprises seeking to provide services to the BoCC and Polk County as a whole. Efforts towards this goal can be categorized into the following primary functions; Advocacy, Compliance, Outreach and Matchmaking Activities.

II. Contribution to Result:

Fiscal Stewardship- The Disadvantaged Women and Minority Business Enterprises (D/W/MBE) program fosters competition between minority owned businesses and those companies currently contracted with the BoCC. This competition strives to decrease service pricing by way of increased competition for the opportunity to provide services to the BoCC. This in turn ensures that each County dollar is spent wisely and with the mindset of causing the least tax burden to citizens. The Disadvantaged Women and Minority Business Enterprise program staff continuously collaborates with organizations dedicated to the economic development of women and minority owned businesses.

Citizen Accountability- The Disadvantaged Women and Minority Business Enterprises program staff has always maintained an open door policy and many of our external customers (W/MBE owned businesses) frequently seek assistance from our office to improve in their attempts to do business with the County. Moreover, we consistently meet with citizen oversight boards like the Community Relations Advisory Council and the local NAACP branches to assure our citizens that the policies and procedures being used are the most up to date and effective means of practice. As a member of the Polk Vision Economic Development Sub Committee, we also participate in their business open forums as well as those held by the Puerto Rican Chamber of Commerce, among others. At these forums citizens are given the opportunity to share their thoughts and concerns for the improvement of the County. OSD often works with these boards and organizations to seek solutions that will alleviate the issue for the concerned citizen.

Competent Staff- The OSD staff person responsible for the Disadvantaged Women and Minority Business Enterprises program has over 16 years of business development and compliance experience. This experience includes serving as the Director of the Office of Supplier Diversity for Polk County, working to broaden the economic forecast for Disadvantaged, Minority, Women and Service Disabled Owned businesses. The services offered by OSD have provided these businesses the opportunity to participate in the county's Sheltered Market and Vendor Preference programs. This has led to a significant increase in the number of vendors participating in county contracts and dollars spent with D/W/MBE vendors. Successful efforts to create better D/W/MBE vendors have made certain that not only is Polk County being provided with the highest quality of service, but that the demographics of the women, minority and disadvantaged business communities served by Polk County's Office of Supplier Diversity are being as fairly represented as possible. Efforts such as creating new and revising county ordinances concerning minority utilization on county contracts has played a significant role increasing our annual utilization and spend with D/W/MBE businesses as well, but also gone on to add value to making Polk County a great diverse place to live work and play.

Statesmanship- The most effective way to ensure that our infrastructure meets the needs of existing businesses and helps provide for future business expansion opportunities would be to engage all companies on an equal basis, giving all vendors the same opportunity to compete; this is a function of the Disadvantaged Women and Minority Business Enterprises program. This course of action would in turn lessen the amount of expenses output and also spread BoCC dollars across a more diverse population. BoCC currently has ordinances and policies that seek to increase its utilization of D/W/MBEs, thereby setting the course for a dynamic economic future. To help ensure that this utilization of D/W/MBEs take place, it is the daily responsibility of the Disadvantaged Women and Minority Business Enterprises program staff to seek out each avenue to make this happen.

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** () **Local** (X)

III. Performance Objectives:

1	Successfully work with purchasing to increase the number of DBE, WBE & MBE vendors to the BoCC participating in BoCC purchasing and procurement.
2	Successfully and Strategically work with BoCC agencies to promote awareness or DBE, WBE & MBE opportunities.
3	Strategically work with vendors, governmental and quasi-governmental agencies to promote BoCC and the vendor population.
4	Provide better contract monitoring using innovations & tools designed to increase usage of DBE, WBE & MBE businesses and to decrease complaints and setbacks.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of DBEs, WBEs, & MBEs assisted in their efforts to obtain bids	1,2,3,4	70	50	50	50
# of procurement opportunities publicized	1,2,4	90	75	75	75
# of DBEs, WBEs, & MBEs solicited with Polk County	1,2,4	1,850	1,000	1,000	1,000
\$ of contracts won by W/MBE	1,2,3,4	\$12M	\$11M	\$11M	\$11M
Effectiveness Indicators:					
% of increase of D/W/MBE participation over previous year	1,2,3,4	15%	5%	5%	5%
# of D/W/MBEs registered with Polk County	1,2,3,4	2,025	N/A	2,000	2,000
Number of bids offered under sheltered markets	1,2,3,4	56	50	50	50
Personnel					
Full Time Equivalents		1.00	1.00	1.00	1.00

Supplier Diversity

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	106,919	115,555	119,397	123,538
Miscellaneous Revenue	2,300	5,000	5,000	5,000
Total Program	109,219	120,555	124,397	128,538
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	109,219	120,555	124,397	128,538
Total Program	109,219	120,555	124,397	128,538
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	94,636	96,191	100,024	103,138
Operating Expenses	14,583	24,364	24,373	25,400
Total Program	109,219	120,555	124,397	128,538
Significant Changes				
<p>Polk Vision: Key Benchmark # 7 of the Polk Vision document calls for Racial Harmony, Diversity and Opportunity. In this program, our goal is to provide maximum opportunity to Women and Minority Business Enterprises to participate in the County's procurement activities and provide effective assistance to them, educate the BoCC staff regarding diversity and inclusion in order to increase D/W/MBE participation in procurement activities and ensure nondiscrimination.</p> <p>Federal Mandate: 49 CFR Part 26 Local Mandate: Ordinance No. 00-57 State: FL State Statute 287</p>				

Building Maintenance

Program Number: 299

Program Version: 10

Result Area: Good Government

Division: Facilities Management

I. Program Offer Description:

The Building Maintenance program now encompasses: maintenance and repairs for all County owned buildings; all custodial services: utilities for a great percentage of County facilities; all contractual services for preventive maintenance, fire alarm repair and monitoring, pest control, elevator maintenance and fire extinguisher inspections; and grounds maintenance for most County buildings. Additionally, this program conducts damage assessments of County facilities after an emergency event.

Our goal is to ensure a safe, comfortable and efficient working environment for employees and visitors.

II. Contribution to Result:

This program meets Strategy #3 of effective management and utilization of the County's assets through proper maintenance and care of all County owned buildings.

Facilities Building Maintenance and Repair Services performs building and equipment maintenance and repairs necessary to maximize the life cycle of the County's assets and to provide safe, comfortable environments for employees and visitors conducting County business.

Facilities Management employees maintain over 4 million square feet of space in approximately 1100 buildings and structures and approximately 67 parks and water plants throughout the County, owned by, or leased for, the BOCC and Constitutional Officers, most of whom provide direct service and quality programs to the public.

The employees of this program are the ones called when the power goes out, the air conditioning doesn't work or a pipe breaks. Timely and effective repairs and completion of scheduled preventive maintenance can forestall the replacement of expensive equipment. Untimely repairs and lack of preventive maintenance can make an already bad situation worse when something breaks down.

While we continue to complete emergency repairs at a rate exceeding 95%, our completion of preventive maintenance will continue to falter. We are forced to run equipment to failure and then react accordingly, rather than plan for replacements at the appropriate time. We submit for consideration, a 10 year Building Asset Management Plan, where we performed assessments of all the County's larger facilities for replacement of items which will prolong the life of the assets. Next year's request is approximately \$2.5 Million. This program also contributes to the Fiscal Stewardship factor by utilizing a combination of in-house trades and craft technicians and contracted services to maximize the effectiveness of asset management.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Manage maintenance cost per square foot of building inventory at or below industry standard as determined by IFMA per building type
- 2 Maintain technical and support staff at or below industry standard per square foot of building inventory as determined by IFMA per building type
- 3 Pursuit of excellence in maintenance management and customer service
- 4 Minimize backlog of deferred capital maintenance and repair work
- 5 Pursue and maintain utility cost saving initiatives

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Square footage maintained annually	1-4	4,035,156	4,098,796	4,480,998	4,480,998
# of repair work orders	1-4	12,557	12,323	12,396	12,396
# of preventive maintenance work	1-4	5,318	3,613	3,991	3,991
# of emergency work orders	1-3	417	377	418	418
% of preventive maintenance work orders completed as scheduled	1-3	90%	92%	91%	91%
# of utility cost savings initiatives	5	6	6	6	6
Square footage of buildings cleaned	3	1,600,000	1,411,621	1,464,950	1,464,950
Effectiveness Indicators:					
% of repair work orders closed within 7 days	1	92%	92%	93%	93%
Utility savings generated/yearly cost savings initiatives	5	\$1,011,298	\$63,029	\$993,896	\$993,896
Cost/square foot of buildings maintained through this program	1-5	\$4.11	\$4.09	\$4.51	\$4.51
Square footage maintained per trades employee	1	72,056	74,524	80,017	80,017
Efficiency Indicators:					
Backlog of deferred capital maintenance work list	1-4	\$22,408,197	\$22,068,818	\$20,397,725	\$20,397,725
Backlog of maintenance and repair	1-2	\$2,531,950	\$2,721,8000	\$2,486,900	\$2,486,900
Personnel					
Full Time Equivalents		71.00	72.00	74.00	75.00

Building Maintenance

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	15,214,189	15,593,700	16,058,459	16,097,895
Cash/Fund Balance Forward	0	175,000	0	0
Charges for Services	1,636,250	1,600,000	1,636,250	1,636,250
Miscellaneous Revenue	130,782	76,080	227,664	227,664
Total Program	16,981,221	17,444,780	17,922,373	17,961,809
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	16,981,221	17,444,780	17,922,373	17,961,809
Total Program	16,981,221	17,444,780	17,922,373	17,961,809
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	3,613,954	3,907,000	4,145,577	4,333,391
Operating Expenses	13,365,268	13,163,564	13,513,354	13,628,418
Capital Expenses	1,999	350,000	263,442	0
Transfers	0	24,216	0	0
Total Program	16,981,221	17,444,780	17,922,373	17,961,809
Significant Changes				
Changes to budget and personnel for Fiscal Year 16/17 are due to 2 Jail Maintenance Mechanic Specialist positions. Significant changes in 17/18 is due to adding 1 Maintenance Mechanic Specialist.				

Architectural Services

Program Number: 112

Program Version: 11

Result Area: Good Government

Division: Facilities Management

I. Program Offer Description:

Architectural Services plans, coordinates and manages the design and construction of all vertical construction projects for the Board of County Commissioners and Constitutional Officers. These projects include facility additions, renovations, alterations and new construction. Projects are funded from various sources, such as the Community Investment Fund, the BoCC's General Fund, Constitutional Officers' budgets, and Enterprise Funds.

II. Contribution to Result:

This program meets Strategy # 3 of effective management and utilization of the County's asset base and fiscal resources through professional management, design and construction of all building projects for both the Board and Constitutional Officers.

Architectural Services is responsible for the design and construction of the vertical construction projects adopted annually within the County's Community Investment Program. These projects are organized into various categories including Corrections, Parks and Recreation, Fire Rescue, Sheriff's Office, and Administrative Centers, among others. Our staff consists of Project Managers and Project Coordinators, degreed or certified, in Building Construction. Highly trained and versed in the building design and construction disciplines, our staff utilizes computer applications to manage contracts, budgets, and schedules.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Manage design and construction of all adopted CIP vertical construction projects.
- 2 Manage design and construction of all "other" approved vertical construction projects.
- 3 Ensure that all projects are delivered with the highest quality, on schedule, below budget and at the best value for the taxpayers.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of projects in planning	1	3	2	21	21
# of other projects in planning/design	2	4	20	22	22
# of all projects under construction	1,2	10	40	23	23
Value of all projects under construction	1-3	16,912,749	19,608,890	13,198,950	13,198,950
Value of all projects in design/planning	1-3	8,129,380	\$3,200,000	\$8,000,000	\$8,000,000
Effectiveness Indicators:					
# of CIP projects managed	1,3	10	8	23	23
# of "other" projects managed	2,3	86	60	30	30
Efficiency Indicators:					
# of projects managed per employee	1-3	24	11	5.75	5.75
Value of projects managed per employee	1-3	\$4,228,187	\$3,518,148	\$5,299,738	\$5,299,738
Personnel					
Full Time Equivalents		6.00	5.00	5.00	5.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		227,063	575,567	454,705	472,041
Interfund Transfer		322,867	0	0	0
Total Program		549,930	575,567	454,705	472,041

Architectural Services

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	549,930	575,567	454,705	472,041
Total Program	549,930	575,567	454,705	472,041
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	509,277	526,521	407,936	420,650
Operating Expenses	40,653	49,046	46,769	51,391
Total Program	549,930	575,567	454,705	472,041

Significant Changes

Program is mandated by Florida Statue F.S. 29.008 (1) - Counties are required to fund the cost of construction or lease, maintenance (repairs, grounds, custodial), utilities and security of facilities used in the execution of court-related functions; and 125.01 (1) (c) - Counties are required to provide and maintain county buildings. No significant changes to funding or personnel in this program for FY 16/17 and 17/18.

Services are required to ensure municipal services in urbanized, unincorporated areas that provide consistent high quality and accessible services to all residents in accordance with the Polk Vision Document section III. (A, B and D), and section V.B.1.

Fuel Management

Program Number: 154

Program Version: 10

Result Area: Good Government

Division: Fleet Management

I. Program Offer Description:

Provide vehicle and equipment fuel below market prices to BoCC and external customers.

II. Contribution to Result:

Fleet Management's fuel management program ensures Polk County and other external customers a convenient and reliable supply of fuel, irregardless of the weather or market flow, at a reasonable and comparable cost. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

This Program is: Not Mandated (X) **Mandated:** Federal () State () Local ()

III. Performance Objectives:

- 1 Maximize fuel site readiness.
- 2 Respond to all fuel site outages 24/7.
- 3 Sustain a pricing structure that assures fuel cost/gallon below market.
- 4 Assure Fuel Quality.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
\$ total of fuel site service calls per year (contract)	2	\$41,787	\$40,000	\$30,000	\$30,000
# of fuel deliveries per year	1	552	505	500	480
# of gallons pumped annually	1	2,098,035	2,009,030	1,948,444	1,900,000
\$ total of tax recovery		\$381,058	\$373,589	\$373,589	\$373,589
Effectiveness Indicators:					
cost per gallon (incl. markup) of diesel and unleaded compared to market price	3	-\$0.23	-\$0.40	-\$0.20	-\$0.20
Efficiency Indicators:					
# of tank inventory turns per year	1	7.42	6.77	6.5	6.25
Personnel					
Full Time Equivalents		1.65	1.65	1.65	1.65
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds		70,309	1	20,019	7,721
Internal Service Funds		155,241	280,595	247,403	247,403
Miscellaneous Revenue		698	0	0	19,484
Total Program		226,248	280,596	267,422	274,608

Fuel Management

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds	226,248	280,596	267,422	274,608
Total Program	226,248	280,596	267,422	274,608
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	97,898	100,820	104,799	108,070
Operating Expenses	125,788	179,776	162,623	166,538
Capital Expenses	2,562	0	0	0
Total Program	226,248	280,596	267,422	274,608
Significant Changes				
External customers: Cities - Bartow, Ft. Meade, Mulberry, Eagle Lake, Lake Hamilton, Frostproof, Dundee; External customers: State - Juvenile Justice, Forestry, FHP, FDEP; External customers: County - School Board, Peace River Center, Our Children's Academy, Discovery Academy of Lake Alfred, Global Academy, McKeel Academy, Berkeley Charter School, Lake Wales Charter School				

Stand-By Generator Availability

Program Number: 156

Program Version: 10

Result Area: Good Government

Division: Fleet Management

I. Program Offer Description:

Maintain all County owned stand-by generators to assure each is instantly available to fulfill its intended purpose when needed.

II. Contribution to Result:

Reliable generator operations provides continuity of operations during emergency operations at a controlled cost. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

This Program is: Not Mandated (X) **Mandated:** Federal () State () Local ()

III. Performance Objectives:

- 1 Maximize total generator availability.
- 2 Achieve rapid response to all generator outages.
- 3 Conduct PM's and run checks within scheduled intervals.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of service calls per month - Non PM	2	50	52	52	52
PM compliance % of total fleet	3	98%	99%	100%	100%
Total number of generators maintained by Fleet Management	1,2,3	245	248	260	260
Effectiveness Indicators:					
# of service calls per unit within 90 days of a PM inspection	2	1	2	2	2
Average response time to system failures (hours)	2	2.0 hr.	2.0 hr.	2.0 hr.	2.0 hr.
Efficiency Indicators:					
% of mechanical/electrical start failures in emergency situations	1,2	2.0%	2.0%	1.0%	1.0%
Personnel					
Full Time Equivalents		2.15	2.15	2.15	2.15
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds		58	0	0	0
Interest		1,255	0	0	0
Internal Service Funds		393,436	514,049	461,851	475,868
Total Program		394,749	514,049	461,851	475,868

Stand-By Generator Availability

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds	394,749	514,049	461,851	475,868
Total Program	394,749	514,049	461,851	475,868
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	134,372	137,758	143,789	148,260
Operating Expenses	260,377	376,291	318,062	327,608
Total Program	394,749	514,049	461,851	475,868

Significant Changes

After the current generator monitoring agreement expired, a new monitoring process was implemented which ties directly to the Emergency Management monitoring system. This conversion began in FY14/15 and will continue over the next 2 years. After the initial hardware and networking charges, there will be no continued monitoring fee.

Vehicle Availability

Program Number: 153

Program Version: 10

Result Area: Good Government

Division: Fleet Management

I. Program Offer Description:

Maintain all County owned vehicles and equipment to assure no mission is compromised due to a lack of vehicular assets.

II. Contribution to Result:

Polk Vision: Fleet functions as an integral support element for all BoCC vehicles. They aggressively promote inter-governmental cooperation as the primary fuel supplier to 8 municipalities, secondary fuel supplier to School Board and State, availability of long term vehicle purchase program, availability of heavy equipment motor pool and professional repair services. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Maximize vehicle and equipment readiness.
- 2 Achieve rapid response to vehicle breakdowns.
- 3 Sustain a level of maintenance that minimizes repeat/comeback or breakdown repairs.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of PM's performed per month (on average)	1,3	124	132	132	132
% of work orders closed vs work orders opened in the fiscal year	1	97%	95%	95%	95%
Effectiveness Indicators:					
% of Direct Labor reflected on Work Orders	1,2,3	67%	68%	68%	68%
% of parts availability	1	84%	80%	80%	80%
Efficiency Indicators:					
# of vehicles retired prior to expected end of life (excluding accidents)	1	25	24	20	20
Vehicle to Technician Ratio	1,2,3	74.52	73.65	74.56	74.56
Personnel					
Full Time Equivalents		27.65	27.65	27.65	27.65
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds		4,388,950	5,253,439	5,388,527	5,467,743
Interest		-1,261	6	50	47
Interfund Transfer		571,470	0	0	0
Miscellaneous Revenue		1,839	0	0	0
Total Program		4,960,998	5,253,445	5,388,577	5,467,790

Vehicle Availability

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds	4,960,998	5,253,445	5,388,577	5,467,790
Total Program	4,960,998	5,253,445	5,388,577	5,467,790
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	1,733,504	1,855,377	1,947,919	2,005,881
Operating Expenses	3,210,563	3,360,275	3,356,524	3,416,909
Capital Expenses	16,931	37,793	84,134	45,000
Total Program	4,960,998	5,253,445	5,388,577	5,467,790

Significant Changes

Fleet management continues to implement programs that benefit Polk County as well as other entities within Polk County through its maintenance program which also supports 3 municipalities, heavy duty motor pool and environmental quality commitment.

Additional measures include right-sizing vehicle pools, trial of an ambulance rehabilitation program, purchase of used equipment for limited use construction equipment, commercial contracts for limited use equipment rental and a tire service contract. Enhancements to Fire Rescue/EMS service levels were implemented during FY14/15 to increase availability of critical equipment.

City of Auburndale Fleet Maintenance

Program Number: 1553

Program Version: 6

Result Area: Good Government
Division: Fleet Management

I. Program Offer Description:

Vehicle Maintenance for the City of Auburndale

II. Contribution to Result:

Fleet Management provides the City of Auburndale, and thereby Polk County taxpayers, efficient services at a reduced cost while spreading BoCC overhead over a larger base. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Maximize vehicle and equipment readiness at the highest level possible.
- 2 Achieve rapid response to all vehicle breakdowns.
- 3 Sustain a level of maintenance quality that minimizes repeat repairs.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of PM's performed per month (on average)	1,3	26	28	28	28
% of work orders closed vs work orders opened in the fiscal year	1	96%	95%	95%	95%
Effectiveness Indicators:					
% of Direct Labor reflected on Work Orders	1,2,3	76%	75%	75%	75%
Efficiency Indicators:					
Vehicle to Technician Ratio	1,2,3	95	97	97	97
Personnel					
Full Time Equivalents		3.14	3.14	3.14	3.14
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds		18,703	0	0	0
Interest		-1,330	0	0	0
Internal Service Funds		526,911	523,000	581,436	601,355
Total Program		544,284	523,000	581,436	601,355
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds		544,284	523,000	581,436	601,355
Total Program		544,284	523,000	581,436	601,355
Appropriations:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		210,232	216,955	216,763	223,570
Operating Expenses		334,052	306,045	364,673	377,785
Total Program		544,284	523,000	581,436	601,355
Significant Changes					
There were no significant changes to this program in FY16/17 or FY17/18.					

City of Lake Wales Fleet Maintenance

Program Number: 1554

Program Version: 6

Result Area: Good Government
Division: Fleet Management

I. Program Offer Description:

Vehicle Maintenance for the City of Lake Wales
--

II. Contribution to Result:

Fleet Management provides the City of Lake Wales, and thereby Polk County taxpayers, efficient services at a reduced cost while spreading BoCC overhead over a larger base. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.
--

This Program is: Not Mandated (X) Mandated: Federal () State () Local ()

III. Performance Objectives:

- | |
|---|
| 1 Maximize vehicle and equipment readiness at the highest level possible. |
| 2 Achieve rapid response to all vehicle breakdowns. |
| 3 Sustain a level of maintenance quality that minimizes repeat repairs. |

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of PM's performed per month (on average)	1,3	16	15	15	15
% of work orders closed vs work orders opened in the fiscal year	1	95%	95%	95%	95%
Effectiveness Indicators:					
% of Direct Labor reflected on Work Orders	1,2,3	54%	55%	55%	55%
Efficiency Indicators:					
Vehicle to Technician Ratio	1,2,3	119	120	120	120
Personnel					
Full Time Equivalents		2.14	2.14	2.14	2.14
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds		29,625	0	0	0
Interest		30	0	0	0
Internal Service Funds		295,935	320,726	389,897	401,185
Total Program		325,590	320,726	389,897	401,185
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds		325,590	320,726	389,897	401,185
Total Program		325,590	320,726	389,897	401,185
Appropriations:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		135,257	138,664	145,306	149,884
Operating Expenses		190,333	182,062	244,591	251,301
Total Program		325,590	320,726	389,897	401,185
Significant Changes					
There were no significant changes to this program in FY16/17 or FY17/18.					

City of Ft. Meade Fleet Maintenance

Program Number: 1555

Program Version: 6

Result Area: Good Government

Division: Fleet Management

I. Program Offer Description:

Vehicle Maintenance for the City of Ft. Meade

II. Contribution to Result:

Fleet Management provides the City of Ft. Meade, and thereby Polk County taxpayers, efficient services at a reduced cost while spreading BoCC overhead over a larger base. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

This Program is: Not Mandated (X) Mandated: Federal () State () Local ()

III. Performance Objectives:

- 1 Maximize vehicle and equipment readiness at the highest level possible.
- 2 Achieve rapid response to all vehicle breakdowns.
- 3 Sustain a level of maintenance quality that minimizes repeat repairs.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of PM's performed per month (on average)	1,3	1.5	2	2	2
% of work orders closed vs work orders opened in the fiscal year	1	96%	96%	96%	96%
Effectiveness Indicators:					
% of Direct Labor reflected on Work Orders (for .5 technician)	1,2,3	80%	80%	80%	80%
Efficiency Indicators:					
Vehicle to Technician Ratio	1,2,3	45	43	42	40
Personnel					
Full Time Equivalents		0.57	0.57	0.57	0.57
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Interest		1,345	0	0	0
Internal Service Funds		87,579	90,648	77,448	79,296
Total Program		88,924	90,648	77,448	79,296
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Maintenance Funds		88,924	90,648	77,448	79,296
Total Program		88,924	90,648	77,448	79,296
Appropriations:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		32,545	32,902	34,695	35,780
Operating Expenses		47,860	57,746	42,753	43,516
Total Program		80,405	90,648	77,448	79,296

Significant Changes

There were no significant changes to this program in FY16/17 or FY17/18.

Vehicle Renewal/Replacement

Program Number: 152

Program Version: 10

Result Area: Good Government

Division: Fleet Management

I. Program Offer Description:

Assure all County owned vehicular assets are renewed/replaced within the limits of the Budget/Fund and in a manner that protects against catastrophic costs while assuring maximum life and value are achieved.

II. Contribution to Result:

Effective replacement of vehicles and equipment produces the lowest life cycle cost of the BoCC Fleet. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Fleet retention based on life cycle cost.
- 2 Accelerate disposal of high maintenance units.
- 3 Achieve minimum in-service time for new vehicles/equipment.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
\$ total of vehicles/equipment replaced	1	\$5,144,460	\$6,416,722	\$7,225,480	\$7,149,471
Effectiveness Indicators:					
% of approved purchases delivered in fiscal year	3	88%	85%	87%	87%
Efficiency Indicators:					
Vehicle/equipment auction proceeds	1	\$1,147,089	\$399,950	\$399,950	\$399,950
Personnel					
Full Time Equivalents		1.70	1.70	1.70	1.70
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Replacement Funds		4,231,023	5,893,315	6,708,171	6,626,504
Interest		160,478	98,248	106,169	116,133
Interfund Transfer		0	375,000	375,000	375,000
Miscellaneous Revenue		1,147,089	399,950	399,950	399,950
Total Program		5,538,590	6,766,513	7,589,290	7,517,587

Vehicle Renewal/Replacement

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fleet Replacement Funds	5,538,590	6,766,513	7,589,290	7,517,587
Total Program	5,538,590	6,766,513	7,589,290	7,517,587
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	115,628	120,613	125,344	129,277
Operating Expenses	278,502	193,639	196,005	196,378
Capital Expenses	5,144,460	6,416,722	7,225,480	7,149,471
Indirect Expense	0	35,539	42,461	42,461
Total Program	5,538,590	6,766,513	7,589,290	7,517,587

Significant Changes

Fleet is continuing to work closely with the Divisions to replace aging equipment. A utilization study was done per the County Manager's instructions which has resulted in further streamlining of the fleet.

Oracle ERP Systems

Program Number: 121

Program Version: 10

Result Area: Good Government

Division: Information Technology

I. Program Offer Description:

The Enterprise Resource Planning (ERP) Applications Program has one major function:

1. Technical, functional, development, implementation, project management, and continued maintenance support for the overall Oracle ERP System. Services provided are to assist with technology solutions that improve operational efficiency and increase the amount of usable management information. The major Oracle modules include HR Core, Payroll, Benefits, Employee Self Service, Procurement, AP, AR, General Ledger, Fixed Assets, Inventory, Budget, Projects, and Grants. The customer base for the Applications Program includes all BoCC Divisions and employees, all Clerk Departments and employees, and limited services (payroll and group insurance) for the State Attorney, Public Defender, Court Administration Office, and the Supervisor of Elections.

II. Contribution to Result:

The Applications program contributes to the Good Government results area by:

1. Performance and Results/Total Asset Management: Applications is part of the multi agency team supporting the Oracle ERP system which manages the daily business of the county's financial operation. The ERP team's role in this enterprise wide system is to maintain the integrity of the database and application code, maintain system security, develop customized reports, perform system modifications, and act as technical advisors to all divisions. FY2015/16 enhancements include Accounts Payable ACH processing, Affordable Care Act compliance and implementation of annual salary plan changes.
2. Information distribution and integration: Polk County has implemented a reporting module from EIS Technologies into the Oracle ERP system that provides hundreds of seeded reports across all 21 modules. However, the EIS tool requires a great deal of ongoing maintenance and patching by the IT staff which offsets some of the productivity gained. In FY15/16, IT will begin evaluating EIS and other commercially available reporting tools and do a cost-benefit analysis to determine if we should change our reporting tool.
3. Employment Competency: To ensure our staff is properly trained they are sent to technical classes to remain up-to-date on software development tools and user conferences offering peer-to-peer networking to learn first-hand what other agencies are doing; the current focus is on Affordable Care Act, Hyperion (budget) and major version upgrades to the Oracle base product. Although the Applications staff has had no turnover for several years, their 10 years of Oracle experience makes them extremely marketable in the private sector. When staff members begin to leave, we will have extreme difficulty finding a qualified Oracle replacement at existing county pay levels. Additionally, two senior staff members will be retiring in FY17/18.
4. Organizational Communication: The ERP Program staff works with county divisions to research and develop applications that share information more easily than the systems they replaced, thereby reducing redundancy. The Oracle ERP System is the hub for much of the counties personnel and financial information. Future projects being researched that integrate directly into ERP are: Community Investment Project, interfacing the Telestaff scheduling program into Oracle's time/labor module, Spending in the Sunshine (transparency of government spending) and an integrated personnel action form system.
5. Performance and Results: By selecting and developing appropriate solutions, we work with all BoCC offices to implement systems that improve efficiency within the county.
6. Total Asset Management: The Oracle ERP System accurately tracks and reports the fiscal resources of the county. The proper maintenance and development of this system keeps our management and citizens better informed of our actions and that their tax dollars are being invested wisely.

This Program is: Not Mandated (X) Mandated: Federal () State () Local ()

III. Performance Objectives:

- 1 Meet the automation needs of divisions through enhancements to the Oracle ERP system, the development of new solutions that extend and interface with ERP, and reporting solutions.
- 2 Provide a healthy stable Oracle ERP system through proactive and properly tested maintenance of hardware and implementation of software version upgrades.
- 3 Continually develop staff through regular training to improve skill levels in the latest technology and best software development practices.
- 4 Develop standardized repeatable processes that make the most of our limited resources.

Oracle ERP Systems

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of Projects	1	N/A	42	40	40
Active Projects	1	N/A	15	12	40
Backlog Projects (Inactive)	1	N/A	27	28	40
Active Projects - Estimated Hours	1	N/A	2,000	2,000	2,000
Backlog Projects - Estimated Hours	1	N/A	5,000	5,000	5,000
# of new incidents/work tickets opened	1	N/A	300	350	350
# of Oracle service requests (SR) opened	1	N/A	30	35	40
Effectiveness Indicators:					
Occurrences of System Patching	2	7	7	7	7
# of Projects closed	2	N/A	12	12	12
# of Incidents/work tickets closed	2	N/A	300	350	350
# of Oracle service requests (SR) closed	2	N/A	30	35	40
Efficiency Indicators:					
# of patches applied on-time	1,4	7	7	7	7
# of projects worked on that were not on backlog	2,4	N/A	8	8	8
Average days to close Oracle service requests	2,4	N/A	30	30	30
Training hours per employee	3	40	20	40	40
Personnel					
Full Time Equivalents		8.40	8.40	7.60	7.60
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Information Technology Fund		0	0	11,678	0
Cash/Fund Balance Forward		0	165,520	0	-9,216
Interfund Transfer		110,000	0	0	9,216
Internal Service Funds		1,146,561	1,124,627	1,128,456	1,229,148
Total Program		1,256,561	1,290,147	1,140,134	1,229,148
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Information Technology Fund		1,256,561	1,290,147	1,140,134	1,229,148
Total Program		1,256,561	1,290,147	1,140,134	1,229,148
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		729,398	815,237	780,531	817,303
Operating Expenses		421,229	309,390	347,925	411,845
Capital Expenses		25,472	0	0	0
Reserves		0	165,520	11,678	0
Total Program		1,176,099	1,290,147	1,140,134	1,229,148

Oracle ERP Systems

Significant Changes

A project to implement the Oracle iRecruitment module was tabled in 2015 when the county's recruiting function was outsourced to Source2.

Oracle has announced that our version of the Oracle eBusiness Suite (12.1) will transition to Extended Support in December 2016, and no longer be eligible for support after December 2019. Polk County must upgrade to version 12.2 (or greater) by that date. However, support for the Public Sector Budgeting (PSB) module ends with our current version; future versions will not contain a PSB module.

The Budget and Management Office has selected Oracle's cloud-based Hyperion product to replace the existing Public Sector Budgeting (PSB) module which is being deprecated in the next release of our ERP eBusiness Suite. Management is in the process of writing/issuing an RFP to procure professional services to assist in the transition.

In preparation for the above upgrades, IT staff will implement the latest version of the Oracle database used by the eBusiness Suite. This will be completed before the transition to Hyperion and the overall upgrade to version 12.2.

The County's Fire Rescue Division uses a staff scheduling system named Telestaff. In FY15/16, IT began planning to interface this system as a front-end to the time/labor timecard system in Oracle. This will eliminate duplicate keying of information and save a great deal of staff time.

All recommendations made by the 2013 Efficiency Commission impacting the Oracle ERP System have been implemented.

Internet

Program Number: 124

Program Version: 10

Result Area: Good Government

Division: Information Technology

I. Program Offer Description:

The Internet Program provides three primary major functions: Website Development, Vendor Package Integration, and Custom Application Development. We enhance the quality of life for the Citizens of Polk County by providing cost effective public websites, custom software solutions, web-based services, forms, reports, maintenance, technical support to all county divisions and Constitutional Officers who choose to use our services. Since 2007, usage of Internet Program websites BoCC (external), Polk Hub (internal), Clerk, Budgeting for Outcomes, Hurricane Expo, Polk TPO, Environmental Lands, Polk Nature, and web-based services have continued to increase.

II. Contribution to Result:

The Internet Program was ranked #1 in the Good Government Results Area during the last ranking of the Budgeting for Outcomes process.

The Internet Program contributes to the Good Government results area by:

1. Open Environment: The Internet Web Team provides online access (24/365) to web streamed meetings, services, documents, codes, ordinances, BoCC agendas and minutes and press releases as an open environment for citizens and businesses to voice their opinions and stay informed and involved with county government. The website is continually reviewed and enhanced to improve the user experience based upon surveys and management/division's input.
2. Performance/Results: The Internet Program develops both internal (Intranet) and external (Internet) online services and websites that deliver a great return on investment. Via the County website, visitors are able to find information and transact business with the County at any time which helps reduce citizen travel time and direct staff involvement. In October 2014, a new County website was released with a citizen-centric focus and is a responsive design making it available to use on any device, (PCs, tablets, smartphones). The ProjectDox system continues to automate the way the county archives and displays images used for our Land Development Division. In FY2014/15, a new Permit Status Viewer was redeveloped to a mobile application, which provides contractors, builders, and citizens the ability to view Hansen permit data at any time and location.
3. Asset Management: The Community Investment Program (CIP) website reports the progress of CIP projects that utilize tax dollars for county infrastructure and recreation areas. This application is also mobile ready and available on the new County website. The Hansen system used by Roads and Drainage was upgraded in 2014 and continues to track the county's road inventory and traffic signs with efficiency of primary and secondary road maintenance.
4. Organization Communications: By working with divisions, particularly close with the Communications division, and Constitutional Officers, we improve organizational communication that is critical to developing cost effective and relevant solutions to inform the citizens of Polk County. IT's support of the eAgenda system is a good example in this area. Citizens benefit from the system's ability to view agenda items before Board meetings and view meeting results after a meeting has concluded. Furthermore, online access of the BoCC Board meetings displays County leadership and provides for accountability.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Meet the basic Internet needs of the public and county programs through the development of custom internet software solutions that provide easy and immediate access to government information, services, and reports.
- 2 Respond quickly to service requests and public inquiries generated from website feedback and surveys.
- 3 Work closely with other County programs to learn business processes and publish services that positively impact the operation of government and service to the public.
- 4 Research and implement technologies that reduce cost and defer future staffing increases across the organization and improve service levels both internally and to the public.
- 5 Continually develop staff through regular training to improve skill levels on the latest technology and best practices for software development.

Internet

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of Websites Maintained/Supported	1	12	12	12	12
Internet Websites	1	6	6	6	6
Intranet (Polk Hub)	1	1	1	1	1
Website Interfaces	1	5	5	5	5
# of Projects	3,4	15	15	15	15
Active	3,4	6	6	6	6
Backlog (Inactive)	3,4	9	9	9	9
Active - Estimated Hours	3,4	6,520	7,500	7,500	7,500
Backlog - Estimated Hours	3,4	7,850	6,500	6,500	6,500
# of Applications Maintained/Supported	1,2	95	100	100	100
# of Databases Maintained/Supported	1,2	125	125	125	125
Effectiveness Indicators:					
Internet Metrics (Websites)					
# of Visits	1	2,272,378	2,200,000	2,200,000	2,200,000
# of Total Page Views	1	5,980,575	5,750,000	5,750,000	5,750,000
% of New Visitors	1	50%	50%	50%	50%
% of Returning Visitors	1	50%	50%	50%	50%
Intranet Metrics (Polk Hub)					
# of Visits	1,3,4	454,793	450,000	450,000	450,000
# of Total Page Views	1,3,4	1,210,424	1,200,000	1,200,000	1,200,000
% of New Staff Users	1,3,4	5%	5%	5%	5%
% of Returning Staff Users	1,3,4	95%	95%	95%	95%
Device Website Usage Ratio (Mobile vs. PC)					
% of PC	1,3,4	69%	67%	67%	67%
% of Mobile	1,3,4	31%	33%	33%	33%
Total	1,3,4	100%	100%	100%	100%
# of Legacy Conversions (85 total)	3,4	3	15	15	15
Access conversions	3,4	1	5	5	5
VB conversions	3,4	2	10	10	10
# of Unplanned Projects Worked (not in Backlog)	3,4	5	5	5	5
Efficiency Indicators:					
Training hours per staff	5	70	70	70	70
Personnel					
Full Time Equivalents		10.00	10.00	11.25	11.25
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants		0	0	33,717	34,800
Cash/Fund Balance Forward		0	6,245	42,574	32,513
Internal Service Funds		1,010,702	1,111,060	1,231,647	1,478,150
Total Program		1,010,702	1,117,305	1,307,938	1,545,463
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants		0	0	33,717	34,800
Information Technology Fund		1,010,702	1,117,305	1,274,221	1,510,663
Total Program		1,010,702	1,117,305	1,307,938	1,545,463

Internet

Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	733,617	795,535	915,209	940,899
Operating Expenses	237,985	315,525	350,155	572,051
Reserves	0	6,245	42,574	32,513
Total Program	971,602	1,117,305	1,307,938	1,545,463

Significant Changes

During FY15/16, the BoCC external website has continued to provide citizens and staff with relevant information in a responsive design available for any device; PC's or mobile. There has been a significant increase of mobile use since this new website went live on October 1, 2014. The Polk Hub has continued to provide staff with applications, tools, documents and forms that is always available and up-to-date. The new Public Records Tracking application developed in-house has proven to be a significant tool to not only track public records requests but also provide in-depth analysis of staff time to produce these requests. This analysis was able to justify the addition of one part-time position to handle the workload incurred by the sheer number of public records requests.

Per the recommendation of the Efficiency Commission, the County is in need to update the current CMS/CMMS system. A Citizens Task Force was appointed by County management to evaluate the needs and also IT's recommendations of a proposed system to replace this system. The current Hansen system in production is now over 20 years old in its architectural and technical design. Funding was made available in FY15/16 to purchase a new system to replace the Hansen system for Building, Land Development, Long Range Planning, and Code Enforcement. This newer system will provide customers a better overall experience and provide many online solutions that will make processes more efficient. Self-sufficiency equates to better, faster, and less costs for the county and citizens.

In the coming FY16/17 year, the Internet Program will continue to research, analyze, and develop new and innovative applications that meet the ever-changing technology industry. The current web content management system (Ektron) has been sold to another vendor and the future of this product is in question. Another challenge is the need to convert legacy MS Access applications developed over the years by IT and also line staff. A temporary contractor has been hired to convert these legacy applications and is projected to take upwards of four years. An overall strategy is needed to address these applications as well as legacy .net applications. As in previous year's, web developer skills are a highly valuable industry commodity and IT will be challenged to retain staff as the market can provide for greater financial reward.

Records Management

Program Number: 87

Program Version: 10

Result Area: Good Government

Division: Information Technology

I. Program Offer Description:

The Records Management (RM) Program provides two major functions:

1. Administers a RM program directed to the application of efficient and economical management methods relating to the creation, utilization, maintenance, retention, preservation, and disposal of records.
 - a. Seeks to manage and control records throughout their life cycle, from their creation and distribution, through their filing and use, and ultimately to their final disposition or permanent retention as directed by the Florida General Record Schedules.
2. Ensures every BoCC Division permits their records to be inspected and copied by any person desiring to do so, at any reasonable time, under reasonable conditions, and under supervision by the custodian of the public records.
 - a. For tracking/reporting purposes, the RM Section coordinates all Public Record Requests (PRR) via the "PRR System" to ensure the BoCC complies with this requirement.

II. Contribution to Result:

The Records Management program contributes to the Good Government results area by:

1. Performance and Results: Records contain an organizations memory, an irreplaceable asset often overlooked. BoCC Divisions create records each day that become background data for future decisions and planning. Through IT Records Management, they are securely preserved. Well organized records management makes it easier and quicker for employees to access records when they are needed and file them correctly when they are not. This not only improves efficiency and productivity but it also saves time and space.
2. Visionary Leadership: Florida public record laws can create major compliance problems since they can be difficult to interpret and apply. The Polk BoCC organization can be reasonably sure it is in full compliance through the Records Management Liaison Officer (RMLO) operating a good records management program, which takes responsibility for regulatory compliance.
3. Employment Competency: Under the Records Management Liaison Officer's (RMLO) direction, two FTEs are scheduled for training to be awarded the 'Florida Certified Records Management certification.' Additionally, the RMLO had the Polk County BoCC added to the Florida Department of State training locations to provide, not only BoCC, but all Polk County agency Record Managers, a course in basic record management principles and best practices.
4. Organizational Communication: Records Management ensures all materials made or received by the Polk BoCC in connection with official business which are used to perpetuate, communicate, or formalize knowledge are treated as public records and open for inspection and copying in compliance with Florida Statute, Section 119.
5. Total Asset Management: The RM program serves to protect the integrity and confidentiality of all important records. The Records Management program limits how many records and copies of records are created that are not essential to the business; and serves as a system for destroying useless or retiring inactive records. Additionally, every organization is vulnerable to loss and needs to protect its records.
6. Performance and Results: The Records Management Section became the central hub for coordinating, logging, distributing, and reporting on all public records requests to and from all BoCC Divisions. A tracking system was implemented in July 2015 to provide enhanced tracking of man-hours expended to respond to these public records requests. This led to county management approval of a part-time employee to enhance the section's ability to facilitate/coordinate Public Records Requests.

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** (X) **Local** ()

III. Performance Objectives:

- 1 Provide document prepping and imaging services to divisions with long and short-term records to save labor costs and storage space.
- 2 Provide complete and accurate compliance and disposition of records according to the Florida General Record Schedules.
- 3 Provide on-going training to all divisions on electronic records storage and updated records retention laws, schedules, and standards.
- 4 Provide tracking/reporting of all Public Record Requests via the "PRR System" to ensure BoCC compliance with Florida Statute.

Records Management

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of documents prepared, indexed, and imaged annually	1	960,089	800,000	800,000	800,000
# of documents disposed of annually	2	5,873,000	4,000,000	4,000,000	4,000,000
# of planned record coordinator training sessions conducted annually	3	6	6	6	6
# of Public Record Requests processed annually	4	552	700	700	700
Effectiveness Indicators:					
% of accuracy rate for documents prepared for imaging by Records staff, validated by Record Coordinators	1	100%	99%	99%	99%
% of system downtime occurring due to loss of AppX	1	0%	0%	0%	0%
% of County's compliance reported annually to Dept.of State regarding scheduled records disposition	2	100%	100%	100%	100%
% of records coordinators/users trained annually	3	100%	100%	100%	100%
% of PRRs closed within 10 calendar days or less	4	N/A	N/A	100%	100%
Personnel					
Full Time Equivalents		3.20	3.20	3.75	3.75
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Information Technology Fund		21,853	0	0	0
Cash/Fund Balance Forward		0	45,116	79,316	82,116
Internal Service Funds		250,938	294,871	339,407	331,604
Miscellaneous Revenue		4,056	0	0	0
Total Program		276,847	339,987	418,723	413,720
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Information Technology Fund		276,847	339,987	418,723	413,720
Total Program		276,847	339,987	418,723	413,720
Appropriations:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		182,121	186,392	230,928	238,125
Operating Expenses		94,726	108,479	108,479	93,479
Reserves		0	45,116	79,316	82,116
Total Program		276,847	339,987	418,723	413,720
Significant Changes					
<p>During FY14/15, the Records Management:</p> <ol style="list-style-type: none"> 1. Hosted the Florida Department of State, Division of Library & Information Services, to provide an educational seminar for BoCC record custodians and governmental agencies from throughout Florida. 2. Audited and inventoried the Records warehouse records to relocate the BoCC Records warehouse to a new facility. The new location reduced storage capacity by 30% but effective inventory control processes keep the warehouse at 69% capacity. 3. Enforced RMLO approval for record disposition and implemented destruction coordination from a single point location, giving the section unprecedented accuracy for the annual destruction report to the Department of State. 4. Implemented a new Public Records Tracking System that allows the county to track all PRR requests and the staff-hours required by each division to administer this program. 					

Records Management

FY 15/16; 16/17 Projected Actions:

1. Added a part-time BoCC employee position to enhance the section's ability to facilitate/coordinate Public Records Requests.
2. Introduce a new/updated content management system that meets general schedule requirements for retention and disposition of electronic and scanned records
3. Design an email retention standard that implements the Florida General Schedule and reduces the quantity of stored email records
4. Continue inventory of each division's records to gather information for scheduling purposes, include preparation for conversion to other media (i.e. scanning), and determine the overall general health of the BoCC's Records Program.
5. Use a "needs assessment" approach to develop a strategic plan to fulfill the needs of the BoCC's Records Program and implement a staff training plan to meet those needs.

Technical Services

Program Number: 123

Program Version: 10

Result Area: Good Government

Division: Information Technology

I. Program Offer Description:

The Technical Services program supports personal computers and the data network infrastructure for the BoCC including Public Safety. Technical Services must ensure effective technical and fiscal management of the County's IT operations, resources, technology projects and vendor contracts. Major functions of this program include PC desktop installation and support for 1,878 personal computers, network design and management of 275 network file servers and over 320 network devices (i.e. routers, switches, etc.) interfaced throughout the merged BoCC and Public Safety IT data communications network.

The Service Desk supports Polk County BoCC and Public Safety IT customers including technical work request generation, first and second level technical support (Tier I and Tier II), and cellular telephone/air card support for 868 BoCC cellular device users. In FY 2016/17, the BoCC Service Desk is projected to receive 20,900 telephone calls and generate over 21,000 service requests.

II. Contribution to Result:

The Technical Services program contributes to the Good Government results area by:

1. Open Environment: The Information Technology Service Desk is the primary point of contact for initial technical problems, access of technical information, and assistance for all IT related issues. In FY 2014/15, IT continued to expand the role of the Tier II Service Desk. These Tier II positions have improved PC support response times for high priority requests by 90%, and low and medium requests by 50%. Tier II allows for more technical requests to be resolved during the initial call for support, and provides mentoring and support for the Tier I staff.
2. Open Environment: Per the Efficiency Committee recommendation, the Public Safety Network Infrastructure has been successfully merged back into the BoCC network; yielding an Enterprise-wide Data Network Architecture and cost savings due to hardware and software consolidation. This project included 11 steps for implementation:
 - a. Establish a 2-way Trust between the Networks
 - b. Create DNS (Domain Name Service) Entries
 - c. Configure the Firewalls
 - d. Merge Both Active Directories
 - e. Merge Exchange Email Environments
 - f. Reconfigure Internet Access and Create Redundancy
 - g. Public Safety Asset Management, Controls, and Discovery
 - h. Include Public Safety Network Devices and Servers in Proactive Monitoring System
 - i. Consolidate Software Licensing
 - j. Merge Hardware Between Networks
 - k. Include Public Safety Data Backups into the HP Enterprise Backup Solution
3. Open Environment: A Cisco Network Core Switch (\$60k) and an HP Storage Area Network (\$30k) were purchased and installed in the Brice Blvd Data Center for Public Safety to begin virtualizing servers at that location. The virtualized servers will be incorporated into the BoCC Disaster Recovery plans to lower Public Safety's Server Replacement capital expenditures. The Brice Data Center will be decommissioned during the FY2015/16, FY2016/17 time frame after which the virtual servers will then be migrated to the BoCC VMWare environment to become part of the Enterprise VMWare infrastructure that provides for failover and redundancy.
4. Open Environment: In FY2015/16, an internet redundancy appliance called Fat Pipe was purchased and installed in the BoCC Admin Data Center and one at the EOC (\$20k/ea.) in order to provide real-time failover of the BoCC and EOC internet connections.
5. Open Environment: The BoCC Exchange email system was upgraded to Exchange 2013 and the Public Safety email boxes (680) were migrated from their standalone email server into the BoCC Enterprise redundant email system, yielding a single Global Address book and the capability to Vault Public Safety emails for Public Record Requests.
6. Asset Management: In FY2014/15, IT published an RFP for Managed Print Services (624 printers), and selected Boring Business Systems as the vendor to manage these devices. This MPS was implemented in June of 2015 and now provides real-time data for each print job on the BoCC network. Boring Business Systems and IT have worked with each division to right-size their printers and replace inefficient ink jet printers with laser printers.
7. Vision: A Comprehensive Disaster Recovery Plan for failover to the EOC has been completed and encompasses real-time replication of Tier I (8 Systems) and Tier II (23 Systems) for emergency failover.

This Program is: Not Mandated (X) Mandated: Federal () State () Local ()

III. Performance Objectives:

- 1 Provide users with an Enterprise-Class Network Infrastructure and Computing environment that is scalable, reliable, secure redundant, and fault tolerant.
- 2 Provides Service Desk Tier I and II support for work request generation for all sections of IT and support for 868 cellular devices, 1,878 personal computers, 275 network file servers and 320 network devices.
- 3 Quickly efficiently and remotely, resolve network and PC issues to reduce downtime and increase productivity and R.O.I.
- 4 Establish systems, processes, and solutions based on best practices and industry standards.
- 5 Recommend and provide cost effective proven standard desktop, laptop, file server, network, hardware, and software to allow employees to perform the essential functions of their job.
- 6 Continually develop staff through on going regular training to increase skill levels in the latest technology and best practices for networking security and desktop application delivery.

Technical Services

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of desktop PC's supported	3,5	1,848	1,850	1,880	1,900
# of network file servers supported	3,5	275	233	233	233
# of cell phones supported	2	868	875	880	890
# of high priority service calls received	4	227	1,300	500	550
Tier I	4	1	130	50	55
Tier II	4	21	260	100	110
PC Support	4	57	390	150	165
Network	4	148	520	200	220
# of medium priority service calls received	4	2,479	4,000	3,500	3,500
Tier I	4	1,008	1,475	1,200	1,200
Tier II	4	597	941	675	675
PC Support	4	339	721	400	400
Network	4	535	363	581	581
# of e-mails processed	4,5,6	3,099,899	4,200,000	4,200,000	5,400,000
# of SPAM emails blocked	1	42M	45M	47M	49M
% SPAM vs valid email	1	93%	93%	90%	89%
# of service requests placed through the Service Desk	1	20,401	25,000	22,000	22,000
# of PC audits performed	5	N/A	N/A	260	260
Effectiveness Indicators:					
% of time e-mail available during business hours	1,2,4,6	99.99%	99.99%	99.99%	99.99%
% of time internet available during business hours	1,2,4,6	99.8%	100%	100%	100%
Average time to resolve high priority service requests	1,2,4	0d 17h 31m	24 hours	24 hours	24 hours
Tier I	1,2,4	0d 0h 4m	24 hours	24 hours	24 hours
Tier II	1,2,4	0d 0h 53m	24 hours	24 hours	24 hours
PC Support	1,2,4	0d 5h 19m	24 hours	24 hours	24 hours
Network	1,2,4	1d 0h 41m	24 hours	24 hours	24 hours
Average time to resolve medium priority service requests	1,2,4	2d 9h 17m	96 hours	96 hours	96 hours
Tier I	1,2,4	1d 0h 15m	96 hours	96 hours	96 hours
Tier II	1,2,4	0d 0h 53m	96 hours	96 hours	96 hours
PC Support	1,2,4	3d 15h 1m	96 hours	96 hours	96 hours
Network	1,2,4	6d 6h 2m	96 hours	96 hours	96 hours
Average time to answer Service Desk calls	1	10 sec	16 sec	10 sec	10 sec
% of failed PC audits	5	0	0	0	0
Efficiency Indicators:					
Ratio of staff to server	4	1:31	1:31	1:31	1:31
Ratio of staff to PC's	4	1:370	1:285	1:312	1:312
Training hours per employee	7	40	40	40	104
Backlogged Projects	1,2,3,4	39	39	39	39
Hours worked on unscheduled projects	4	0	0	0	0
Personnel					
Full Time Equivalents		21.05	21.05	21.40	21.40

Technical Services

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	0	0	21,551	22,234
Information Technology Fund	146,807	0	0	0
Cash/Fund Balance Forward	0	5,867	57,873	57,873
Internal Service Funds	2,895,828	3,560,044	3,590,018	3,710,334
Miscellaneous Revenue	1,895	0	0	0
Total Program	3,044,530	3,565,911	3,669,442	3,790,441
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	0	0	21,551	22,234
Information Technology Fund	3,044,530	3,565,911	3,647,891	3,768,207
Total Program	3,044,530	3,565,911	3,669,442	3,790,441
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	1,618,502	1,751,459	1,815,750	1,872,536
Operating Expenses	996,020	1,029,151	1,005,985	1,017,600
Capital Expenses	380,008	779,434	789,834	842,432
Transfers	50,000	0	0	0
Reserves	0	5,867	57,873	57,873
Total Program	3,044,530	3,565,911	3,669,442	3,790,441
Significant Changes				
<p>In June of 2015, Boring Business Systems began a project to implement Managed Print Services for all laser and leased multi-function printers. This will streamline printer supplies purchasing, lower printing costs, and will offload printer support requests to Boring Business Systems.</p> <p>Public Safety Network Infrastructure has been successfully merged back into the BoCC network.</p> <p>An internet redundancy appliance called Fat Pipe was purchased and installed in the Admin server room and one at the EOC.</p> <p>The BoCC Exchange email system was upgraded to Exchange 2013 and the Public Safety email boxes (680) were migrated from their standalone email server into the BoCC Enterprise redundant email system.</p> <p>A Cisco Network Core Switch and an HP Storage Area Network were purchased and installed in the Brice Data Center at Public Safety to begin virtualizing servers.</p>				

Telecommunications Services

Program Number: 120

Program Version: 10

Result Area: Good Government

Division: Information Technology

I. Program Offer Description:

Administration and oversight of the telephone network for the Polk County Board of County Commissioners, Clerk of Court, Court Administration, Property Appraiser, Sheriff's Office, Supervisor of Elections and Tax Collector. This program includes telephone support for 18 large PBX NEC phone systems and 37 smaller Key NEC phone systems that comprises 5,130 telephones and 1,010 telephone lines.

II. Contribution to Result:

The Telecommunication Services Program contributes to the Good Government results area by:

1. Performance & Results: Ongoing investments in staff training and the strategic decision to standardize telephone technology on the NEC telephone system platform have provided a very effective support structure. To date in FY 15/16, service outages continued to be kept to the highest industry standard at less than 0.1% of overall downtime. Also, less than 1% of the service calls for telephone support results in additional charges to the Polk County BoCC for vendor support. Our investment in training has eliminated the primary need for vendor service support contracts.
2. Asset Management: An ongoing Internal Services fund for telephones now averaging \$400,000 annually began as a CIP in 1996 and allowed strategically planned upgrades and replacements for all major phone systems over their projected life cycle. Based on unexpected budget constraints and NEC (Nippon Electric Corporation) discontinuing its support of the 2400 series switches in 2009, IT has now modified its Telephone Replacement Plan to replace all 2400 series switches within the first phases of the voice network redesign project. There are four unsupported NEC 2400 large PBX telephone systems that remain in service at this time representing 23% of our total users. In 2015, Lawrence Crow Building, and Ave G Sheriff's District Office 2400 systems were upgraded to an SV9100 systems. All PBX system and voicemail software releases were updated to current manufacture standards.
3. Open Environment: In March 2015, an RFP was issued to select a vendor to evaluate the current data voice network infrastructure and provide proposals for a new network design. The selected voice network design will be implemented over a 7 year period as funding is approved. IT's goal is to blend communications systems allowing newer and more efficient use of the BoCC inter-building data infrastructure to reduce travel time and facilitate better communications through video conferencing. A newer network configuration would allow video conferencing links between two or more conference rooms, potentially reduce travel time between sites for meetings as well as many other improvements over the current voice network.
4. Organizational Communications: Telecommunications is in the process of eliminating obsolete PBX systems by combining them using VoIP with updated PBXs. Since FY 13/14, (7) PBXs have been upgraded to current hardware and Voice over IP services which have provided improved services such as call traffic redundancy and extension to extension dialing between sites that were not previously available or too costly to implement.
5. Employment Competency: We educate and promote Telecommunications staff development and retention through ongoing technical certification training on all supported systems. A learning environment embracing new technologies has been created where junior technicians are mentored by senior staff and management. Flexible work schedules have been beneficial for staff and Polk County through the reduction of overtime and allows for extended coverage hours.

This Program is: Not Mandated () Mandated: Federal () State (X) Local ()

III. Performance Objectives:

- 1 Provide support for 18 large NEC phone systems and 37 smaller NEC phone systems and comprises 5,130 telephones.
- 2 Respond and efficiently resolve issues for moves, additions, or changes to telecommunication services.
- 3 Continually develop staff through recurring training and certification to enhance skill levels on current technology and best practices.

Telecommunications Services

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of physical telephones supported	1	6,694	5,375	5,483	5,593
# of Centranet telephone lines supported	1	1,024	1,010	1,010	1,010
# of High priority break/fix requests	1,2	46	55	56	57
# of High priority service requests	1,2	17	20	21	22
# of Medium priority break/fix requests	1,2	181	184	188	192
# of Medium priority service requests	1,2	251	256	261	266
# of Low priority break/fix requests	1,2	643	656	669	682
# of Low priority service requests	1,2	696	710	724	738
Effectiveness Indicators:					
% of time PBX systems were available during business hours	1,2,4,6	99.999%	99.999%	99.999%	99.999%
% of time Key systems were available during business hours	1,2,4,6	99.999%	99.999%	99.999%	99.999%
% of time Voicemail systems were available during business hours	1,2,4,6	99.999%	99.999%	99.999%	99.999%
% of time High priority Break/Fix requests were responded to 4 business hours	1,2,4,6	90%	98%	98%	98%
% of time High priority service request were responded to 2 business days or sooner	1,2,4,6	94%	95%	96%	98%
% of time Medium priority Break/Fix requests were responded to in 12 business hours	1,2,4,6	70%	98%	98%	98%
% of time Medium priority service requests were responded to in 4 business days	1,2,4,6	90%	95%	95%	95%
% of time Low priority Break/Fix requests were responded to in 2 business days	1,2,4,6	72%	98%	98%	98%
% of time Low priority service requests were responded to in 5 business days	1,2,4,6	87%	95%	95%	95%
Efficiency Indicators:					
Technical support staff ratio to total supported telephones	1,2	1:1,674	1:1,318	1:1,344	1:1,344
Technical support staff ratio to total systems supported	1,2	1:5	1:5	1:5	1:5
Technical support to staff ratio to service request	1,2	1:776	1:464	1:380	1:387
Training hours per technical staff	3	120	120	120	120
Personnel					
Full Time Equivalents		6.75	6.75	6.85	6.85
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Cash/Fund Balance Forward		0	302,992	199,100	203,580
Internal Service Funds		1,077,494	1,463,584	1,570,551	1,594,191
Miscellaneous Revenue		511	0	0	0
Total Program		1,078,005	1,766,576	1,769,651	1,797,771
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Information Technology Fund		1,078,005	1,766,576	1,769,651	1,797,771
Total Program		1,078,005	1,766,576	1,769,651	1,797,771

Telecommunications Services

Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	507,825	556,019	583,712	601,500
Operating Expenses	195,781	259,654	359,839	367,691
Capital Expenses	214,157	847,911	627,000	625,000
Reserves	0	102,992	199,100	203,580
Total Program	917,763	1,766,576	1,769,651	1,797,771

Significant Changes

Starting in FY 2011/12, the IT Telecommunications Telephone Replacement Plan gained its funding through ISF (Internal Service Fund). For FY 2014/2015 \$400,000 is budgeted, for FY 2015/16 \$600,000 is budgeted and for FY 2016-2017 \$600,000. The budget amounts have gradually grown to accommodate replacement for aging system.

Significant accomplishments for the IT Telecommunications Team are as follows:

- a. The Clerk of Courts remodel Phase I (relocating 90 staff) was successfully completed in mid-FY 2015/16.
- b. A vendor was acquired to evaluate the current Telecommunication Network for establishing unified voice, data, and video conferencing going into the future. The vendor's findings will help establish the strategic plan for the voice network then begin a 7 year implementation with the Bartow Courthouse being the first site to address.
- c. Updated and standardized call and feature restriction parameters in all PBX systems in the county providing consistency and efficiency in supporting the systems.
- d. All County locations were visited and voice services inventory reviewed and updated.
- e. All 18 PBX and Voice Mail system software where updated successfully to the most current operating software release.
- f. Successfully upgraded all 6 FTR recording systems used for board and community meeting recording to the most current operating software release.
- g. Successfully replaced 5 unsupported Windows 2003 voice mail servers to the most current supported server release.
- h. Successfully replaced Sheriff's Office Right Fax System.
- i. Successfully replaced 2 2400X PBS systems bringing the total of unsupported PBX systems in the County to only 4.
- j. Re-negotiated the County's Verizon local telephone service PRI contract which resulted in a \$43,812 annual savings for the County.

Claims Management

Program Number: 133

Program Version: 10

Result Area: Good Government

Division: Risk Management

I. Program Offer Description:

Receives, investigates, and processes all Workers Compensation, General Liability, Automobile Liability, and Property Damage claims for the Board of County Commissioners and all Elected Officials, while adhering to Florida State Mandates, Federal Laws and County Claim Ordinance.

II. Contribution to Result:

The Claims Management area of Risk Management contributes to the Good Government results area by:

* Implementing the Board approved Transitional Duty/Return to Work Program, in conjunction with utilizing the Employee Health Services, has significantly decreased lost time work, due to on-the-job injuries. Risk Management has consistently been advised, in our Dimensions Report, that due to our aggressive Return to Work Program, Polk County has "MASTERED" the medically managed return to work model.

*Risk Management's Safety area has implemented the Safety Incentive Program, thereby reducing workers' compensation costs from the prior year.

PERFORMANCE AND COMMUNICATIONS

* The BoCC average cost per workers' compensation claim is 40% less than average performance and the total direct losses are 27.5% less than the benchmark. Employee Health Services has greatly impacted these savings and our State contract, (Minnesota Multi-State Contracting Alliance) for purchasing medical supplies and medicine, has also been a huge factor in cost savings. Employee Health Services sees approximately 97% of all initial workers' compensation claimants. The daily communication between our TPA, Health Services staff, Risk Management and supervisors, is largely responsible for keeping the costs down and employees returning to work.

*Automobile and General Liability claims, based on the Actuarial Study, have come in significantly lower than the projections indicated.

*There are only 50 litigated claims for Automobile and General Liability, which is extremely low.

RESPONSIBLE VISIONARY LEADERSHIP

* By performing better than the Benchmark, BoCC has saved 27.5% per \$100 of payroll.

ACCOUNTABILITY AND COMPLIANCE

* All four employees of the Claims Management area are State of Florida Licensed Insurance Adjusters.

ETHICS

* The Claims Management area has been entrusted with handling all claims for Workers' Compensation, General & Automobile liability and Property Damage for the BoCC and all elected officials.

EMPLOYMENT DESTINATION

*Our Claims Manager has over 22 years of adjusting experience. Our senior liability adjuster has over 10 years adjusting experience and our general claims adjuster has over 5 years of adjusting experience. In addition our workers' compensation adjuster has over 20 years of adjusting experience.

* THIS MODEL FOR GOOD GOVERNMENT EXCEEDS ALL BENCHMARKS AND EXPECTATIONS.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Monitors and coordinates litigated claims with inside and outside legal counsel. Attends hearings and mediations. Recommends strategies to maximize outcomes.
- 2 Settles liability claims in accordance with the County Claims Ordinance - 00-73, Florida Statute 768-28 and Federal laws.
- 3 Monitors and directs strategies for claims under the Workers' Compensation Program, under the direction of Florida Statute 440 and 112.19, including the County Return to Work Program, Heart and Lung Bill and First Responder Bill. Authorizes claim settlements and manages claims with effective managed care strategies, over 97% of the time, through Employee Health Services.
- 4 Utilizing Safety to successfully investigate claims for Liability and Workers' Compensation and to provide all ergonomic evaluations and recommendations.

Claims Management

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Number of General Liability claims open	2,4	70	100	100	100
Number of General Liability claims closed	2,4	153	250	250	200
Number of Automobile Liability claims open	2,4	54	105	105	100
Number of Automobile Liability claims closed	2,4	78	225	225	100
Number of Property Damage claims open	2,4	25	50	50	50
Number of Property Damage claims closed	2,4	79	200	200	100
Number of Workers' Comp. claims received	3	823	1,000	1,000	1,000
Number of Workers' Comp. claims processed	1,3,4	422	550	550	550
Number of Automobile Subrogation Claims Open	1,2	39	N/A	90	90
Number of Automobile Subrogation Claims Closed	1,2	78	N/A	90	90
Number of Property Damage Subrogation Claims Open	1,2	33	N/A	110	110
Number of Property Damage Subrogation Claims Closed	1,2	143	N/A	150	150
Effectiveness Indicators:					
Average cost per workers' comp claim in comparison to Benchmark of \$8,261 for FY13/14	1,3,4	\$4,288	\$4,500	\$4,500	\$4,500
Percentage of Auto & General Liability claims compared to County budget	2,4	.41%	.35%	.35%	.35%
Workers comp experience mod. factor	1,3,4	.76	.82	.82	.86
% of Gen. Liability claims resulting in lawsuits	2,4	5%	5%	5%	5%
Efficiency Indicators:					
Average cost per \$100 of Payroll in comparison to Benchmark of \$1.39, for Workers Compensation	1,3,4	\$1.49	\$1.47	\$1.47	\$1.70
Personnel					
Full Time Equivalents		4.00	4.00	4.00	4.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		3,309,206	4,926,849	4,791,146	4,801,614
Miscellaneous Revenue		1,555,381	315,000	315,000	315,000
Total Program		4,864,587	5,241,849	5,106,146	5,116,614
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		4,864,587	5,241,849	5,106,146	5,116,614
Total Program		4,864,587	5,241,849	5,106,146	5,116,614
Appropriations:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		2,749,385	3,437,555	3,003,209	3,010,626
Operating Expenses		2,115,202	1,804,294	2,102,937	2,105,988
Total Program		4,864,587	5,241,849	5,106,146	5,116,614
Significant Changes					
There were no significant changes in this program for FY16/17 and FY17/18.					

General Insurance

Program Number: 135

Program Version: 10

Result Area: Good Government

Division: Risk Management

I. Program Offer Description:

The General Insurance Program's mission is to identify and evaluate property and casualty risks, transfer and insure the risk at the lowest possible cost for the citizens of Polk County. The General Insurance area identifies and analyzes loss exposures, examines the feasibility of risk management alternatives, selects and implements the best risk management techniques, and monitors the results. This program protects the County Government assets, which belong to the citizen's of Polk County, from adverse financial consequences and ensures the continuous operation of County Government. This protection is financed thru a combination of funded and unfunded reserves.

II. Contribution to Result:

The General Insurance area of Risk Management contributes to the Good Government results area by:

TRUST IN GOVERNMENT

* General, Public Officials, and Employment Practices liability loss exposures are insured through an excess insurance program with a self-insured retention. This insurance protects the Citizens from adverse financial consequences and ensures the continuous operation of County Government.

PERFORMANCE AND COMMUNICATIONS

* The General Insurance Program contracts an annual Actuarial Study. The most recent actuarial study indicates that the program is successful. Shown in the 2015 Actuarial Report, the estimated ultimate incurred losses for General Liability and Employment Practices Liability for the fiscal year 14/15 were 7% higher than the results from the prior actuarial report.

*Rising medical costs will continue to drive the cost of claims as well as the corresponding cost of insurance premiums for bodily injury and workers compensation claims.

* Casualty premiums have remained very stable over a 5 year period despite the County's increased exposures. This indicates that the Risk Manager has engaged in very effective negotiation with the insurance carrier by consistently lower rates to stabilize premiums. Also, this reduction in losses for all coverage may be attributed to a rigorous safety program.

* The workers compensation experience modification rating for the year 2016 is at 0.86 which is an extremely low number when compared to industry standards at 1.0. Current expected claims totals for the FY14/15 are decreased by 3.3% from the FY13/14.

RESPONSIBLE VISIONARY LEADERSHIP

*When evaluating the Counties Probable Maximum Loss, there are several factors to consider. These include comparing the Counties Values to the exposure to Wind, Flood, Fire, etc. The County currently has a total insured value of approximately \$814 million.

* Wind: Depending on the Catastrophic Modeling Program utilized, the County's Probable Maximum Loss runs at approximately \$84 million. Carriers, carefully review this number to determine what capacity, deductibles and pricing they can offer to the County. The program has been successful in negotiating with the carriers and presently carries \$150,000,000 in wind coverage.

* Flood: The County currently has approximately \$7 Million of known values located in Flood Zone A. The remainder of the locations is located in Zones X and Y.

* Fire: The County must also consider their exposure to loss by a fire. There are several buildings that have significant values that could be affected in the event of a fire. The top 5 Valued Buildings in the County are as follows: 1) Main Courthouse \$135,016,625 2) South County Jail \$44,796,419 3) Central County Jail \$33,688,000 4) Administration Building \$38,390,563 5) CHS Admin 1974 Building \$27,935,712.

This Program is: Not Mandated () Mandated: Federal () State (X) Local ()

III. Performance Objectives:

- 1 Negotiates, designs, and implements insurance programs. Educates employees in other departments on insurance and risk control.
- 2 Reviews and approves the indemnification and insurance requirements in all contracts and leases.
- 3 Requests and issues Certificates of Insurance and self-insurance letters.
- 4 Administer the Risk Management Insurance System to include notices, claims, and reports.

General Insurance

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Number of insurance applications prepared	1,4	36	20	20	20
Number of contracts and lease agreements received and reviewed	2	625	400	400	400
Number of insurance certificates processed and created self-insured letters	3,4	100	260	260	260
Number of County facilities (both owned and leased)	1	900	1203	1203	1203
Effectiveness Indicators:					
The primary indicator for this program relates to the cost of procurement of excess insurance for the property/casualty program.	1,4	\$669,593	\$700,000	\$715,000	\$729,300
GENERAL LIABILITY					
COMMERCIAL PROPERTY PROGRAM	1,4	\$1,883,684	\$1,968,780	\$1,870,493	\$1,945,313
WORKERS COMPENSATION EXCESS INSURANCE	1,4	\$288,857	\$300,411	\$312,428	\$324,925
Efficiency Indicators:					
% cost of insurance difference from prior year	1,4	1.06%	.99%	1.0%	.3%
Cost of Insurance per Capita GENERAL LIABILITY	1,4	\$1.16	\$1.09	\$1.11	\$1.13
COMMERCIAL PROPERTY PROGRAM	1,4	\$3.06	\$2.99	\$2.99	\$2.99
WORKERS COMPENSATION EXCESS	1,4	\$.47	\$.46	\$.46	\$.46
Personnel					
Full Time Equivalents		1.00	1.00	1.00	1.00
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		3,322,639	3,501,749	3,534,570	3,546,976
Total Program		3,322,639	3,501,749	3,534,570	3,546,976
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		3,322,639	3,501,749	3,534,570	3,546,976
Total Program		3,322,639	3,501,749	3,534,570	3,546,976
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		67,929	69,108	70,821	73,149
Operating Expenses		3,254,710	3,432,641	3,463,749	3,473,827
Total Program		3,322,639	3,501,749	3,534,570	3,546,976
Significant Changes					
There were no significant changes in this program for FY16/17 and FY17/18.					

Occupational/Employee Health Services

Program Number: 138

Program Version: 10

Result Area: Good Government

Division: Risk Management

I. Program Offer Description:

Provide work-related medical management promoting a healthy workforce, healthy environment, & healthy employees utilizing the on-site Employee Health Clinic. The clinic is the primary site for performing physicals & the diagnostic tests assoc. with various job descriptions at no cost to the candidate or the Division. Provides medical treatment for approximately 97% of most occupational injuries which are governed by FSS CH 40.09. Services provided include drug free workplace program, infection control, primary care & mandated annual medical screening and substance abuse testing. Workplace Drug and Alcohol testing program falls under the rules Fed. Motor Carrier Safety Admin, 49 CFR, part 40, 653, 654, 655. Perform Federally Mandated D.O.T. annual physicals for safety sensitive positions. Perform comprehensive annual physicals for fire rescue workers. Provide Fed. Drug & Law Enforcement physicals for the Sheriff's Office, following all rules of the FDLE 11N-27.002(1)(d), F.A.C.

II. Contribution to Result:

The Occupational/Employee Health program plays a significant part in Good Government.

PROMOTE AND REINFORCE ASSET AND RESOURCE MANAGEMENT STRATEGIES: Program provides a cost savings by performing comprehensive pre-employment examinations, carefully matching candidates with specific job requirements in the Employee Health Clinic operated by Healthstat. Mandated comprehensive exams for Firefighters, Law Enforcement, Transit Drivers, and Commercial Drivers, are performed in the clinic at much lower costs than the private sector, obtaining 75% discount on lab work from a licensed qualified lab. On-site exams include diagnostic testing with state-of-the-art equipment in an effort to avoid outside costs. The clinic is the primary site for treatment of approximately 97% of all work-related injuries or illnesses, and is the main site for the County's Drug Free Workplace Program. Also offered are infection control services in an effort to reduce on-the-job exposures to TB, hepatitis B, tetanus, or rabies. All costs to provide services on-site for the BoCC are absorbed by the Occupational/Employee Health program. The cost for outsourcing services such as x-rays & lab testing are paid by the Employee Health Services program.

CREATE AND ENHANCE CLEAR, INTERACTIVE CHANNELS OF INFORMATION ON COUNTY PROGRAMS, SERVICES AND RESULTS: Employees are notified via email or newsletter of the programs and services offered to employees. Through Employee Advisory Committee, employees are educated in being better consumers of health and taking advantage of on-site programs and healthcare. Monthly meetings with representatives of the Constitutional offices are held in order to communicate programs offered through the clinic for all eligible members.

CREATE AND DEMONSTRATE OUTCOME BASED OPERATIONS WITH CLEAR AND MEASURABLE PERFORMANCE BENCHMARKS: Through electronic medical software, data is collected on the number of services provided per employee. The clinic utilizes Florida and multi-state contracts in order to provide Polk County with lower prices than the private sector.

ENHANCE STAFF COMPETENCY AND PERFORMANCE TO ENSURE THAT EMPLOYEES HAVE THE UNDERSTANDING, TRAINING AND TOOLS TO SUCCEED: Clinic staff is certified in urine drug screen collections, breathe alcohol testing, phlebotomy, hearing screens and CPR. Competencies are in place to assure that staff complies with Federal and State regulations, as they apply to pre-employment testing and mandatory annual medical screens.

PROMOTE INTRA-GOVERNMENT COMMUNICATIONS TO MAXIMIZE EMPLOYEE EFFICIENCY: Employee Health Services provides occupational health services, workers' compensation injury care, and primary care services to the Constitutional offices passing on much of the cost savings afforded through a multi-state purchasing program.

General Fund Entities Served: Polk County BoCC; Polk County Clerk of the Courts; Polk County Property Appraiser; Polk County Sheriff's Office; Polk County Supervisor of Elections; Polk County Tax Collector

This Program is: Not Mandated (X) Mandated: Federal () State () Local ()

III. Performance Objectives:

- 1 Diagnosis, treatment and medical management of occupational and environmental injuries or illnesses.
- 2 Health evaluation of candidates/employees through physical examinations.
- 3 Mandatory Substance abuse testing for mandatory compliance of the Federal Transit Administration and Department of Transportation.
- 4 Pre-employment drug screens, evidential breath testing and random drug testing in compliance of the Drug Free Workplace program.
- 5 Immunizations and antibody testing against occupational health exposures and other potential infectious diseases.

Occupational/Employee Health Services

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Number of Workers' Compensation visits	1,5	470	700	600	600
Number of physical examinations performed	2,4	1,286	2,500	2,000	2,000
Number of diagnostic screens	1,2,3,4,5	1,950	2,000	2,000	2,000
Number of all lab work collected	1-6	1,739	4,000	2,000	2,000
Number of vaccines	5	625	N/A	800	800
Effectiveness Indicators:					
% of injured employees treated	1,5	57%	97%	80%	80%
% of vaccines admin. vs industry	1,5	85%	N/A	80%	80%
% of pre-employment exams completed vs industry	1,2,3,4	60%	98%	90%	90%
Efficiency Indicators:					
Total cost saving of medical services provided	1-5	\$600,000	N/A	\$700,000	\$800,000
% of cost savings for vaccines admin vs industry	1,5	74%	N/A	80%	80%
% of cost savings for physical exams performed	2	65%	75%	80%	80%
Personnel					
Full Time Equivalents		1.80	1.50	0.30	0.30
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		307,386	296,986	301,833	305,175
Total Program		307,386	296,986	301,833	305,175
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		307,386	296,986	301,833	305,175
Total Program		307,386	296,986	301,833	305,175
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		103,748	98,486	17,089	17,644
Operating Expenses		201,325	198,500	284,744	287,531
Capital Expenses		2,313	0	0	0
Total Program		307,386	296,986	301,833	305,175
Significant Changes					
For FY16/17, the services provided under this program have been contracted out to Health Stat who will be managing the employee on-site clinic.					

Safety

Program Number: 134

Program Version: 10

Result Area: Good Government

Division: Risk Management

I. Program Offer Description:

Citizens expect value for their investment. This program uses established methodologies in conjunction with unique and innovative techniques to reduce the frequency and severity of employee injuries and reduces the number of employee vehicle accidents. The effective and efficient methods employed will allow scarce funds to be redirected to more productive purposes.

II. Contribution to Result:

Safety Program contributes to Good Government by:
PERFORMANCE AND RESULTS:

* The program provides employee training, facility inspections, accident investigations, job observation, ergonomic assessment and property damage investigations with a full-time staff of two Safety Management Coordinators.

* The Program has provided safety services at County facilities including but not limited to safety inspections in accordance with OSHA and NPFA, and consulting for crowd safety. Staff has developed evacuation procedures that protect the public and County employees in the event of natural or man-made disasters. Planning efforts have been put into place with existing staff.

DEMONSTRATES VISIONARY LEADERSHIP

The Program has preserved our citizens' resources by participating in community organizations and committees dedicated to employer safety and health, such as the West Central Florida Safety Alliance and the West Coast ASSE. This allows for timely updates in regulatory information as well as establishing a presence with local business and government for the purpose of resourcing. We do it right the first time, with maximum efficiency. Staff has completed a Supervisor Safety Video available online to ensure safety knowledge for those responsible for employee safety, as well as a complete Personal Protective Equipment program.

IMPROVE & STREAMLINE COMMUNICATION

* The Program chairs the Employee Safety Committee. The Committee provides ongoing opportunities to improve safety and reduce the cost of workers' compensation, promotes a team atmosphere in which divisions share and swap services between themselves as opposed to hiring an outside contractor, and also provides an opportunity for employees to offer input on safety issues. The program also participates and supports the Environmental Committee and the Safety Committees of the WRMD, and Utilities Divisions, as well as participates in the EPAC and EAC meetings.

* The Program has developed relationships with our Constitutional offices and municipalities. This improved level of communications enhances our opportunities to seek synergies between organizations.

SOUND FISCAL MANAGEMENT OF PUBLIC FUNDS AND RESOURCES

* The Program has met the tests of high ethical, legal and moral standards. When the program is tasked with additional duties such as disaster damage assessment, hurricane debris removal, or to assist in the recruitment of volunteers, effective systems are put into place to provide safety, security, needs assessment, and compassion for our citizens. The hallmark of the program is to continue to volunteer for new duties and assignments that preserve our resources as we seek to earn their trust.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Monitor, review and implement all applicable safety standards to ensure Federal, State and BoCC mandated compliance.
- 2 Identify Safety loss exposures and develop Administrative and Engineering control systems that reduce risk.
- 3 Provide training programs to reduce the severity and frequency of work related injuries and vehicle accidents.
- 4 Develop and integrate written Safety Compliance programs that focus on loss control training systems with BoCC, Constitutional Offices and municipalities.
- 5 Review compliance & inspection documents from BoCC Divisions and Regulatory agencies to ensure the County is in compliance with state and federal mandates.
- 6 Provide 24/7 response to County vehicle collisions and property damage incidents.
- 7 Establish and evaluate contractual Health & Safety requirements for contractors that ensures compliance with OSHA, EPA, and DOT.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Incidents investigated	2,4,6	237	200	200	200
Inspections	1,2,6	32	60	36	36
Defensive Driving Classes	3,4	22	40	32	32
Training classes	3,4,5	59	50	50	50
Committee meetings	1,3,4,7	84	48	48	48
Safety training programs developed	3,4	8	10	6	8
Effectiveness Indicators:					
% Reduction in Workers' Compensation Claims	1,2,3,4	10%	10%	10%	10%
% reduction in vehicle collisions from previous year	1,2,3,4	10%	10%	10%	10%
Efficiency Indicators:					
Safety cost per employee	1,2,3,4	\$80.74	\$82.24	\$82.24	\$82.24
Estimated savings compared to similar employers	5,6,7	\$700,000	\$700,000	\$700,000	\$700,000

Safety

Personnel				
Full Time Equivalents	2.00	2.00	2.00	2.00
Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	151,264	216,248	216,568	222,857
Total Program	151,264	216,248	216,568	222,857
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	151,264	216,248	216,568	222,857
Total Program	151,264	216,248	216,568	222,857
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	129,384	140,078	140,005	144,272
Operating Expenses	21,880	76,170	76,563	78,585
Total Program	151,264	216,248	216,568	222,857
Significant Changes				
There were no significant changes for this program for FY16/17 or FY17/18.				

Employee Health Insurance

Program Number: 140

Program Version: 10

Result Area: Good Government

Division: Risk Management

I. Program Offer Description:

The effective management and administration of the Polk County Employee Health Plan for the Board and all Elected Officials in the effort to provide cost competitive and equitable benefits for the employees and families for Polk County Government.

II. Contribution to Result:

The Employee Health Insurance program plays a significant role in Good Government. Polk County Government is committed to encouraging the health and well-being of their valued employees. It is imperative to a successful government - one that creates a good working environment where healthy performance-driven employees contribute their talents to improving the quality of life in the community we serve.

Polk County Government has implemented strategies over the past few years to slow the growth in employee health care costs. Polk County Government offers consumer directed plans, financial incentives, tobacco cessation programs, wellness programs, disease management programs and aggressively markets the employee assistance program (EAP). Employees on the self-insured health plan and their covered dependents can use the on-site clinic to obtain radiology, lab work/service, exams, check-ups, annual physicals, and treatment for non-work related illnesses and injuries. The Employee Health Insurance program realizes significant cost savings from the use of the on-site clinic.

This Program is: Not Mandated () Mandated: Federal (X) State () Local ()

III. Performance Objectives:

- 1 Contain health insurance costs, or the rate of premium increases through effective design changes, wellness initiatives and data management.
- 2 Coordination and evaluation of plan benefits through the Insurance Committee composed of the Board and Elected Officials.
- 3 Expand employee wellness programs to promote and encourage employee health and well-being and to impact the long-term health insurance costs.
- 4 Treatment of minor injury or illness, and palliative treatment of disorders to allow completion of work shift, or for which an employee may not ordinarily consult a physician.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of contracts for active employees	2	3509	3,539	3582	3582
# of contracts for self-insured retired employees	2	447	430	481	481
# of contracts for medical advantage employees	2	738	724	786	786
Medical claims paid	1	\$29.1M	\$30.1M	\$35.5M	\$37.2M
Prescription claims paid	1	\$8.9M	\$9.1M	\$9.9M	\$10.4M
Effectiveness Indicators:					
% decrease of Emergency Room Vistis per 1,000	1, 3, 4	1.3%	3.0%	3.0%	3.0%
Health risk assessments completed as a % of eligible population	1, 3	24%	69%	50%	50%
Routine Physical completed as a % of eligible population	1,3	71%	69%	75%	75%
Efficiency Indicators:					
Cost of Employee Health Services	1, 3, 4	\$1,067,640	\$961,970	\$1,027,590	\$1,058,374
Administrative costs as a % of direct health plan expenses	1, 2	5.6%	4.9%	6.7%	6.7%
Medical PEPM	1	\$691	\$656	\$825	\$866
Rx PEPM	1	\$212	\$198	\$231	\$243
Personnel					
Full Time Equivalents		8.20	8.20	2.40	2.40
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Employee Health Insurance Fund		45,404	2,410,122	5,458,853	5,686,549
Fines And Forfeitures		40	0	0	0
Internal Service Funds		45,780,132	47,227,423	48,885,393	51,209,183
Miscellaneous Revenue		-794	45,000	45,000	45,000
Total Program		45,824,782	49,682,545	54,389,246	56,940,732

Employee Health Insurance

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Employee Health Insurance Fund	45,829,298	49,682,545	54,389,246	56,940,732
Total Program	45,829,298	49,682,545	54,389,246	56,940,732
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	707,367	705,865	190,355	179,884
Operating Expenses	45,121,931	48,867,805	54,084,214	56,646,171
Indirect Expense	0	108,875	114,677	114,677
Total Program	45,829,298	49,682,545	54,389,246	56,940,732

Significant Changes

- Polk County has contracted Health Stat to manage the employee on-site clinic.
- Polk County has also experienced in FY15/16 an increase in medical claims. We increased the FY16/17 budget and FY17/18 plan to reflect the continued increase.

Volunteer Polk

Program Number: 130

Program Version: 10

Result Area:	Good Government
Division:	Social Services
Section:	Social Service Admin

I. Program Offer Description:

Volunteer Polk (VP) mobilizes volunteers & resources to improve quality of life throughout Polk. It has 5 Outreach Units: BoCC Volunteers, RSVP Sr. Volunteers, Community Agency Relations, Corporate Citizenship Development, & Disaster Volunteer Coordination. In FY 14/15, 3,764 volunteers provided \$1,973,639 in services, \$1,814,802 of which went to BoCC programs. The Lead Agency for coordinating Disaster Volunteers & Donations, VP also aids in economic growth empowering residents to gain job skills. It is a clearinghouse for matching volunteers & agencies & expands BoCC's services beyond budget boundaries for the elderly, environmental conservation & education, tourism/economic development, recreation & youth development, and overall promotion of healthy living through volunteering. In FY 14/15 the RSVP grant program engaged 144 55+ adults in addressing local concerns such as Education, Disaster Preparation, Health/Fitness, Nutrition, and Housing, a contribution valued at \$158,837.

II. Contribution to Result:

1. An open environment that promotes a direct link to citizen priorities, with volunteers as County/community ambassadors. Citizen participation increases understanding and trust that government is well run. Volunteer Polk demonstrates fiscal stewardship through the extension of services beyond what the BoCC can afford, offers accountability to citizens and seeks their partnership and involvement, offers a competent staff that provides opportunities for citizens to give and receive outreach services, and offers statesmanship through vision, responsibility, and compliance with governing policies and laws.
2. Improved government performance by providing meaningful and significant impact in the progression of education, environment, health, nutrition, community and economic development, public safety, elderly services, and the extension of government services.
3. A well-managed volunteer program, accountable in the manner in which volunteers are acquired, utilized, recognized, and terminated. The unit leverages with AARP Senior Employment, Food Stamp Required Work Service, Corporate Employee Volunteer Teams, High School Academic Community Service, Voluntary College/Trade School Internships, and faith-based organizations. Volunteer Polk's policies and practices are compliant with local, state, and federal labor laws.
4. A program that models visionary leadership in meeting BoCC and community needs that could not otherwise be afforded. This government and citizen partnership demonstrates a shared responsibility, vision, and versatility of government practices. Flexible and innovative assignments are meeting organizational and volunteer needs. Two examples of these trends are more meaningful short-term projects to appeal to Baby Boomers and Generations X and Y; with higher gas prices, there are assignments that can be completed from home and some assistance with transportation is available, such as free bus passes.
5. Organizational communications bringing interagency and community resources/knowledge together to assist programs in achieving their desired outcomes.
6. Program leadership staff is trained in the areas of Volunteer Management and Disaster Management. Polk's Volunteer Services program is highly recognized as an outstanding program and receives numerous requests from other local, state, and out-of-state agencies for benchmarking information. The lead agency in the County's emergency plan, the program screens, directs, and deploys disaster recovery volunteers. This administration and documentation of disaster volunteers aids the County and citizens with physical recovery and fiscal recovery of tax dollars from FEMA.
7. A program that preserves the integrity of the County and promotes a positive image of Polk citizens and the partnership with them in serving the community. The program has a positive impact on various areas of local social concern, and it adheres to legal and ethical standards of operation.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Expand BoCC & community program operations/outreach beyond budget limitations to meet community needs
- 2 Contribute to advancement of Polk's economic development through volunteer engagement & creation of a skilled workforce.
- 3 Support BoCC's Emergency Disaster Plan as Lead Agency for Vols & Donations & Processing of CERT (Community Emerg. Resp. Team) volunteers.
- 4 Promote community involvement and government/citizen relationships.
- 5 Demonstrate good government & stewardship through collaboration w/community partners and resources.
- 6 Improve the quality of life for Polk residents to live, work, & play through utilization of volunteer services.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of Volunteers	1-6	3,764	2,500	2,500	2,500
# of Volunteer Hours Recorded	1-6	85,500	100,000	100,000	100,000
# Recruitment /PR Events & Presentations	1-6	n/a	n/a	8	8
# Interns/Unemployed/Under-employed volunteers	1-6	n/a	n/a	25	25
Effectiveness Indicators:					
% Unemployed/Under-employed Volunteers reporting increased job skills or qualified for employment	1-6	n/a	n/a	90	90
% Volunteers impacting quality of life	1-6	n/a	n/a	98	98
% Staff trained in Volunteer & Emergency Mgmt,	1-6	100	100	100	100
Efficiency Indicators:					
\$ Extension of Service Meeting Community Needs	1-6	\$158,837	\$125,000	\$125,000	\$125,000
\$ Extension of Government Service	1-6	\$1,814,802	\$1,500,000	\$1,500,000	\$1,500,000
\$ Spent in Lawsuits or Non-Compliance Penalties/Fines	1	\$0	\$0	\$0	\$0

Volunteer Polk

Personnel				
Full Time Equivalents	3.00	3.00	3.00	3.00
Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	0	120,810	125,584	129,386
Interfund Transfer	17,965	32,538	35,695	39,739
Intergovernmental	90,060	88,744	85,744	85,744
Miscellaneous Revenue	360	0	0	0
Others (Centrl I/D Inkind/Othr)	26,150	30,117	46,491	30,410
Others (Residuals)	859,565	0	0	0
Total Program	994,100	272,209	293,514	285,279
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	859,565	120,810	125,584	129,386
Special Revenue Grants	134,535	151,399	167,930	155,893
Total Program	994,100	272,209	293,514	285,279
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	177,674	188,227	195,185	201,421
Operating Expenses	39,993	53,865	51,838	53,448
InKind Expense	26,150	30,117	46,491	30,410
Total Program	243,817	272,209	293,514	285,279
Significant Changes				
Additional funding to be added for funding temporary support Administrative Assistant . The RSVP program was advised to reduce its number of work plans to a more manageable size, so the program is yielding fewer hours. A long-time citizen volunteer of Volunteer Polk has been selected as Florida's Champion of Service Awardee, representing Polk in a positive light at the State level.				

Court Administration

Program Number: 261

Program Version: 10

Result Area: Good Government

Division: Courts

I. Program Offer Description:

Provides support to Circuit and County judges and staff to maintain daily operations of the Courts.

II. Contribution to Result:

The Court Administrator program contributes to the Good Government purchasing strategy #7 of ensuring sound fiscal management of public funds. The program oversees all Court administration personnel and divisions directly related to court functions, including personnel, purchasing, and account management. By maintaining a strong collaborative relationship with the Board of County Commissioners, the program is able to provide daily support to Circuit and County judges and staff at a productive, but cost-effective, rate.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** ()

III. Performance Objectives:

- 1 Provide staff to install and continue operations of technology.
- 2 Establish a court docket in compliance with time standards.
- 3 Oversee all other court administration personnel and divisions directly related to court functions, including personnel, purchasing, and account management.
- 4 Provide family mediation services and classes

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of computer work orders annually	1	1,200	1,200	1,200	1,200
# of PCs to maintain and update	1	400	400	400	400
# of relief judges utilized	2	12	12	12	12
# of court programs managed	3	24	24	24	24
# of Co-Parenting classes	4	35	23	23	23
# of AIM classes	4	24	24	24	24
# of Family Mediations scheduled	4	1,622	1,622	1,700	1,740
# of Dependency Mediations scheduled	4	405	405	360	360
Effectiveness Indicators:					
average # of work orders resolved within timeframe	1	1100	1100	1100	1100
# of people attending Co-Parenting classes	4	300	300	300	300
# of people attending AIM classes	4	400	400	400	400
average # of PCs replaced/upgraded each year	1	40	40	40	40
Efficiency Indicators:					
% of court docket in compliance with time standards	2	100%	100%	100%	100%
Personnel					
Full Time Equivalents		17.00	17.00	16.00	16.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		1,237,504	1,313,822	1,398,268	1,445,232
Cash/Fund Balance Forward		0	300,619	364,540	381,935
Charges for Services		20,382	18,293	15,504	15,504
Miscellaneous Revenue		143,964	230,059	208,944	208,944
Others (Centrl I/D Inkind/Othr)		2	0	0	0
Total Program		1,401,852	1,862,793	1,987,256	2,051,615

Court Administration

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	1,401,852	1,842,793	1,987,256	2,051,615
Special Revenue Grants	0	20,000	0	0
Total Program	1,401,852	1,862,793	1,987,256	2,051,615
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	763,275	859,586	942,649	989,613
Operating Expenses	468,996	928,207	904,607	922,002
Capital Expenses	169,581	75,000	140,000	140,000
Total Program	1,401,852	1,862,793	1,987,256	2,051,615
Significant Changes				
There are no significant changes.				

Law Library

Program Number: 263

Program Version: 10

Result Area: Good Government
Division: Courts

I. Program Offer Description:

The Law Library provides services and access to legal resources for use by the general public and the legal community.

II. Contribution to Result:

The Law Library program contributes to the Good Government purchasing strategy #7 of ensuring sound fiscal management of public funds. The Law Library functions as a unique and important resource to Polk County residents and surrounding areas. The Law Library is the only resource in both Polk and Hardee County open for the public to access legal services and materials, otherwise unattainable in any other location in the County. The materials available serve patrons from the general public and the legal community alike. The Law Library continuously collaborates with the BoCC, Polk County Library Cooperative, local legal aid offices, and legal associations to further provide services and resources for the community and surrounding area at the least burdensome cost to residents possible.

This Program is: Not Mandated (X) **Mandated:** Federal () State () Local ()

III. Performance Objectives:

1 To provide the legal research resources required in a Law Library for Polk County and surrounding area.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of copies made per month	1	3,600	3,600	3,600	3,600
# of supplements, advance sheets, and loose leaf materials added to collection per month	1	30,000	30,000	30,000	30,000
# of library visitors	1	29,040	29,040	29,040	29,040
# of electronic library visitors	1	3,500	3,500	3,500	3,500
Personnel					
Full Time Equivalents		2.00	2.00	2.00	2.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		153,389	159,200	187,090	191,569
Charges for Services		127,144	136,473	126,743	126,743
Miscellaneous Revenue		6,519	5,665	6,385	6,385
Total Program		287,052	301,338	320,218	324,697

Law Library

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	287,052	301,338	320,218	324,697
Total Program	287,052	301,338	320,218	324,697
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	80,551	85,338	90,218	94,697
Operating Expenses	199,082	216,000	230,000	230,000
Capital Expenses	7,419	0	0	0
Total Program	287,052	301,338	320,218	324,697
Significant Changes				
There were no significant changes for FY 16/17 and FY 17/18.				

Elected Officials

POLK COUNTY CLERK CIRCUIT COURT

MISSION

The mission of the Clerk's Office is to function as a team dedicated to customers by preparing and maintaining accurate records, furnishing assistance in an understanding and compassionate manner, and providing services with competence, professionalism, and courtesy in compliance with laws, rules, and regulations.

Appropriations	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
Operating Expenses	337,750	225,501	300,115	327,862
Constitutional Officers-Budget Transfers	4,276,638	4,170,798	4,159,941	4,304,561
Total Clerk	4,614,388	4,396,299	4,460,056	4,632,423
Revenue Summary	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund Subsidy	4,573,889	3,555,699	3,570,939	3,743,306
Licenses & Permits	9,025	0	8,617	8,617
Miscellaneous Revenue	31,474	140,600	180,500	180,500
Others (Residuals)	0	700,000	700,000	700,000
Total Clerk	4,614,388	4,396,299	4,460,056	4,632,423
Revenue by Fund	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund	4,614,388	4,396,299	4,460,056	4,632,423
Total Clerk	4,614,388	4,396,299	4,460,056	4,632,423
Personnel				
Full-Time Equivalent	42.00	43.00	43.00	43.00

POLK COUNTY PROPERTY APPRAISER

MISSION

The mission of the Property Appraiser's Office is to provide quality service to customers and ensure the fair and equitable administration of property appraisal laws.

Appropriations	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
Operating Expenses	58,857	76,159	84,070	95,253
Constitutional Officers-Budget Transfers	7,046,401	6,424,412	6,976,952	7,101,187
Total Property Appraiser	7,105,258	6,500,571	7,061,022	7,196,440
Revenue Summary	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund Subsidy	6,772,912	6,300,571	6,861,022	6,996,440
Others (Residuals)	332,346	200,000	200,000	200,000
Total Property Appraiser	7,105,258	6,500,571	7,061,022	7,196,440
Revenue by Fund	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund	7,105,258	6,500,571	7,061,022	7,196,440
Total Property Appraiser	7,105,258	6,500,571	7,061,022	7,196,440
Personnel				
Full-Time Equivalents	108.00	108.00	108.00	108.00

POLK COUNTY PUBLIC DEFENDER

MISSION

The mission of the Public Defender's Office is to represent indigent individuals who have been arrested for or charged with a criminal offense and/or are subject to involuntary commitment.

Appropriations	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
Personal Services Expenses	233,839	343,456	420,094	420,094
Operating Expenses	392,522	468,514	391,876	391,876
Capital Expenses	34,110	42,533	42,533	42,533
Total Public Defender	660,471	854,503	854,503	854,503
Revenue Summary	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund Subsidy	586,919	771,440	771,440	771,440
Miscellaneous Revenue	73,552	83,063	83,063	83,063
Total Public Defender	660,471	854,503	854,503	854,503
Revenue by Fund	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund	660,471	854,503	854,503	854,503
Total Public Defender	660,471	854,503	854,503	854,503

As described in Florida Statutes, Chapter 27, salaries for the Public Defender are paid by the State of Florida.

Personnel

Full-Time Equivalent	6.00	6.00	8.00	8.00
----------------------	-------------	-------------	-------------	-------------

POLK COUNTY STATE ATTORNEY

MISSION

The mission of the State Attorney is to prosecute or defend, on behalf of the state, all suits, applications, or motions, civil or criminal, in which the State is a party.

Appropriations	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
Personal Services	373,992	438,560	457,443	472,368
Operating Expense	315,467	357,729	327,729	357,729
Capital Expenses	254,783	76,500	106,500	76,500
Reserves	0	50,000	50,000	50,000
Total State Attorney	944,242	922,789	941,672	956,597
Revenue Summary	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund Subsidy	944,242	872,789	891,672	906,597
Cash/Fund Balance Forward	0	50,000	50,000	50,000
Total State Attorney	944,242	922,789	941,672	956,597
Revenue by Fund	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund	944,242	922,789	941,672	956,597
Total State Attorney	944,242	922,789	941,672	956,597

As described in Article V of the State Constitution and Section 29.008, Florida Statutes, it is the full responsibility of each county to fund the IT needs of the State Attorney's Office. This includes salaries of IT personnel of the SAO. The Polk County Board of County Commissioners, recognizing the Constitution and State law, approved four IT Technician positions in FY 05/06, then added two Technology FTE positions subsequently, bringing the total to six positions/FTEs for the SAO in the Tenth Judicial Circuit.

Personnel

Full-Time Equivalent	6.00	6.00	6.00	6.00
----------------------	-------------	-------------	-------------	-------------

POLK COUNTY SUPERVISOR OF ELECTIONS

MISSION

It is the mission of the Supervisor of Elections office to serve the citizens of Polk County by upholding public trust through the maintenance of accurate voter registration records and by providing for fair elections in an impartial and efficient manner.

Appropriations	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
Personal Services	1,918,580	2,530,112	2,516,898	2,561,344
Operating Expenses	1,233,797	2,021,790	1,512,748	1,739,478
Capital Expenses	134,220	165,000	40,000	20,000
Total Supervisor of Elections	3,286,597	4,716,902	4,069,646	4,320,822
Revenue Summary	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund Subsidy	214	0	0	0
Charges for Services	2,429	0	0	0
Interest	1,077	0	0	0
Interfund Transfer	551	7,300	2,800	2,800
Intergovernmental	88,262	62,700	72,200	72,200
Miscellaneous Revenue	5,922	0	0	0
Others (Residuals)	3,263,752	4,646,902	3,994,646	4,245,822
Total Supervisor of Elections	3,362,207	4,716,902	4,069,646	4,320,822
Revenue by Fund	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund	3,272,317	4,646,902	3,994,646	4,245,822
Special Revenue Grants	89,890	70,000	75,000	75,000
Total Supervisor of Elections	3,362,207	4,716,902	4,069,646	4,320,822
Personnel				
Full-Time Equivalent	22.00	24.00	27.00	27.00

POLK COUNTY TAX COLLECTOR

MISSION

The Polk County Tax Collector is working to earn the public's trust and confidence by providing the best in customer service through assured quality and the efficient use of public funds.

Appropriations	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
Operating Expenses	79,401	76,442	85,857	97,278
Capital Expenses	0	0	0	0
Constitutional Officers-Budget Transfers	6,818,585	7,050,000	7,300,000	7,500,000
Total Tax Collector	6,897,986	7,126,442	7,385,857	7,597,278
Revenue Summary	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund Subsidy	5,003,373	6,326,442	6,560,857	6,797,278
Miscellaneous Revenue	950,000			
Others (Residuals)	944,613	800,000	825,000	800,000
Total Tax Collector	6,897,986	7,126,442	7,385,857	7,597,278
Revenue by Fund	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund	6,897,986	7,126,442	7,385,857	7,597,278
Total Tax Collector	6,897,986	7,126,442	7,385,857	7,597,278

The budget reflected above is not the budget of the Tax Collector, but it represents the dollar amounts that the County Commission has paid or is estimated to pay to the Tax Collector as the statutory fee for collection of taxes on behalf of the County Commission as a taxing authority. At the end of each fiscal year, the Tax Collector returns the unspent portion of his fee to the County Commission. Florida Statutes require that the Tax Collector's operating budget be submitted on or before August 1st of each year and be approved by the Department of Revenue and that commissions be paid to the Tax Collector by the County and other taxing authorities for the collection of ad valorem taxes. The Tax Collector returns excess fees (surplus funds) remaining at the end of the fiscal year. The amount above only reflects the General Fund portion.

Personnel

Full-Time Equivalent	201.00	214.00	215.00	215.00
----------------------	---------------	---------------	---------------	---------------

This page was left blank intentionally

Board of County Commissioners

County Manager
Jim Freeman

Growth Infrastructure Result Area
(Divisions)

County Manager

Planning and Development

Cooperative Extension Service

Board of County Commissioners

Social Services

Utilities

Parks and Natural Resources

Roads and Drainage

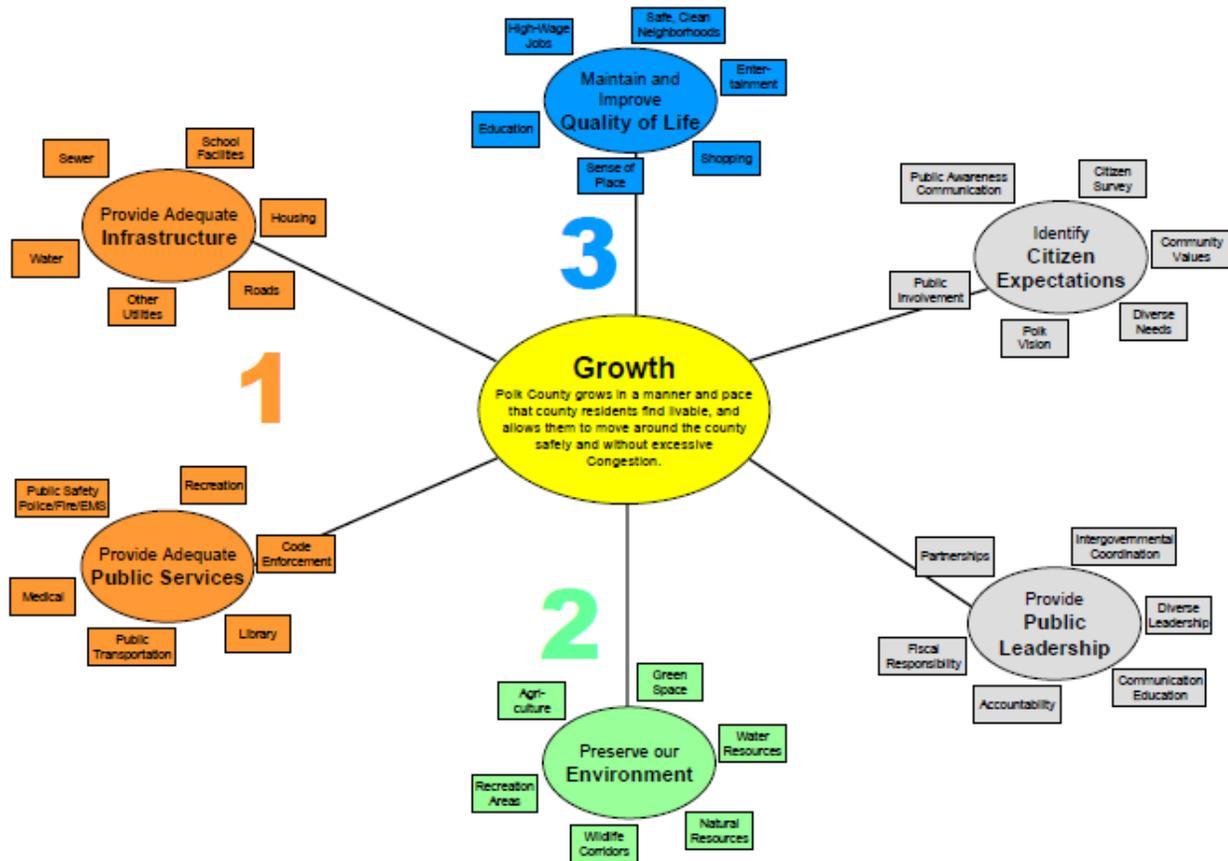
Information Technology

Growth and Infrastructure

“Polk County grows in a manner and pace that County residents find livable and allows them to move around the County safely and without excessive congestion.”

Primary Factors for Achieving the Result

As shown below in the Growth/Infrastructure causal map, the primary factors affecting the Polk County Board of County Commissioners’ ability to meet the citizens’ expectations are (1) Provide and maintain adequate infrastructure and public services, (2) preserve our environment, and (3) maintain and improve quality of life.



Strategies for Achieving the Result

The Divisions that have programs in the Growth/Infrastructure Result Area submitted their programs to this area because they felt their programs would help the County achieve the result through one or more of the following strategies:

1. Improve transportation mobility

2. Improve strategic planning for future growth
3. Ensure needed infrastructure and public services are in place
4. Increase preservation and set-aside of green space
5. Provide places to live, learn, work, and play while building communities with a mix of land uses and a sense of place

Managing for Results

To track and report how Polk County is doing in each Result Area, a website known as Polk Performs (www.polkperforms.com) was established. As you review the programs in the Growth and Infrastructure Result Area, you will see that some programs refer to Indicators of Success on the Polk Performs website. The Indicators of Success for the Growth and Infrastructure Result Area are:

1. Livability Index – During the Citizen Opinion Survey, which is administered by phone to random citizens, respondents are asked to answer survey questions with ratings of “excellent,” “good,” “fair,” or “poor.” The results are analyzed by regions within the County and are also combined to produce a Countywide score.
2. Road Capacity – Roads are measured through a process called transportation concurrency. Transportation concurrency is a process that helps determine when a roadway is going to fail and it does this by monitoring the roads Level-of-Service (LOS), which is a statewide standard.
3. Neighborhood Open Space – The amount of open space, natural areas and agricultural lands provided or preserved through growth strategies or developmental approvals. When a property owner or developer submits construction plans for a residential subdivision, one of the many things depicted on the plans is the amount and use of open space within the proposed development.

To review Polk County’s progress related to this result area visit <http://www.polk-county.net/boccsite/Your-Government/Performance-Dashboard>.

**GROWTH AND INFRASTRUCTURE
DIVISION PROGRAM SUMMARY**

Page #	Program (Program Number)	FTE	Adopted FY 16/17			Plan FY 17/18		
			General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
	Board of County Commissioners							
	Eloise CRA (389)	0.00	-	558,748	558,748	-	590,315	590,315
	Northeast Polk Roadway (1685)	0.00	-	25,453,142	25,453,142	-	10,009,200	10,009,200
	Polk Harden Parkway CRA (422)	0.00	-	1,237,427	1,237,427	-	1,421,467	1,421,467
	Polk Commerce Center CRA (1061)	0.00	-	63,340	63,340	-	71,433	71,433
	Subtotal	0.00	-	27,312,657	27,312,657	-	12,092,415	12,092,415
	Cooperative Extension Service							
295	Cooperative Extension Service (1363)	13.00	766,809	1,107,084	1,873,893	790,093	1,107,084	1,897,177
	Subtotal	13.00	766,809	1,107,084	1,873,893	790,093	1,107,084	1,897,177
	Information Technology							
298	Geographic Information System (122)	4.65	-	736,638	736,638	-	756,785	756,785
	Subtotal	4.65	-	736,638	736,638	-	756,785	756,785
	Planning and Development							
301	Building Division (31)	56.00	533,050	8,671,138	9,204,188	559,012	9,189,586	9,748,598
304	Land Development (440)	34.00	2,336,610	1,008,959	3,345,569	2,437,208	1,044,211	3,481,419
307	Comprehensive Planning (429)	6.50	792,699		792,699	752,632		752,632
309	Transportation Planning Organization (103)	7.50		1,429,549	1,429,549		1,728,893	1,728,893
	Planning and Development Administration (109)	5.00	467,565	96,235	563,800	486,644	99,712	586,356
	Subtotal	109.00	4,129,924	11,205,881	15,335,805	4,235,496	12,062,402	16,297,898
	Health and Human Services							
312	Neighborhood Stabilization Program (1431)	0.25	-	1,242,435	1,242,435	-	-	-
	Winter Haven Area Transit - Fixed Route (182)	0.00	-	359,899	359,899	-	-	-
314	Affordable Housing Program (50)	7.50	-	7,894,088	7,894,088	-	7,894,088	7,894,088
316	Community Improvement Program (51)	13.00	-	5,208,435	5,208,435	-	5,208,435	5,208,435
318	NSP-3 (1562)	0.25	-	530,000	530,000	-	-	-
	Subtotal	21.00	-	15,234,857	15,234,857	-	13,102,523	13,102,523
	Roads and Drainage							
320	Survey and Mapping (1559)	26.00		1,911,167	1,911,167		2,058,803	2,058,803
322	Inspection and Testing (1560)	12.00		968,754	968,754		999,500	999,500
324	Roads and Drainage Engineering (1558)	6.00		758,080	758,080		788,379	788,379
326	Roadway Maintenance (1561)	161.00		16,862,855	16,862,855		14,639,376	14,639,376
328	Traffic (202)	32.00		4,212,114	4,212,114		4,295,473	4,295,473
330	Drainage (1163)	9.00	1,579,306	246,878	1,826,184	1,614,352	254,637	1,868,989
333	Right-of-Way and Real Estate (193)	6.00		483,607	483,607		500,883	500,883
	Roads and Drainage Administration (1557)	13.00		1,213,166	1,213,166		1,254,879	1,254,879
	Street Lighting (65)	0.00		2,713,184	2,713,184		2,713,184	2,713,184
	Roads and Drainage Projects/Inkind (64)	0.00	140,000	60,103,839	60,243,839	514,838	31,337,766	31,852,604
	Roads and Drainage CIP Reserves (328)	0.00		24,691,107	24,691,107		34,204,442	34,204,442
	Impact Fee Transfers/City Admin (329)	0.00		-	-		-	-
	Tax Collector Commissions (463)	0.00		600,000	600,000		630,000	630,000
	CRA Contribution (Millage) (462)	0.00		1,280,957	1,280,957		1,402,147	1,402,147
	Roads and Drainage Trust Reserves/Indirects/Debt Svc (281)	0.00	356,931	25,868,266	26,225,197		29,791,534	29,791,534
	Subtotal	265.00	2,076,237	141,913,974	143,990,211	2,129,190	124,871,003	127,000,193
	Utilities							
335	Customer Service (213)	19.69		1,528,746	1,528,746		1,526,409	1,526,409
337	SCADA (216)	6.00		1,606,716	1,606,716		1,644,697	1,644,697
339	Utilities Metering (437)	18.53		3,966,349	3,966,349		4,079,214	4,079,214
341	Utilities Back Flow/Large Meters (412)	5.43		674,450	674,450		672,538	672,538
343	Water Resource Enforcement (1511)	4.50		800,309	800,309		844,967	844,967

**GROWTH AND INFRASTRUCTURE
DIVISION PROGRAM SUMMARY**

Page #	Program (Program Number)	FTE	Adopted FY 16/17			Plan FY 17/18		
			General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
345	Infrastructure Information Section (214)	8.00		903,546	903,546		951,164	951,164
347	Regulatory Affairs (403)	6.50		2,384,980	2,384,980		2,499,671	2,499,671
349	Electrical and Mechanical Maintenance (76)	40.00		6,791,652	6,791,652		7,219,579	7,219,579
351	Wastewater Plant Operations (402)	21.50		7,667,292	7,667,292		7,801,138	7,801,138
353	Water Plant Operations (401)	15.50		4,273,824	4,273,824		4,448,421	4,448,421
355	Underground Maintenance (1222)	35.00		3,956,946	3,956,946		4,017,896	4,017,896
357	Utilities CIP Inspection (1644)	3.00		329,256	329,256		344,786	344,786
	Utilities Department Administration (436)	1.00		6,966,306	6,966,306		6,830,109	6,830,109
	Utilities Operations Admin (434)	12.00		995,256	995,256		1,025,802	1,025,802
	Utilities Finance (280)	15.35		2,328,517	2,328,517		2,380,585	2,380,585
	Utilities Debt Service (326)	0.00		21,695,610	21,695,610		21,923,294	21,923,294
	Warehouse - Stock and Supply (480)	2.00		148,315	148,315		154,103	154,103
	Utilities Reserves/Indirects (Op Fund) (327)	0.00		25,792,893	25,792,893		16,925,427	16,925,427
	Utilities Renewal and Replacement CIP (320)	2.00		10,312,225	10,312,225		8,755,100	8,755,100
	Utilities Capital Expansion CIP (77)	7.00		26,388,165	26,388,165		50,220,042	50,220,042
	Utilities Expansion Reserves/Transfers (332)	0.00		25,413,766	25,413,766		27,282,267	27,282,267
	Subtotal	223.00	-	154,925,119	154,925,119	-	171,547,209	171,547,209
	Debt Service Program							
	Debt Service Program (90)	0.00	-	32,154,842	32,154,842	-	30,445,871	30,445,871
	Subtotal	0.00	-	32,154,842	32,154,842	-	30,445,871	30,445,871
	TOTAL	635.65	6,972,970	384,591,052	391,564,022	7,154,779	365,985,292	373,140,071

Growth/Infrastructure

Appropriations	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	33,343,495	37,613,182	38,932,261	40,323,062
Operating Expenses	51,891,876	53,738,861	55,445,619	55,169,797
Capital Expenses	49,166,672	131,348,683	95,231,506	71,613,828
Debt Service	24,715,935	29,339,217	28,315,501	26,542,842
Grants And Aids	7,856,047	1,985,515	2,726,938	2,592,142
Transfers	59,153,962	21,741,915	22,011,072	21,674,958
Indirect Expense	4,377,031	4,447,873	4,128,141	4,149,120
InKind Expense	3,604,763	15,427,437	12,474,712	0
Constitutional Officers-Budget Transfers	491,669	1,650,500	1,950,814	2,004,867
Reserves	0	106,204,297	129,240,374	147,962,371
Refunds	105	0	0	0
Other Uses - All Other	1,058,705	0	0	0
County Total	235,660,260	403,497,480	390,456,938	372,032,987
University of Florida Contributions	934,233	1,062,793	1,107,084	1,107,084
Total Result Area	236,594,493	404,560,273	391,564,022	373,140,071

Growth/Infrastructure

Revenue by Fund	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	6,062,337	7,338,829	6,972,970	7,154,779
County Transportation Trust Fund	31,606,835	46,825,875	52,293,563	60,329,569
Special Revenue Grants	16,120,352	34,095,017	28,324,992	9,187,965
Impact Fees	4,550,956	5,119,527	8,309,817	11,869,019
Transportation (1 Mill) Fund	32,547,034	59,355,936	59,476,463	47,773,562
Polk Commerce Centre CRA	104,256	130,243	63,340	71,433
Eloise CRA Trust-Agency Funds	34,111	251,321	558,748	590,315
North Ridge CRA Trust-Agency Funds	43,762,585	0	0	0
Harden Parkway CRA Funds	745,000	895,412	1,237,427	1,421,467
Building Funds	5,121,975	8,026,507	8,671,138	9,189,586
Affordable Housing Assistance Trust Funds	1,512,832	5,098,471	5,606,478	5,606,478
Street Lighting Districts	2,513,914	2,792,566	2,713,184	2,713,184
Const Tax Rev Improv & Refund Bds, S2006	3,913,143	6,679,376	3,352,915	293,773
Public Facilities Rev Bonds 2005	2,135,438	2,156,336	0	0
Capital 2010	2,891,564	7,466,412	7,536,031	7,574,018
Transportation 2010	4,400,708	10,876,840	10,984,346	11,041,536
Public Facilities Rev Ref Bonds, Series 2014 (Ref 2005)	3,373,331	6,253,566	8,439,832	8,485,532
Public Facilities Rev Ref Note, Series 2015 (Ref CFT 2006)	0	0	1,841,718	3,050,982
Drainage and Water Quality Fund	0	0	870,000	1,082,000
Long Term Road Project Funds	1,228,078	4,028,854	2,706,323	989,954
Northeast Polk Roadway Fund	36,732,098	36,049,916	23,584,693	10,009,200
Community Cleanup Funds	134,303	140,783	146,009	150,688
Utilities Operating Funds	71,566,012	127,203,574	122,092,736	110,992,395
Utilities Capital Expansion Funds	6,820,377	23,669,622	34,085,361	33,287,635
Utilities Bond Issue 2013	12,656,207	8,471,834	0	0
Utilities Bonds FY 14/15	0	0	0	28,567,500
Information Technology Fund	435,111	570,663	588,854	600,417
County Total	290,968,557	403,497,480	390,456,938	372,032,987
University of Florida Contributions	934,233	1,062,793	1,107,084	1,107,084
Total Result Area	291,902,790	404,560,273	391,564,022	373,140,071
Personnel				
Full Time Equivalents	637.60	628.60	635.65	636.65

GROWTH AND INFRASTRUCTURE TRENDS AND ISSUES

The programs in this Result Area are from multiple divisions including Board of County Commissioners, County Manager, Cooperative Extension Services, Information Technology, Parks and Natural Resources, Planning and Development, Social Services, Transportation, and Utilities. Citizens informed us that they expect Polk County to grow in a livable manner that allows safe, uncongested movement around the County. In order to address this expectation, these programs focus on (1) improving transportation mobility, (2) improving strategic planning for future growth, (3) ensuring needed infrastructure and public services are in place, (4) increasing preservation and set-aside of green space, and (5) providing places to live, learn, work, and play while building communities with a mix of land uses and a sense of place. The narrative below presents the trends and issues affecting the growth and infrastructure related divisions and programs.

Roads and Drainage

- In October 2015, the Transportation Division was renamed the Roads & Drainage Division.
- There are two major revenue sources for the Division, the Transportation Trust Fund and the Transportation Millage Fund. The Transportation Trust Fund is comprised of gas tax revenue (\$0.15/gal) that funds a portion of the operating budget and the transportation debt service payments. The Transportation Millage Fund (1.1 mils) is used for the Roads & Drainage Community Investment Program (CIP) and a small portion of the operating budget.
- In the FY16/17, Roads & Drainage Division operating budgets for all Division Sections, except Roadway Maintenance, were re-allocated to the Transportation Millage Fund. This reduced the expenditures to the Transportation Trust Fund to the point where revenues match expenditures in both funds for the operating budget and recurring programs in the CIP.
- In FY 15/16 the Board voted to remove the moratorium on transportation impact fees and the County collected these impact fees at 50% of the previous fee amounts. In FY 16/17, these transportation impact fees will be collected at 100% of the previous fee amounts. The estimated annual revenues from the impact fees will be sufficient to fund some minor improvements, such as signalizations and turn lanes. Because of impact fee funds spending limitations, major capacity projects will have to be funded from other sources.

Planning and Development

- In recent years, Florida's Growth Management Program transitioned from a "top down" process, mostly state-controlled, to a more "grassroots" process, with more local flexibility. Transportation concurrency is one area where there is more flexibility. Local governments have been encouraged to focus less on automobile travel and more on walkability and access

to transit. Polk County has made a significant investment in building new roads and widening existing roads to eliminate traffic congestion, so a shift in emphasis is appropriate at this time. County staff is working to simplify the approach to transportation concurrency including the development of new traffic study requirements. The Polk Transportation Planning Organization (TPO) has developed a Complete Streets Handbook, and the new traffic study requirements are expected to incorporate elements of this handbook.

- In FY 15/16, the Building Division permitted 1,716 single family residences, which represents a 13% increase over FY 14/15. The number of single family permits issued exceeded the forecasted estimate for FY 15/16 in spite of the reinstatement of impact fees of January 2015. The number of total permits issued in FY 15/16 was 21,612, a 20% increase over the previous fiscal year. The continued upward trend in permitting activity is a positive indicator of a stronger construction industry. In FY 16/17, the Building Division will continue to evaluate permitting procedures and identify ways to improve the customer experience and level of service.
- On May 17, 2016 the Board of County Commissioners (BoCC) adopted a Strategic Plan for Customer Service based on the recommendations of the Customer Service and Efficiency Task Force. The implementation of this strategic plan will be the primary focus of the current budget year. The plan includes the establishment of performance metrics and targets and actions related to process improvements, staff training and technology. The implementation of the strategic plan will increase the use of best customer service practices and the efficiency of the development review process.
- The transit services previously provided by Polk County Transit Services and Winter Haven Area Transit (WHAT) have been consolidated under the Lakeland Area Mass Transit District, d.b.a. Citrus Connection. During the next year, staff will manage consultant services on the update of the My Ride Transit Development Plan (10-year capital and operating plan) to address Countywide transit needs and evaluate a potential bus connection to SunRail at the Poinciana station. Senior mobility will be an area of focus for this study effort.

Health and Human Services

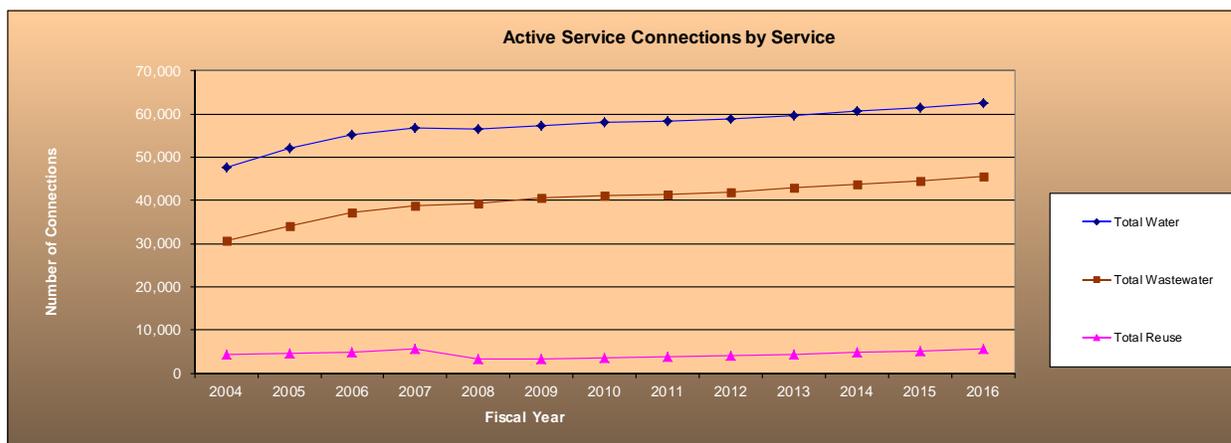
- Polk County Transit Services and Lakeland Area Mass Transit (LAMTD) have successfully consolidated operations, although several grants remain with the County. These are capital grants for the construction of bus shelters and bus stops throughout the County; it is anticipated that these projects will be completed within the next fiscal year. The Health and Human Services Division will continue to collect and review invoices prior to giving them to FDOT until all billing for the previous fiscal year is complete. The Board of County

Commissioners provides \$1.9 million annually to LAMTD to match grant dollars it receives from State and Federal sources.

- Polk County Housing and Neighborhood Development Office (HND) continue to address the housing needs of low- to moderate-income residents throughout Polk County through Federal- and State-funded rental and homeownership programs.
- The State Housing Initiatives Partnership (SHIP) program provides a combination of public and private resources to preserve, improve, and create affordable housing for low-to moderate-income households. SHIP homeownership strategies for the coming year include down payment/closing cost assistance, minor repairs, reconstruction, and disaster assistance. There was a slight increase in FY 15/16 funding of \$136,127.
- Polk County's FY 15/16 funding from the U.S. Department of Housing and Urban Development (HUD) saw a slight increase of \$86,500.
- Polk County was awarded \$14.5 million through the Federal Neighborhood Stabilization Program (NSP#1) to purchase, rehabilitate, and resell foreclosed residential properties in Polk County. These dollars have purchased 131 single-family homes and 39 rental units, with 121 homes being sold to low- and moderate-income families. This project will close out in FY 16/17.
- Polk County was awarded \$5.4 million through the Federal Neighborhood Stabilization Program (NSP#3) to purchase, rehabilitate, and resell foreclosed residential properties in Polk County. These dollars have purchased 33 single-family homes, built an eight-unit single-family subdivision, and built a duplex. This project will close out in FY 16/17.

Utilities

- Even though there was no rate indexing in FY 15/16, overall water and wastewater revenues were approximately 5.6% over FY 14/15. Water revenue increased about 3% and wastewater revenues increased about 8%. This indicates that the customer base is growing. We are also benefiting from more accurate measurement of irrigation flows due to the meter change out program. Water service locations were projected to increase 1.72% and wastewater service locations were projected to increase 2.13%
- Trends within the water utility environment are constantly changing due to stakeholder, regulatory, and economic pressures. The Division's challenge over the next five years will be to balance the need for improvements with the ability to pay for them, as well as securing adequate water resources to meet the future needs of all the citizens of Polk County. These needs will be met with alternative water supplies whose cost to produce will be significantly higher than the cost of the current supply.



Service	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Projected 2016
New Water Connections	3,659	4,465	3,099	1,438	-132	748	649	366	439	970	888	939	1,056
Growth Percentage	8.32%	9.37%	5.95%	2.60%	-0.23%	1.32%	1.13%	0.63%	0.75%	1.65%	1.49%	1.55%	1.72%
New Wastewater Connections	3,270	3,567	3,047	1,481	519	1,280	530	449	475	947	884	859	950
Growth Percentage	11.98%	11.67%	8.92%	3.98%	1.34%	3.27%	1.31%	1.10%	1.15%	2.26%	2.06%	1.96%	2.13%
New Reclaim Connections	1,961	376	183	663	-2,307	66	159	421	198	289	431	420	410
Growth Percentage	81.98%	8.64%	3.87%	13.50%	-41.38%	2.02%	4.77%	12.05%	5.06%	7.03%	9.79%	8.69%	7.81%

- In order to secure adequate water supplies, Polk County and several of its municipal partners, in cooperation with the Southwest Florida Water Management District, formed the Polk Regional Water Cooperative (PRWC). The formation of the Entity provides a mechanism for innovative regional cooperation amongst local governments to serve regional purposes. These regional purposes include developing, recovering, storing, and supplying water for the County or municipal purpose in such a manner, as will give priority to reducing adverse environmental effects of excessive or improper withdrawals of water from concentrated areas.
- In order to meet the demands of future regulatory requirements, Polk County Utilities' (PCU) 5-year Community Investment Program budget anticipates regionalizing our water production facilities in the Central and Northwest Regional Service Areas. In addition to meeting the demands of current and future regulatory requirements, these regional facilities can run more efficiently providing operational efficiency. These efficiencies will offset the need for future rate increases. Our five year plan anticipates increasing water rates by 2.5% in Fiscal years 18, 19, and 20. In addition to providing for regionalization, these proposed increases also fund a progressive increase in Repair and Replacement system investment.
- Strategic Planning and Innovation is critical to evaluate the approaching challenges of short and long-term growth from a risk-basis using data-driven key performance indicators (KPIs) and innovations. Achieving more with less is even more important with the current economic and political climate. To that end, PCU envisions the following initiatives in FY17 and FY18:
 - Continue collaborating with Polk's cities and partners through the newly created Polk Regional Water Cooperative, optimize existing resources, and develop future resources (alternative water supply/Polk Water Resource Initiative or AWS/PWRI projects)

- Continue to pursue grant opportunities and business partnerships in the face of traditional water resource permit reductions and increasing demand projections
- Partner with IT, procurement, budget, and land development divisions to develop a strategic business plan with KPIs, conduct a technology needs assessment and enterprise resource planning (ERP) analysis.
- Continue PCU-internal regionalization efforts in the central and northwest service areas
- Continue water quality enhancement projects such as Babson Park water plant modifications, hydraulic improvements, and pipe replacement
- Continue our commitment to fund PCU's share of the Cypress Lakes Wellfield in collaboration with the Water Cooperative of Central Florida (the city of St. Cloud, Toho Water Authority, Orange County, and Polk County) and Reedy Creek Improvement District

Cooperative Extension Service

Program Number: 1363

Program Version:

8

Result Area: Growth/Infrastructure

Division: Cooperative Extension Svcs

I. Program Offer Description:

UF/IFAS Extension Polk County links research with hands-on education for Polk's youth and adult residents, County and municipal governments, small farms, and large-scale agricultural producers. Using both technology-based and traditional teaching methods, Extension provides solutions in the areas of agricultural production and viability, homeowner and community landscaping and water conservation, sustainability of natural resources, certification and licensing for environmental chemical applicators, youth citizenship and workforce preparation, and healthy living on a budget. Extension's trained and certified Master Gardener and 4-H volunteers expand the teaching efforts of the Extension agent faculty members. The Extension Service is not a program mandated by the State, but the function within the counties is outlined in Florida Statute 1004.37, 'County or area extension programs; cooperation between counties and University of Florida & Florida Agricultural and Mechanical University'.

II. Contribution to Result:

The Extension Service contributes to growth management and economic development, especially the priority areas "Preserve our environment" and "Maintain and improve quality of life," as outlined in the Growth and Infrastructure results area.

Factor #2: Preserve Our Environment; Strategy #4, Environment

- Provide educational programs in agriculture, natural resources, & water conservation driven by needs expressed by residents (represented on Extension advisory committees), County and municipal governments, production agriculture, & small agricultural ventures.
- Engage 4-H and other youth groups directly in the preservation of natural resources and continuation of the agricultural industry through active participation in forest & marine ecology, large & small animal sciences, horticulture, vegetable gardening, fisheries, wildlife ecology, & other STEM-related areas (Science, Technology, Engineering, & Math).
- Provide commercial citrus growers with late-breaking information and strategies in the fight against the Huanglongbing disease, commonly referred to as HLB or citrus greening.
- The Florida-Friendly Landscaping program averages over a million educational contacts each year with residents to help homeowners & homeowner associations reduce yard waste, conserve water, use pesticides and fertilizers wisely, & enhance wildlife habitats.
- Biennial Water School program educates elected officials, candidates for public office, government administrators & staff, & citizens about timely issues related to water quality and sustainability. In spring 2016, the program targeted city managers and administrators engaged in the new Polk County Water Cooperative collaboration effort, and 11 of Polk's 17 municipalities, plus Polk County government, were represented at the two-day program.
- Implementation of Best Management Practices (BMPs) by commercial ranchers, citrus growers, ornamental nurseries, & other agricultural enterprises improves economic productivity and efficiency, positively impacting profits. Profitable agriculture is more likely to continue production and maintain desirable green space throughout the County. This includes 80,488 acres of citrus and 371,565 acres of pasture land. Polk continues to lead in the number of total farms in a Florida county, with more than 2,400 (2012 USDA Census of Agriculture).

Factor #3: Maintain and Improve Quality of Life; Purchasing Strategy #5, Quality of Life

- 4-H youth development supports a vulnerable population, children and youth ages 5 to 18, who face challenges such as domestic, school, and community violence, substance abuse, obesity & other health-related problems, gang recruitment, early sexual activity, & low academic achievement.
- Horticultural educators and Master Gardener volunteers work with neighborhoods throughout the County to implement Florida-Friendly landscape management practices and support community garden efforts. Both strategies help conserve resources, beautify the environment, add to the health and safety of neighborhoods, & build a greater sense of community.
- Extension faculty in Small Farms and Family, Youth, and Community Sciences support and educate in efforts to expand fresh food access to moderate and low-income residents through partnerships with farmers markets & produce stands. With focused efforts to help residents learn how to shop for and prepare whole, fresh foods, preventable chronic diseases may be reduced.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Utilize traditional methods, modern technological tools, and progressive media to provide research-based information, making at least 1 million contacts per year.
- 2 Clients will implement Best Management Practices (BMPs) to improve response to critical agricultural and environmental issues and maintain or increase agricultural production levels.
- 3 Post-educational event and annual program survey responses will indicate participant increases in knowledge, capacity, or positive behavior or attitude change as a result of participation in various Extension programs.
- 4 Extension program volunteers are trained and mentored to expand the outreach of research-based educational efforts to residents of Polk County.

Cooperative Extension Service

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Number of educational contacts (including website views & downloads)	1	1,155,391	1,100,000	1,400,000	1,400,000
Number of educational events taught by agents, program educators, and trained volunteers	1,2,3	5,681	1,000	3,500	3,500
Number of residents and clientele attending learning events*	1	28,000	N/A	24,500	24,500
Number of teaching hours by agents, program educators, and trained volunteers (#hours x #participants)	1	N/A	61,250	N/A	N/A
Number of events hosted at Extension office facility (including non-Extension-related)	4	1,000	N/A	525	525
Effectiveness Indicators:					
80% of livestock program participants will adopt one or more BMPs and/or report knowledge gain, resulting in continuous grazing lands for livestock production	2	98%	80%	80%	80%
Polk County Citrus production, measured in number of acres of citrus, will be in top five counties in FL as result of implementation of disease mitigation*	1,2	80,488 acres	N/A	78,000 acres	78,000 acres
Number of new and returning pesticide applicators trained (may be duplicates for multiple licenses held by same person)	1,2	355	500	350	350
75% of Florida Friendly Landscaping program participants will adopt at least one BMP to reduce water consumption in their landscapes	2	77%	75%	75%	75%
Number of 4-H, Master Gardener, nutrition, and LakeWATCH volunteer hours donated*	3	39,600	N/A	34,500	34,500
50% of nutrition class participants will indicate they are making healthier food choices*	1	85%	N/A	50%	50%
Efficiency Indicators:					
Number of educational contacts per FTE (8)	1	144,423	140,000	139,000	139,000
Number of youth taught per 4-H FTE (1.25)	1	3,616	3,000	1,900	1,900
Personnel					
Full Time Equivalents		13.00	13.00	13.00	13.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		526,811	523,874	555,262	578,546
Cash/Fund Balance Forward		0	29,000	29,000	29,000
Charges for Services		26,507	54,149	55,710	55,710
Interfund Transfer		10,000	10,000	10,000	10,000
Intergovernmental		55,470	54,680	54,680	54,680
Miscellaneous Revenue		66,993	62,157	62,157	62,157
County Total		685,781	733,860	766,809	790,093
University of Florida Contributions		934,233	1,062,793	1,107,084	1,107,084
Total Program		1,620,014	1,796,653	1,873,893	1,897,177

Cooperative Extension Service

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	685,781	733,860	766,809	790,093
County Total	685,781	733,860	766,809	790,093
University of Florida Contributions	934,233	1,062,793	1,107,084	1,107,084
Total Program	1,620,014	1,796,653	1,873,893	1,897,177
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	486,069	492,553	523,933	541,706
Operating Expenses	198,557	231,307	232,876	238,387
Capital Expenses	1,155	0	0	0
Grants And Aids	0	10,000	10,000	10,000
County Total	685,781	733,860	766,809	790,093
University of Florida Contributions	934,233	1,062,793	1,107,084	1,107,084
Total Program	1,620,014	1,796,653	1,873,893	1,897,177
Significant Changes				
No significant changes for FY 16/17.				

Geographic Information System

Program Number: 122

Program Version: 10

Result Area: Growth/Infrastructure

Division: Information Technology

I. Program Offer Description:

The Geographic Information Systems (GIS) Program provides services to 15 BoCC divisions, local businesses, and county citizens by centralizing all BoCC GIS data and aerial images and through the use of professional mapping tools (analytical and graphical) to assist many Polk BoCC land based/population decisions. Key applications are: E911 Addressing, existing and future land use planning, utilities infrastructure, roadway asset inventory, population growth tracking, census address updates, redistricting, mosquito control, environmental land acquisition, asset management, flood plain determination and many Office of Planning and Development land based decisions.

II. Contribution to Result:

The enterprise GIS has four business-centric databases (Utilities, Planning, E911 Addressing and Transportation) plus one common database shared by all other GIS users. The GIS Program provides open read-only access to all county spatial data and maps in digital and paper format through online and offline access. The GIS program contributes to Polk County's Growth/Infrastructure by:

1. Enterprise Architecture: GIS maintains the county's enterprise architecture and serves the County through centralized GIS databases, server components with state of the art web-GIS technologies, and concurrent desktop and mobile GIS software licenses.
2. Application development: GIS staff now supports 12 major web-GIS applications, which includes the Utilities, Roadway, E911 Street Address, Tax Collector and County data viewers (the viewers provide 24/7 worldwide access to GIS data through web browsers).
3. Growth Strategies (Land Development/Long Range Planning): The GIS Program staff work closely with the Office of Planning and Development (OPD) to create and regularly update comprehensive planning map series (CPMS), public notifications and commission meeting presentation maps.
4. The mandated Future Land Use map (FLU), a BoCC adopted document, is the basis for numerous land development decisions and is maintained by the GIS staff.
5. Transportation Mobility: In cooperation with the Roads and Drainage Division, the GIS Section supports various road and transportation assets that help transportation asset management and road surface maintenance/ improvement. The section works closely with Fire Rescue Division to publish and distribute countywide street centerline data.
6. Growth Strategies: The GIS Program staff works closely with the Utilities Division to develop a countywide utility network of pipes, wells, valves, hydrants, service areas, lift stations and other assets. Utilities management, Operations (maintenance and new development) and the Customer Service section all depend heavily on GIS data and applications on a daily basis.
7. Environment: GIS helps in the acquisition of environmental lands and the mapping of recreational facilities that help citizens find park locations and services.
8. Quality of Life: GIS is used to accurately track all streets and addresses and provides GIS support to ensure E911 dispatching sends emergency vehicles to the correct location; GIS also is used to plan population growth centers using Future Land Use data showing market demand, environmental lands, and transportation corridors.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Help the BoCC divisions make more informed, cost effective decisions by providing data interpretation through GIS analysis and professionally generated maps.
- 2 Manage and maintain countywide server infrastructure and desktop GIS software.
- 3 Create, update, and maintain 702 unique GIS data layers to meet division requirements.
- 4 Provide county GIS staff with technical knowledge and training in current GIS systems software.
- 5 GIS web-based application development and ongoing maintenance to make data and maps available to other county employees and to the world through the Internet.
- 6 User training and support for all BoCC divisions.

Geographic Information System

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of major mapping applications maintained	5	10	12	12	12
# of GIS layers supported	3	702	702	738	738
# of GIS database supported by vendor	1	4	5	5	5
# of GIS vendor software upgraded	2	55	55	55	55
# of maps created	1,3	1,976	550	500	400
# of Projects	2	N/A	21	25	28
Active Projects	2	N/A	10	10	10
Backlog Projects (Inactive)	2	N/A	11	15	15
Active Projects - Estimated Hours	2	N/A	2,500	3,000	3,000
Backlog Projects - Estimated Hours	2	N/A	3,000	3,500	3,500
# of new incidents/work tickets opened	2	N/A	100	125	125
Effectiveness Indicators:					
# of GIS layers modified	2	N/A	40	50	60
# of GIS database tables modified	2	N/A	12	20	20
Efficiency Indicators:					
Web applications maintained on-time	3	N/A	100%	100%	100%
GIS database administration (by vendor) on time	5	N/A	100%	100%	100%
Training hours per employee	4	40	40	40	40
Personnel					
Full Time Equivalents		7.60	7.60	4.65	4.65
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		131,962	221,704	147,784	156,368
Cash/Fund Balance Forward		0	109,687	157,412	161,912
Internal Service Funds		435,111	460,976	431,442	438,505
Total Program		567,073	792,367	736,638	756,785
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		131,962	221,704	147,784	156,368
Information Technology Fund		435,111	570,663	588,854	600,417
Total Program		567,073	792,367	736,638	756,785
Appropriations:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		378,568	561,279	350,067	360,898
Operating Expenses		130,168	121,401	229,159	233,975
Transfers		40,000	0	0	0
Reserves		0	109,687	157,412	161,912
Total Program		548,736	792,367	736,638	756,785
Significant Changes					
IT and our GIS vendor have completed the upgrade of our servers and ESRI software to version 10.2. With the new infrastructure in place, The IT GIS staff will conduct meetings with our GIS customers across the county to identify how new features can be added to					

Geographic Information System

the existing data viewers to make them more useful.

IT continues to struggle to hire/retain qualified GIS professionals. To address this issue IT management has recommended the elimination of three GIS positions and reallocating their salaries to a fund a structured outsourcing plan. Our goal will be the ongoing advanced technical server administration, version upgrades, database support and GIS application development. Outsourcing these technical functions will allow IT's GIS staff to focus on the delivery of spatial analysis and map creation for our customers, and leave the behind-the-scenes technical support to a qualified outside firm. We will reevaluate the outsourcing plan after one year. If the job market changes we will seek management approval to hire full-time staff.

IT and the Fire Rescue Division have started a project to consolidate their GIS servers and software under the BoCC. This includes bringing their database and 36 unique layers into our database, providing network connectivity for the E911 staff from their office and evaluation of the two data viewers (Fire Rescue and Tax Collector).

Building Division

Program Number: 31

Program Version: 10

Result Area: Growth/Infrastructure

Division: Building

I. Program Offer Description:

Provide enforcement of construction related code, Statutes and regulations through issuing permits and contractor licenses, plan review, field inspection, and complaint investigation to safeguard the public health, safety and welfare in the constructed environment.

II. Contribution to Result:

PUBLIC LEADERSHIP (Growth) & FISCAL STEWARDSHIP (Good Government) In an effort to foster partnerships with Polk's municipalities, we have entered into agreements to perform the functions of Building Official, plans review, and inspections for the cities of Polk City, Fort Meade, and Dundee; we continue to maintain long term agreements with Hillcrest Heights and Highland Park for permitting, plans review, and inspections as well. Through these intergovernmental partnerships, our citizens and contractors have benefited from a single source of building code interpretations. We also meet regularly with industry stakeholders, such as the Polk County Builders Association, to discuss issues important to the construction industry.

QUALITY of LIFE, PUBLIC SERVICES, INFRASTRUCTURE (Growth) STATESMANSHIP, COMPETENT STAFF (Good Government) PREVENTION, RESPONSIVE SERVICES (Safety) The Building Division is accountable to provide housing and clean neighborhoods where our citizens feel safe. Hurricane season 2004 demonstrated how a competent staff through interpretation and implementation of the Federal Americans with Disabilities Act, the Florida Building Codes, the Polk County Land Development Code and the Licensing and Enforcement Ordinance can have a positive outcome on the citizens and property of Polk County. After the 2004 storms every structure in Polk County was inventoried for damage, a total of three times in six weeks. We continue our training sessions with the Emergency Operations Center to ensure our preparedness for any future natural disasters. We continue to be a DBPR certified training site for our staff to stay current with continuing education requirements. This process is the key to a safe constructed environment.

PUBLIC LEADERSHIP (Growth) FISCAL STEWARDSHIP, CITIZEN ACCOUNTABILITY (Good Government.) The Building Division pursues technology upgrades and staff training to provide enhanced customer service. These include:

1. Use of laptops in the field to enable inspectors to be dispatched from home, as well as perform and report their inspections without ever having to come to the office.
2. Placing the permits, projects, and contractor licensing information on the County's website to allow contractors and citizens real time inspection status information.
3. Streamlined Permit Applications
4. Queue System in the lobby to allow customers to be served in the order in which they arrive.
5. Streamlined Permitting and Plans Review workflow in Hansen software
6. Online single-trade permitting
7. Implemented Electronic Plans Review (ProjectDox) for Residential and Commercial plans review
8. Online Permit and Red Tag payments accepted
9. Implemented Electronic transmission of Permit Card

This Program is: Not Mandated () Mandated: Federal (X) State (X) Local (X)

III. Performance Objectives:

- 1 Provide effective, efficient construction related building code enforcement while minimizing delays and expedited permitting, where possible, to the construction process.
- 2 Process permit and contractor license applications in a timely and efficient manner.
- 3 Expedite investigation of consumer complaints and bring cases before the Contractors Licensing Board (CLB) when necessary.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# new single family residential (SFR) building permits issued	2	1,524	1,600	1,600	1,600
# of Construction inspections performed	1	67,874	67,500	70,000	70,000
# of driveway permits issued	2	140	140	150	150
# of driveway inspections performed	1	1,112	1,340	1,400	1,400
# of new contractor complaint investigations	3	115	145	170	170
# of contractor licenses renewed	3	1,865	1,800	1,800	1,800
Effectiveness Indicators:					
% of permits issued within 4 hours	2	80%	80%	90%	90%
% of construction inspections performed within 24 hours	1	90%	94%	95%	95%
% of complaints responded to within 48 hours	1	100%	100%	100%	100%
% of contractor applications reviewed within 3 days	3	100%	100%	100%	100%
Efficiency Indicators:					
# of permits per Permit Tech. per day	2	5	9	7	7
# of construction inspections per inspector per day	1	25	20	20	20
# of driveway inspections per inspector/day	2	3	3	3	3

Building Division

Personnel				
Full Time Equivalents	47.00	50.00	56.00	56.00
Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	0	186,013	177,342	203,304
Cash/Fund Balance Forward	0	2,991,977	2,638,602	2,794,210
Charges for Services	261,956	200,760	221,185	222,408
Fines And Forfeitures	720	0	0	0
Interest	39,211	34,786	27,053	32,122
Intergovernmental	12,080	0	8,208	8,208
Licenses & Permits	5,210,769	5,091,056	6,055,870	6,412,171
Miscellaneous Revenue	-8,195	5,928	5,928	6,175
Others (Centrl I/D Inkind/Othr)	-1,450	0	0	0
Special Assesments/Impact Fees	83,746	60,000	70,000	70,000
Total Program	5,598,837	8,570,520	9,204,188	9,748,598
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	476,862	544,013	533,050	559,012
Building Funds	5,121,975	8,026,507	8,671,138	9,189,586
Total Program	5,598,837	8,570,520	9,204,188	9,748,598
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	3,095,055	3,838,079	4,424,709	4,561,869
Operating Expenses	799,193	789,265	973,180	843,784
Capital Expenses	143,652	2,125,000	878,001	125,000
Debt Service	2,401	824,497	0	0
Indirect Expense	510,138	510,139	451,590	451,590
Reserves	0	483,540	2,476,708	3,766,355
Refunds	105	0	0	0
Total Program	4,550,544	8,570,520	9,204,188	9,748,598

Significant Changes

We continue to utilize technology to enhance customer service and to maintain or reduce our budget. All changes are designed with customer service, convenience and good stewardship of the taxpayer dollar in mind. By increasing the number of inspectors in FY 13/14 through FY 15/16, we hope to provide our customers more reliable inspections in terms of scheduling. In addition, by reinstating the contractor licensing investigator, we will be able to better respond to homeowner complaints which have grown in number as a result of the increase in construction activity. As a result of continuous and steady increases in permitting activity, the revenues for the Building Division continue to demonstrate a positive cash flow. Our goal is to continue to monitor expenses and perform our responsibilities in the most fiscally responsible manner possible.

Building Division

Mandate Referrals:

Federal: Americans with Disabilities Act

State: Chapter 553.73 F.S., Chapter 489 F.S., 2014 Florida Building Code 105.3, Section 713.135 (5) & (6) Florida Statutes

Local: Land Development Code (Ord. 00-09), Licensing and Enforcement (Ord.90-16, as amended)

Land Development

Program Number: 440

Program Version: 10

Result Area: Growth/Infrastructure

Division: Land Development

I. Program Offer Description:

Growth and land development within unincorporated Polk County is facilitated through the processing, review and evaluation of development applications by the Land Development Division. Development applications are reviewed for consistency with local, state and federal land development regulations, including the Polk County Land Development Code, Utilities Code, and the Comprehensive Plan.

II. Contribution to Result:

The Land Development Division contributes to the Growth/Infrastructure results area by:

- * Implementing policies that ensure that roads, water, wastewater and reuse infrastructure constructed as a result of development approved within the county are constructed in accordance with standards in the Land Development Code and Utilities Code and do not require premature maintenance by county crews. (Purchasing Strategy # 1)
- * Reviewing and approving developments which contribute to the County's sidewalk network. (Purchasing Strategy #1)
- * Proposing policies (i.e. Scenic Highway provisions incentivize development that preserves scenic views and constructs trails) that promote the use of non-motorized transportation (Purchasing Strategy #1)
- * Proposing and implementing policies within the Land Development Code that promote efficient growth strategies. (Purchasing Strategy #2)
- * Administering the activities of the Development Review Committee which fosters communications with other agencies, as well with other municipalities (Purchasing Strategy #2)
- * Facilitating the process and managing the software (i.e. Hansen, E-Plan) that documents that infrastructure (schools, water, wastewater, and roads) are in place prior to approving development. (Purchasing Strategy #3)
- * Implementing policies that encourage, through incentives, the creation or preservation of open space, natural areas, agricultural resources, and recreational areas. Example policies include a minimum 10% open space designation on developments seeking additional densities. (Purchasing Strategy # 4)
- * Proposing and implementing policies that encourage shopping and entertainment opportunities that contribute to the quality of life for Polk County's residents and visitors. (Purchasing Strategy #5)
- * Proposing and implementing policies that encourage the development of affordable, workforce and market rate housing. (Purchasing Strategy # 5)

The Division also contributes to Economic Development (Strategies # 1, 3), Good Government (Strategies #1, 5, and 6), Natural Resources (Strategies #1, 2, 3), Recreation & Cultural Arts, and Safety (Strategy#4).

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Incentivize and encourage greater density and intensity in the Transit Supportive Development Areas.
- 2 Develop processes to increase effectiveness and efficiency of public involvement practices.
- 3 Sponsor public meetings and host trainings designed to inform the public about or seek their input regarding proposed growth strategies.
- 4 Approve road construction consistent with the Land Development Code and ensure sufficient inspections to achieve high quality expansion to the county road network.
- 5 Approve utility infrastructure that is consistent with the Utilities Code and conduct sufficient inspections to ensure infrastructure are installed properly, is easy to maintain, and will have long life cycles.
- 6 Review and evaluate land development applications to ensure consistency with the Comprehensive Plan and the Land Development Code.
- 7 Perform flood data determinations and provide available flood data to customers.
- 8 Maintain the Flood Insurance Program and flood maps, and prepare annual FEMA/CRS reports.
- 9 Provide useful and timely services, products and information to our customers in a timely and cost effective manner.

Land Development

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of Planning Commission and Board of Adjustment applications submitted	6	227	150	150	150
# of Pre-Applications submitted	2,6,9	159	100	100	100
# of non-residential construction plans submitted	2,6,9	136	110	110	110
# of residential construction plans submitted	2,6,9	41	5	5	5
# of plats submitted	2,6,9	37	10	10	10
# of floodplain determinations	7,8,9	1,350	2,000	2,000	2,000
# of customers assisted through Planner On Call	2,7,9	9,554	3,600	3,600	3,600
# of Focus Groups/LDC Stakeholder Groups	1,2,3,9	1	8	5	5
# of Focus Group meetings/LDC Stakeholder Group meetings	1,2,3,9	6	24	24	24
# Expedited Review Projects	1,6,9	2	3	3	3
# of Pre-Construction Meetings	4,5	104	65	65	65
# Pre-Final Walk-Thrus	4,5	47	35	35	35
Effectiveness Indicators:					
% of construction plans approved within the TSDA	1,6,9	60%	60%	60%	60%
# of non-residential construction plans approved	1,2,6,9	134	85	85	85
# of residential construction plans approved	1,2,6,9	43	5	5	5
# of plats approved/recorded	2,6,9	37	15	15	15
Efficiency Indicators:					
# of PC/BOA cases per FTE planner	1 thru 6	20	35	35	35
Avg. # of active construction projects per inspector per month	4,5	19	9	9	9
Personnel					
Full Time Equivalents		34.00	34.00	34.00	34.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		1,427,976	1,741,091	1,702,535	1,793,133
Utilities Operating Funds		914,922	1,083,942	1,008,959	1,044,211
Charges for Services		705,551	515,000	630,000	640,000
Fines And Forfeitures		90	0	0	0
Interfund Transfer		6,660	0	0	0
Intergovernmental		45,776	0	0	0
Licenses & Permits		2,066	2,850	2,850	2,850
Miscellaneous Revenue		22,251	1,225	1,225	1,225
Others (Centrl I/D Inkind/Othr)		15	0	0	0
Total Program		3,125,307	3,344,108	3,345,569	3,481,419
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		2,164,609	2,260,166	2,336,610	2,437,208
Special Revenue Grants		45,776	0	0	0
Utilities Operating Funds		914,922	1,083,942	1,008,959	1,044,211
Total Program		3,125,307	3,344,108	3,345,569	3,481,419

Land Development

Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	2,367,993	2,649,664	2,650,878	2,733,507
Operating Expenses	757,314	694,444	694,691	747,912
Total Program	3,125,307	3,344,108	3,345,569	3,481,419

Significant Changes

There were no significant changes to this program in FY 16/17 or FY 17/18.

Comprehensive Planning

Program Number: 429

Program Version: 12

Result Area: Growth/Infrastructure

Division: Long-Range Planning

I. Program Offer Description:

Implement planning principles through the development and review of land use plans, planning theories, policies, and incentives that enhance the quality of life within Polk County's communities.

II. Contribution to Result:

The Long Range Planning Division will conduct strategic planning to achieve the desired outcome for the Growth result area. The Division will partner with community stakeholders to deliver results in an inclusive and cost-effective manner. Staff will develop and implement:

Purchasing Strategy #1

- * Modified Multi-Modal Transportation Level-of-Service standards to improve mobility and access to public transportation services
- * Plans that identify core transit corridors and land use policies that support the development of multi-modal travel options (also addresses Strategy #5)
- * Polk Green to encourage the preservation of green areas and support the development of a network of multi-use trails to encourage bicycling and walking (also Strategies #4 and #5)

Purchasing Strategy #2

- * Selected Area Studies with cities and citizen groups to preserve a sense of place, establish a functional mix of land uses and identify plans/strategies for providing the infrastructure and community services needed to support growth (also Strategies #1, #3, #4 and #5)
- * Community Redevelopment Area (CRA) Plans with landowners and other affected stakeholders to target areas for development or redevelopment and support economic development (current projects include the North Ridge CRA and Polk Commerce Centre CRA Plans)
- * Joint Planning Area Agreements with the cities to coordinate the provision of infrastructure/services to new growth areas

Purchasing Strategy #3

- * Land use policies and infrastructure investment policies, e.g., 10-Year Urban Service Area, to promote economic development and ensure an orderly pace of growth and concurrent infrastructure/services (also Strategy #2)
- * Capital Improvement Element to ensure that growth is supported by necessary community investments

Purchasing Strategy #4

- * Incentive-based policies as part of the Polk Land Stewardship Program to preserve wildlife habitat/corridors and support agriculture
- * Conservation subdivisions (clustering of units) and rural development policies to increase the preservation and set-aside of green space (also Strategy #5)

Purchasing Strategy #5

- * Urban Form Focus Group with a broad cross-section of community representatives to coordinate growth strategies that will result in livable and walkable communities
- * Good Neighbor Policies to ensure neighborhood compatibility
- * Incentive-based program to support inclusion of healthy design elements in future development (Healthy Communities Initiative) (also Strategy #4)

The Long Range Planning Division (LRP) will help deliver results in other areas as noted: Economic Development (Strategy #2 - Growth Strategies to Address Infrastructure/Public Services) and Environment (Strategy #4).

This information will be updated by Long Range Planning for FY 15/16.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Prepare, evaluate, and implement land use and corridor studies, joint planning agreements, and other development mechanisms that can be utilized to preserve a sense of place, provide a sustainable mix of land uses, and ensure adequate infrastructure and community services.
- 2 Establish land use designations or policies and infrastructure investment strategies tied to the Community Investment Program (CIP) and the Capital Improvement Element of the Comprehensive Plan to support economic development initiatives and growth in targeted areas.
- 3 Implement development incentives as part of the programs identified in the Comprehensive Plan such as the Polk Land Stewardship, PolkGreen, Community Design, Healthy Communities, and Conservation Subdivisions to support agriculture and provide a diverse parks, recreation, and environmental habitat system connected by multi-use trails.
- 4 Respond to customer needs and create opportunities to communicate with citizens and other stakeholders regarding the effectiveness of the Comprehensive Plan and strategic planning initiatives.
- 5 Manage Polk County's Development of Regional Impact Program to ensure timely and streamlined review.
- 6 Manage the data, such as GIS data, used to support the Comprehensive Plan and Land Development Code, as well as to evaluate development applications.

Comprehensive Planning

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of Strategic Planning Projects, including SAS/SAP, Revitalization Plans, Corridor Studies	1,2,3,4,6	7	5	5	5
# of Partnering - Joint Planning Projects	1,6	1	2	2	2
# of Public Meetings and Coordination meetings with Cities and Stakeholders	1,4,6	19	20	20	20
# of Customers assisted through "Planner on Call"	4,6	4,419	4,400	4,400	4,400
# of Comprehensive Plan Amendments	1,2,3,4,6	34	35	35	35
# of DRI (New and Amendments)	5	3	1	1	1
# of projects/maps created using OPD data	1,6	13	6	8	8
Effectiveness Indicators:					
# Adopted Selected Area Plans/Studies	1,2,3,4,5	0	1	1	1
# Completed Phases - Selected Area Plans/Studies	1,2,3,4,5	1	1	1	1
# Completed Partnering or Joint Planning Project/Executed Joint Planning Agreement	1,2,5	1	1	1	1
# Completed Strategic Planning Projects, Corridor Studies, Revitalization plans	1,2,3,4,5	0	1	1	1
Efficiency Indicators:					
# Major Planning Projects per FTE Planner	1 thru 6	2.6	2	2	2
# of annexations	1,2,4,6	7	10	5	5
Personnel					
Full Time Equivalents		6.50	6.50	6.50	6.50
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		671,559	638,274	717,699	752,632
Interfund Transfer		0	0	75,000	0
Total Program		671,559	638,274	792,699	752,632
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		671,559	638,274	792,699	752,632
Total Program		671,559	638,274	792,699	752,632
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		496,153	494,135	553,225	570,398
Operating Expenses		175,406	144,139	239,474	182,234
Total Program		671,559	638,274	792,699	752,632
Significant Changes					
There were no significant changes for this program in FY 16/17 or FY 17/18.					

Transportation Planning Org.

Program Number: 103

Program Version: 10

Result Area: Growth/Infrastructure
Division: Planning & Development Admin

I. Program Offer Description:

Maintain a coordinated, comprehensive and continuing planning process meeting requirements set forth under Section 339.175, F.S. Serve as the metropolitan planning organization for Lakeland and Winter Haven Urbanized Areas and develop both short and long-term plans and programs to meet the existing and future travel needs of Polk County.

II. Contribution to Result:

1. Transportation Planning Org. (TPO) program contributes to the Growth and Infrastructure Purchasing Strategy of improving our TRANSPORTATION MOBILITY.
 - *Multi-Modal Transportation standards to improve mobility and access to public transportation services.
 - *Polk Green to encourage the preservation of green areas and support the development of a network multi-use trails (also Strategies #4 and #5)

2. Transportation Planning Org. (TPO) program contributes to the Growth and Infrastructure Purchasing Strategy of improving strategic planning for FUTURE GROWTH.
 - *Selected Area Studies (SAS) with cities and citizens to preserve a sense of place, establish a functional mix of land uses and identify plans/strategies for providing the infrastructure and community services needed to support growth.
 - *Community Redevelopment Area (CRA) plans with landowners and affected stakeholders to target areas for development or redevelopment and support economic development.
 - *Joint Planning Area Agreements with the cities to coordinate the provision of infrastructure/services to new growth areas.

3. Transportation Planning Org. (TPO) program contributes to the Growth and Infrastructure Purchasing Strategy of ensuring needed INFRASTRUCTURE and PUBLIC SERVICES are in place prior to, or concurrent with growth.
 - *Land use policies and infrastructure investment policies to promote economic development and ensure an orderly pace of growth and concurrent infrastructure/services
 - *Capital Improvement Element to ensure that growth is supported by necessary community investments

4. Transportation Planning Org. (TPO) program contributes to the Growth and Infrastructure Purchasing Strategy of increasing the PRESERVATION and set-aside of green space.
 - *Incentive-based policies as part of the Polk Land Stewardship Program to preserve wildlife habitat/corridors and support agriculture
 - *Conservation subdivisions and rural development policies to increase the preservation set-aside of green space

5. Transportation Planning Org. (TPO) program contributes to the Growth and Infrastructure Purchasing Strategy of improving the QUALITY OF LIFE for citizens.
 - *Urban Form Focus Group with a broad cross-section of community representatives to coordinate growth strategies that will result in livable and walkable communities
 - *Good neighbor Policies to ensure neighborhood compatability
 - *Incentive-based program to support inclusion of healthy design elements in future development

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** (X) **Local** (X)

III. Performance Objectives:

- | | |
|---|---|
| 1 | Serve as the metropolitan planning organization for the Lakeland and Winter Haven Urbanized Areas. Receive annual certification from Federal Highway Administration (FHWA) and Florida Department of Transportation (FDOT). |
| 2 | Monitor existing and short-term travel conditions. Identify candidate transportation improvements for programming in the FDOT 5-yr. work program, the Polk County CIP and the Consolidated Transit Development Plan. |
| 3 | Perform travel demand forecasting to project future traffic conditions. Develop and maintain a long-range transportation plan that contains highway, transit, and non-motorized components. |
| 4 | Prepare special project or plans to improve short and long-term mobility. |

Transportation Planning Org.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of Board and advisory committee meetings for which staff provides support.	1	35	35	35	35
# of updates provided for the Polk County Roadway Network database (Level of service on arterial and collector roads).	2	2	2	2	2
# of updates prepared for the Transit Development Plans and Transportation Disadvantaged Service Plan.	4	2	2	2	2
# of proposed developments analyzed to identify and mitigate associated traffic impacts.	3	25	30	30	30
# of special projects or plans.	4	4	5	5	4
# of Public meetings	1,2,3,4	15	15	15	15
# of Regional/Statewide Coordination Projects	1,3	2	2	2	2
# of Regional/Statewide Coordination Meetings	1,3	10	10	10	10
Effectiveness Indicators:					
Provide "Excellent" staff support to the TPO Board and advisory committees. (Score on annual survey).	1	N/A	N/A	N/A	N/A
Receive annual certification from FDOT and FWHA (no cited improvement areas).	1,3	Yes	Yes	Yes	Yes
# of Special projects completed	4	4	4	4	4
# of Regional/Statewide Coordination projects completed	1,3	2	2	2	2
Personnel					
Full Time Equivalents		8.50	8.50	7.50	7.50
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund		26,835	35,520	0	0
Special Revenue Grants		2	160,000	183,707	181,920
Transportation (1 Mill) Fund			0	35,842	36,973
Interfund Transfer		23,356	35,000	30,000	30,000
Intergovernmental		1,380,683	1,895,000	1,180,000	1,480,000
Total Program		1,430,876	2,125,520	1,429,549	1,728,893
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund		26,835	35,520	0	0
Special Revenue Grants		1,404,041	2,090,000	1,393,707	1,691,920
Transportation (1 Mill) Fund		0	0	35,842	36,973
Total Program		1,430,876	2,125,520	1,429,549	1,728,893
Appropriations:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		602,166	743,790	660,458	681,000
Operating Expenses		803,252	1,362,882	737,456	995,279
Capital Expenses		1,835	0	0	0
Indirect Expense		23,623	18,848	31,635	52,614
Total Program		1,430,876	2,125,520	1,429,549	1,728,893

Transportation Planning Org.

Significant Changes

There were no significant changes for this program in FY 16/17 or FY 17/18.

Neighborhood Stabilization Program

Program Number: 1431

Program Version: 8

Result Area: Growth/Infrastructure
Division: Health and Human Services
Section: Housing & Neighborhood Dev

I. Program Offer Description:

NSPI is part of the Housing and Economic Recovery Act which entitled Polk County to receive an allocation of \$14,586,258. The federal government established activities for which the funds could be used:

- 1) Acquisition/rehabilitation/financing/resale to homebuyers
- 2) Acquisition/rehabilitation/financing/resale of single-family housing
- 3) Demolition of acquired foreclosed homes.

The target areas for the project were developed pursuant to the three criteria set forth by the recovery act of 2008:

- 1) Areas identified as the most likely to face a significant rise in the rate of home foreclosures
- 2) Greatest percentage of home foreclosures
- 3) Highest percentage of homes financed by a subprime mortgage-related loan.

The 10 target areas HUD chose are Inwood, Wasbash, South Lake Wales, Eaton Park, Jan Phyl Village, Poinciana, Wahneta, Combee, Auburndale, and Kathleen.

II. Contribution to Result:

Through a sealed bid process, Swan Development Advisors from Lakeland was chosen to provide program administration and project delivery services for the NSP under the oversight and guidance of the HND staff. The contract was completed on March 3, 2014. The project program income monies are now the responsibility of the HND office. The HND Office will now be responsible for monitoring the program for 15 years. All funding for this program is from grant awards, no General Funds are used in this program.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Acquisition/rehab/financing/resale for homeownership.
- 2 Acquisition/rehab/financing/resale multi-family housing/rental.
- 3 Redevelopment/demolition of vacant properties.
- 4 Demolition/redevelopment (including construction).
- 5 Planning and administration.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Number of units	1,2,3,4	2	0	0	0
Number of families assisted with down payment/closing costs	1,2,3,4	2	0	0	0
Number of rental units	1,2,3,4	0	0	0	0
Effectiveness Indicators:					
Percent of units under contract	1,2,3,4	100%	100%	0%	0%
Percent of housing units completed	1,2,3,4	100%	100%	0%	0%
Efficiency Indicators:					
Number of units committed	1,2,3,4	2	.85	0	0
Personnel					
Full Time Equivalents		2.46	0.80	0.25	0.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Cash/Fund Balance Forward		0	1,223,568	942,435	0
Interest		0	2,000	0	0
Miscellaneous Revenue		87,920	400,000	300,000	0
Total Program		87,920	1,625,568	1,242,435	0

Neighborhood Stabilization Program

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants	87,920	1,625,568	1,242,435	0
Total Program	87,920	1,625,568	1,242,435	0
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	12,147	41,971	17,972	0
Operating Expenses	48,120	1,583,597	1,224,463	0
Total Program	60,267	1,625,568	1,242,435	0

Significant Changes

The NSP#1 program has met the requirement of the 10/6/08 Federal Register Notice to expend at least 100% of allocated funds within four years. As of March 3, 2014, Polk County has drawn down \$21,129,755 or 144.8% of its NSP#1 award of \$14,586,258. HND established a Revolving Account during FY 12/13 in order to be in compliance with HUD in the wind down of the program. In 2015, HUD reversed its request for a Revolving Account and has now requested that the County remove/close the revolving account and through a substantial amendment move the remaining funds to the acquisition/rehab/financing/resale strategy. The substantial amendment was approved in March 2016, after the beginning of the program close out. Following close out of the NSP#1 program, HND will move the remaining funds in small increments to the CDBG program, as the money has to be spent in the funding year in which it was moved.

Affordable Housing Program

Program Number: 50

Program Version: 10

Result Area: Growth/Infrastructure
Division: Health and Human Services
Section: Housing & Neighborhood Dev

I. Program Offer Description:

Housing Stabilization requires a number of housing objectives and alternatives from the Housing Choice Voucher rental program and multi-family development to homeownership and foreclosure prevention. Goals include strategies for the local housing assistance plan including:

- 1) Down payment without rehabilitation/new construction
- 2) Down payment with rehabilitation of existing property
- 3) Rehabilitation with acquisition
- 4) Minor repair
- 5) Foreclosure prevention land acquisition with down payment
- 6) Substantial rehabilitation
- 7) Reconstruction

Using these strategies, the program must achieve compliance with minimum statutory set-asides; if set-aside requirements are not met, the funding source will close the program for failure to meet mandatory objectives. This program is fully-funded by grant awards; no General Fund dollars are used.

II. Contribution to Result:

The funding for Tenant Based Rental Assistance (TBRA) is established through HOME Partnership funds. Housing Construction/Reconstruction, Education and Down Payment Services Delivery programs are designed to foster homeownership, stabilize declining neighborhoods, and work to provide safe and decent housing options. These emergency repairs include installation of new roofs, repairing and replacing septic tanks, and ADA accommodations.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Provide TBRA rental subsidy for eligible clients.
- 2 Provide down payment/closing cost assistance to eligible families qualifying for traditional lending source first mortgages.
- 3 Provide homebuyer education classes for eligible families/persons.
- 4 Rehabilitate/replace or provide emergency repairs to substandard homes for income eligible owner-occupied dwellings.
- 5 Provide funds for single-family new construction.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
TBRA # of vouchers available	1	64	62	58	55
TBRA # of potential landlords presentations per year	2	50	50	50	50
SHIP: # of clients assisted	3,4	88	100	100	100
HOME: # of clients assisted	4,5	69	100	80	80
Effectiveness Indicators:					
TBRA % of units under contract	1	100%	100%	100%	100%
SHIP: % of housing units completed within contracted timeline	4,5	100%	100%	100%	100%
HOME: % of housing units completed within contracted timeline	3,4,5	100%	100%	100%	100%
Efficiency Indicators:					
SHIP # of rehabilitation jobs/FTE	4,5	50	50	50	50
#of jobs established by down payment dollars	3	90	70	70	70
HOME # of rehabilitation jobs	4,5	50	45	45	45
Personnel					
Full Time Equivalents		6.00	4.85	7.50	7.75

Affordable Housing Program

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Cash/Fund Balance Forward	0	2,498,471	2,228,647	2,228,647
Interest	14,033	10,000	10,000	10,000
Interfund Transfer	8,982	0	0	0
Intergovernmental	2,558,393	4,690,156	5,255,441	5,255,441
Miscellaneous Revenue	333,362	400,000	400,000	400,000
Total Program	2,914,770	7,598,627	7,894,088	7,894,088
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants	1,401,938	2,500,156	2,287,610	2,287,610
Affordable Housing Assistance Trust Funds	1,512,832	5,098,471	5,606,478	5,606,478
Total Program	2,914,770	7,598,627	7,894,088	7,894,088
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	289,340	296,402	443,433	475,935
Operating Expenses	2,016,204	7,302,225	7,450,655	7,418,153
Grants And Aids	596,611	0	0	0
Transfers	1,792	0	0	0
Total Program	2,903,947	7,598,627	7,894,088	7,894,088
Significant Changes				
<p>As of April 1, 2016, the Housing Choice Voucher rental assistance program was transferred to the Winter Haven Housing Authority. HUD funding allocations for FY16 are CDBG - \$2,952,252, HOME - \$806,687, and ESG - \$268,683. The SHIP FY 15/16 award is \$2,337,137. A new strategy was added to the SHIP list. It is a pilot program for Rapid-Rehousing for homeless individuals.</p>				

Community Improvement Program

Program Number: 51

Program Version: 10

Result Area: Growth/Infrastructure
Division: Health and Human Services
Section: Housing & Neighborhood Dev

I. Program Offer Description:

The Housing and Neighborhood Development Office collaborates with Polk County divisions, municipalities, and non-profit organizations to construct public facilities, improve public infrastructure, and deliver essential services to eligible very low-, low-, and moderate-income citizens.

II. Contribution to Result:

HND provides a wide variety of activities utilizing funds from Polk County's federally-funded programs to assist the most economically-challenged citizens in the prevention of chronic and temporary homelessness, poverty, and crime-ridden communities and the elimination of slum and blighting influences Countywide.

In the Community Improvement Program (CIP), infrastructure projects throughout the County are completed and funded by HUD.

Removal of unsightly, unsafe, and unsanitary structures through the CDBG grant funds allows for revitalization of local communities and areas of the County in need of removal of slum and blighting influences through the Demolition unit.

Provision of Public Service/Homeless Services grants are to given to local non-profits for local service delivery for child care, disabled workers assistance, homeless services, medical care, and training and educational programs Countywide.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Execute agreements to implement activities intended to improve quality of life in low-income neighborhoods.
- 2 Maintain expenditure rate of grant funds to meet the compliance mandate of the federal government.
- 3 Monitor and inspect for regulatory compliance as required by the federal grant funding sources.
- 4 Demolish and clear residential structures presenting health/safety hazards not feasible for rehabilitation.
- 5 Ensure expenditures do not exceed 15% of the annual CDBG budget allocation.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Clearance and Demolition: # of demolition referrals	4	110	115	110	110
Clearance and Demolition: # of units demolished	4	109	115	110	110
Capital Projects: Budgeted funds	1,2,3	\$1,825,000	\$1,120,000	\$1,200,000	\$1,200,000
Capital Projects: # of executed contracts	1,2	1	5	3	3
Public Service/Emergency Shelter Grant: # of executed contracts	1,5	3	7	5	5
Effectiveness Indicators:					
Clearance and Demolition: % of units demolished to units referred	4	100%	100%	100%	100%
Clearance and Demolition: Cost of service delivery per unit	2	\$3,760	\$3,760	\$4,000	\$4,000
Capital Projects: % of projects completed within timeline	3	100%	100%	100%	100%
Capital Projects: % of projects completed at or under budget	2	100%	100%	100%	100%
Public Service/Emergency Shelter Grant: Total # units of service	1	1005	1000	1000	1000
Public Service/Emergency Shelter Grant: # of persons served.	5,6	1058	1000	1000	1000
Efficiency Indicators:					
Clearance and Demolition: # of demolition cases per FTE	1,4	109	120	120	120
Capital Projects: # of projects completed per FTE	2,3	1	5	3	3
Personnel					
Full Time Equivalents		10.18	14.35	13.00	13.25

Community Improvement Program

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants	7,190	0	0	0
Intergovernmental	3,651,161	4,014,939	5,158,435	5,158,435
Miscellaneous Revenue	117,416	50,000	50,000	50,000
Total Program	3,775,767	4,064,939	5,208,435	5,208,435
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants	3,775,767	4,064,939	5,208,435	5,208,435
Total Program	3,775,767	4,064,939	5,208,435	5,208,435
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	604,618	847,922	789,737	830,667
Operating Expenses	443,189	867,017	1,052,666	1,260,268
Capital Expenses	124,068	1,400,000	2,030,000	2,030,000
Grants And Aids	2,596,702	950,000	1,336,032	1,087,500
Transfers	7,190	0	0	0
Total Program	3,775,767	4,064,939	5,208,435	5,208,435
Significant Changes				
Changes for this year include a slight decrease in federal funding; total revenue in FY 16/17 is higher due to the inclusion of prior year.				

Result Area: Growth/Infrastructure

Division: Health and Human Services

Section: Housing & Neighborhood Dev

I. Program Offer Description:

The NSP-3 program is part of the Housing and Economic Recovery Act, amended in 2010 for additional assistance. Polk County received an allocation of \$5,443,116 in federal funds through the formula grant. The federal government established categories/activities for which the funds could be used:

- 1) Acquisition/rehabilitation/financing/resale to homebuyers
- 2) Acquisition/rehabilitation/financing/resale of single-family housing
- 3) Acquisition/rehabilitation/financing/resale of multi-family housing
- 4) Demolition of acquired foreclosed homes.

The target areas for the project were developed pursuant to the three criteria set forth by the recovery act of 2008:

- 1) Areas identified as the most likely to face a significant rise in the rate of home foreclosures
- 2) Greatest percentage of home foreclosures
- 3) Highest percentage of homes financed by a subprime mortgage-related loan.

A new mapping tool was developed by HUD to determine the target areas.

II. Contribution to Result:

Through a sealed bid process, Keystone Challenge Fund Inc. was chosen to provide Developer program services for the NSP-3 under the oversight and guidance of the HND staff. The entire program is needed in order to complete the HUD requirements. All funding for this program is from grant awards, no General Funds are used in this program.

This Program is: Not Mandated (X) **Mandated:** Federal () State () Local ()

III. Performance Objectives:

- 1 Acquisition/rehab/financing/resale for homeownership
- 2 Acquisition/rehab/financing/resale of multi-family housing/rental
- 3 Redevelopment/demolition of vacant properties
- 4 Demolition/redevelopment (including construction)
- 5 Planning and administration

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Number of units	1,2,3,4	2	0	0	0
Number of families assisted with down payment/closing costs	1,2,3,4	0	0	0	0
Number of rental units	1,2,3,4	2	0	0	0
Effectiveness Indicators:					
Percent of units under contract	1,2,3,4	95%	100%	0%	0%
Percent of housing units completed	1,2,3,4	95%	100%	0%	0%
Efficiency Indicators:					
Number of units committed	1,2,3,4	33	0	0	0
Personnel					
Full Time Equivalents		3.36	1.00	0.25	0.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Cash/Fund Balance Forward		0	231,677	230,000	0
Intergovernmental		127,625	586,091	0	0
Miscellaneous Revenue		886,600	400,000	300,000	0
Total Program		1,014,225	1,217,768	530,000	0

NSP-3

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants	1,014,225	1,217,768	530,000	0
Total Program	1,014,225	1,217,768	530,000	0
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	198,802	57,154	15,450	0
Operating Expenses	815,422	1,160,614	514,550	0
Total Program	1,014,224	1,217,768	530,000	0

Significant Changes

The NSP#3 program has met the statutory requirement to commit 100% allocated funds within three years from the date funds became available to the recipient for obligation. As of March 11, 2016 Polk County has committed \$8,564,476 or 157.3% of the award amount, and close out of the NSP#3 program is expected to be completed during FY 16/17.

Survey and Mapping

Program Number: 1559

Program Version: 6

Result Area: Growth/Infrastructure

Division: Roads and Drainage

I. Program Offer Description:

Provide survey and mapping services for internal and external clients. Services include certified control, design, topographic, boundary and route surveys; horizontal and vertical control network development and maintenance; drainage studies; wetland delineation; construction stakeout; complete ACAD drafting services that include; right-of-way mapping; legal descriptions and sketches; certified surveys; SWFWMD permit sketches; various exhibits and maps; provide field, office and supervisory support to the Polk County Property Appraiser's Office for the GIS base map; maintain data files and historical records for private and public entities. Manage an inventory of all transportation assets to better maintain the infrastructure and prioritize needs for the user of Polk County's Transportation System. Maintain the County road inventory, roadway infrastructure inventories, and assists other Divisions with their asset inventories i.e. Natural Resources regional ditches, etc..

II. Contribution to Result:

Provide survey and mapping services for internal and external clients. Services include certified control, design, topographic, boundary and route surveys; horizontal and vertical control network development and maintenance; drainage studies; wetland delineation; construction stakeout; complete ACAD drafting services that include; right-of-way mapping; legal descriptions and sketches; certified surveys; SWFWMD permit sketches; various exhibits and maps; provide field, office and supervisory support to the Polk County Property Appraiser's Office for the GIS base map; maintain data files and historical records for private and public entities. Manage an inventory of all transportation assets to better maintain the infrastructure and prioritize needs for the user of Polk County's Transportation System. Maintain the County road inventory, roadway infrastructure inventories, and assists other Divisions with their asset inventories i.e. Natural Resources regional ditches, etc..

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Provide efficient/cost effective survey services for budgeted CIP Projects
- 2 Provide efficient and effective design, boundary, topographic and route surveys
- 3 Provide efficient and effective horizontal/vertical controls and construction stakeouts
- 4 Obtain Pavement Condition Index (PCI) for all County Roads. All County Roads to be inspected every two years or 50% per year.
- 5 Maintain the County's Transportation asset inventory.
- 6 Determine each asset's functionality and future inspection dates.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of man-hours worked for internal agencies	1,2	19,217	16,407	19,217	19,217
# of County Roads evaluated for PCI	4	3,699	3,000	3,699	3,699
# of billable man-hours for outside agencies	2,3	6,501	10,500	6,501	6,501
# of requests for asset information	5	10,868	8,000	10,868	10,868
# of survey requests completed for outside agencies		29	24	29	29
# of Non-CIP survey work requests completed		160	94	160	160
# of CIP Project survey work requests completed	1	32	53	32	32
Effectiveness Indicators:					
% of County Roads evaluated for PCI	4	100%	100%	100%	100%
% of CIP Project surveys completed	1	100%	100%	100%	100%
Efficiency Indicators:					
% of yearly man-hours applied to work requests	1,2,3	75%	75%	75%	75%
Personnel					
Full Time Equivalents		26.00	26.00	26.00	26.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund		1,753,445	1,869,771	0	0
Transportation (1 Mill) Fund		0	0	1,911,167	2,058,803
Licenses & Permits		16	0	0	0
Miscellaneous Revenue		327	0	0	0
Total Program		1,753,788	1,869,771	1,911,167	2,058,803

Survey and Mapping

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund	1,753,788	1,869,771	0	0
Transportation (1 Mill) Fund	0	0	1,911,167	2,058,803
Total Program	1,753,788	1,869,771	1,911,167	2,058,803
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	1,464,543	1,560,531	1,601,178	1,729,582
Operating Expenses	244,429	264,240	309,989	329,221
Capital Expenses	44,816	45,000	0	0
Total Program	1,753,788	1,869,771	1,911,167	2,058,803
Significant Changes				
Operating Budget was re-allocated to the Transportation Millage Fund.				

Inspection and Testing

Program Number: 1560

Program Version: 6

Result Area: Growth/Infrastructure

Division: Roads and Drainage

I. Program Offer Description:

Provide Inspection and Testing of the assigned CIP Program projects so as to verify that they are constructed in accordance to , and with materials meeting the project specifications. This program also provides for the issuance, and inspection of Utility/ROW Permits.
This will ensure that all completed projects, and permits meet the Polk County roadway network standards.

II. Contribution to Result:

Provide Inspection and Testing of the assigned CIP Program projects so as to verify that they are constructed in accordance to, and with materials meeting the project specifications. This program also provides for the issuance, and inspection of Utility/ROW Permits.
This will ensure that all completed projects, and permits meet the Polk County roadway network standards.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Provide effective verification inspection services for CIP Projects.
- 2 Provide effective verification testing services for CIP Projects.
- 3 Provide effective issuance, and inspection of Utility/ROW Permits.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of permit requests received	3	188	200	200	200
# of inspections requested for CIP Projects	1	145	150	150	150
# of tests requested for CIP Projects	2	1005	1,000	1,000	1,000
Effectiveness Indicators:					
% of inspections completed for CIP Projects	1	100%	100%	100%	100%
% of tests completed for CIP Projects	2	100%	100%	100%	100%
% of permits completed	3	100%	100%	100%	100%
Efficiency Indicators:					
Average cost per permits issued	3	\$125.00	\$125.00	\$125.00	\$125.00
Personnel					
Full Time Equivalents		12.00	12.00	12.00	12.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund		853,037	0	0	0
Transportation (1 Mill) Fund		0	910,021	956,166	986,912
Licenses & Permits		16,550	0	0	0
Miscellaneous Revenue		0	12,588	12,588	12,588
Total Program		869,587	922,609	968,754	999,500

Inspection and Testing

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund	869,587	0	0	0
Transportation (1 Mill) Fund	0	922,609	968,754	999,500
Total Program	869,587	922,609	968,754	999,500
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	702,241	709,281	742,424	763,766
Operating Expenses	167,346	213,328	223,830	226,426
Capital Expenses	0	0	2,500	9,308
Total Program	869,587	922,609	968,754	999,500
Significant Changes				
The unit chief clerk position was moved to the Administration Section.				

Roads and Drainage Engineering

Program Number: 1558

Program Version: 6

Result Area: Growth/Infrastructure

Division: Roads and Drainage

I. Program Offer Description:

The Transportation Engineering Section manages the county's CIP Program to meet the following criteria; a) Improve our transportation mobility to meet the travel needs of existing and future residents. b) Improve the roadway network to accommodate a growing economy through reduction of traffic congestion and by providing additional highway capacity to targeted growth areas. CIP project phases entail: design, right-of-way, permitting, and construction. This program manages road construction and bridge construction/maintenance. This program provides support for public records requests. Also the section manages roadway drainage improvements.

II. Contribution to Result:

The Transportation Engineering Section manages the county's CIP Program to meet the following criteria; a) Improve our transportation mobility to meet the travel needs of existing and future residents. b) Improve the roadway network to accommodate a growing economy through reduction of traffic congestion and by providing additional highway capacity to targeted growth areas. CIP project phases entail: design, right-of-way, permitting, and construction. This program manages road construction and bridge construction/maintenance. Also the section manages roadway drainage improvement, resurfacing program, and installs new sidewalk and maintains existing sidewalk and storm water facilities/mitigation sites.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Manage all CIP Projects to ensure projects are completed within specifications and within budget to include bridge construction and maintenance
- 2 Provide oversight to all road construction and bridge construction/maintenance
- 3 Provide efficient/cost effective roadway resurfacing treatments to support the county's Pavement Management Program
- 4 Provide efficient/cost effective maintenance/recertification of storm water facilities
- 5 Provide efficient/cost effective improvements to roadway drainage
- 6 Provide efficient/cost effective installation of new sidewalks

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of ADA projects	6	1	2	1	1
# of ponds re-certified	4	22	30	30	30
# of storm water ponds maintained	4	151	151	155	155
# of mitigation sites maintained	4	21	21	21	21
# of CIP project phases (design, right-of-way, permitting, construction) completed	1,2	13	4	6	6
# of road miles resurfaced	3	156	142	154	170
# of linear feet of new sidewalk installed	6	4,687	30,000	7,713	8,000
# of guardrails repaired	2	18	0	29	29
# of bridges repaired	2	3	0	20	15
# of drainage improvement projects managed	5	39	36	41	41
# of roads recycled (miles)	3	0	0	3.37	8.00
# of roads maintained with preventative treatment (miles)	3	0	0	12.84	20.00
Effectiveness Indicators:					
Efficiency Indicators:					
Average cost per pond for pond mowing, per FY	4	\$810	\$820	\$1,134	\$1,134
Average cost per mitigation site, per FY	4	\$2,727	\$2,727	\$2,896	\$2,896
Average cost per mile for resurfacing	3	\$172,000	\$100,100	\$175,000	\$165,000
Average cost per linear foot of sidewalk	6	\$147	\$90	\$147	\$147
Average cost per mile of asphalt recycling	3	0	0	\$300,000	\$250,000
Average cost per mile of preventative road treatment	3	0	0	\$65,000	\$65,000
Average cost of in-house recertification per storm water pond	4	\$80	\$85	\$124	\$124
Personnel					
Full Time Equivalents		5.00	5.00	6.00	6.00

Roads and Drainage Engineering

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund	376,027	0	0	0
Transportation (1 Mill) Fund	0	564,884	758,080	788,379
Miscellaneous Revenue	43,570	0	0	0
Total Program	419,597	564,884	758,080	788,379
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund	419,597	0	0	0
Transportation (1 Mill) Fund	0	564,884	758,080	788,379
Total Program	419,597	564,884	758,080	788,379
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	320,892	434,180	535,030	551,071
Operating Expenses	98,705	130,704	223,050	237,308
Total Program	419,597	564,884	758,080	788,379

Significant Changes

There are no significant changes for FY16/17 or FY17/18.

Roadway Maintenance

Program Number: 1561

Program Version: 6

Result Area: Growth/Infrastructure

Division: Roads and Drainage

I. Program Offer Description:

a) Paved/unpaved road maint consisting of maintaining existing roadways to provide citizens with a safe easily traveled roadway. b)Mowing, vegetation management, tree trimming, sidewalk edging, etc.. c) Miles maintained for the roadway drainage system function is to retain stormwater from the roadway to assist in maintaining a safe driving surface. d) Maintain the county's ROW in a safe and aestically pleasing way by removing unsightly trash and ensure the safety of the motoring public from ROW hazards. e) Maintain the county's curb & gutter systems to be clear of trash/debris in order to keep the drainage system fully functioning. This program is augmented by individuals from contractual services (temp labor force) and by the labor force from the PCSO Inmate Work Program.

II. Contribution to Result:

a) Paved/unpaved road maint consisting of maintaining existing roadways to provide citizens with a safe easily traveled roadway. b)Mowing, vegetation management, tree trimming, sidewalk edging, etc.. c) Miles maintained for the roadway drainage system function is to retain stormwater from the roadway to assist in maintaining a safe driving surface. d) Maintain the county's ROW in a safe and aestically pleasing way by removing unsightly trash and ensure the safety of the motoring public from ROW hazards. e) Maintain the county's curb & gutter systems to be clear of trash/debris in order to keep the drainage system fully functioning. This program is augmented by individuals from contractual services (temp labor force) and by the labor force from the PCSO Inmate Work Program.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Maintain the county's paved/unpaved roadway network
- 2 Mow county maintained right-of-way as needed
- 3 Maintain shoulders on the paved road system to include protecting the edge of pavement
- 4 Perform annual preventative and corrective maintenance on the county's roadway drainage system
- 5 Protect edge of roadway through driveway repairs
- 6 Preserve and maintain the integrity of the unpaved roadway by rebuilding roads and utilizing a six week grading cycle or on an as needed basis
- 7 Remove safety hazards (i.e., appliances, furniture, etc.) from county's right of way within 3 days upon observation and/or notification
- 8 Maintain the county's curb and gutter system (approximately 90.8 miles), medians and intersection islands in a manner that will not be unsightly. Additionally, ensure that the curb and gutter systems remain clear of trash/debris in order to keep the drainage system fully functioning.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of curb miles maintained	8	2,433	2,153	2,153	2,645
# of unpaved road miles graded	6	1,781	2,060	2,060	1,724
# of driveways maintained on the paved/unpaved roadway system	5	719	1,566	1,566	687
# of culverts repaired, replaced or installed	4	225	236	236	214
# of miles drainage ditches cleaned	4	89	73	73	136
# of acres mowed	2	49,320	27,542	27,542	43,402
# of jurisdictional center line miles	1	2,677	2,688	2,688	2,677
# of shoulder miles maintained	3	175	126	126	166
Effectiveness Indicators:					
Six week cycle (grade the unpaved road inventory as per industry standard, leaving at least a 4 inch crown in the center of the roadway; # of weeks between grading)	6	6	6	6	6
Average mowing times per year	2	6	6	6	6
Efficiency Indicators:					
Cost of grading per mile	5	\$209.36	\$264.46	\$264.46	\$213.39
Cost of maintenance per driveway (each)	4	\$17.46	\$105.90	\$105.90	\$27.17
Cost per acre mowed	2	\$13.49	\$26.80	\$26.80	\$16.53
Cost per mile for maintaining paved/unpaved roadway system	1	\$4,957	\$3,686	\$3,686	\$4,957
Landscaping cost per curb mile	8	\$238.50	\$213.50	\$213.50	\$227.29
Personnel					
Full Time Equivalents		161.00	161.00	161.00	161.00

Roadway Maintenance

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund	11,350,111	13,324,310	16,700,846	14,472,688
Community Cleanup Funds	134,303	140,783	146,009	150,688
Miscellaneous Revenue	84,812	16,000	16,000	16,000
Total Program	11,569,226	13,481,093	16,862,855	14,639,376
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund	11,434,923	13,340,310	16,716,846	14,488,688
Community Cleanup Funds	134,303	140,783	146,009	150,688
Total Program	11,569,226	13,481,093	16,862,855	14,639,376
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	6,621,900	7,744,841	7,854,306	8,103,699
Operating Expenses	4,908,885	5,736,252	6,186,023	6,369,702
Capital Expenses	38,441	0	0	0
Transfers	0	0	2,822,526	165,975
Total Program	11,569,226	13,481,093	16,862,855	14,639,376
Significant Changes				
There are no significant changes for FY16/17 or FY17/18.				

Traffic

Program Number: 202

Program Version: 10

Result Area: Growth/Infrastructure

Division: Roads and Drainage

I. Program Offer Description:

In accordance with the Manual of Uniform Traffic Control Devices, and the FDOT Roadway and Traffic Design Standards, the Traffic Program consists of Signing and Marking on the County road system in order to ensure the roadways are appropriately treated with traffic control devices to promote traffic safety and efficient movement of traffic. The program manages the County's signal and lighting systems which consist of highway lighting systems, beacons, traffic signals, intelligent transportation system and the traffic management center to ensure a seamless, efficient and safe transportation network. The program also studies and investigates customer concerns related to traffic safety and makes recommendations for necessary improvements. In the event of an emergency, the Traffic program functions in the role of urgent repair to ensure traffic control devices are properly in place.

II. Contribution to Result:

The Traffic Operations Program contributes to the Growth/Infrastructure results area under Factor #1 - Provide Adequate Infrastructure/Provide Adequate Public Services addressing Purchasing Strategies #1, #2, and #3.

Purchasing Strategy #1 - Transportation Mobility
Ensuring adequate roadway maintenance through a proactive retroreflectometer preventative maintenance program making certain our roads are properly treated with signs in accordance with Federal and State guidelines. Maintaining sign retroreflectivity is consistent with our core mission, which is to improve safety on the roadway network. A worn-out sign may not be visible at all at night due to the Level of Service (LOS) of its retroreflectivity. This LOS may result in a motorist driving off the road because a curve warning sign was no longer reflective, or not stopping at a stop sign.
Ensuring adequate roadway maintenance through preventative maintenance programs making certain our roads are properly striped with pavement markings in accordance with Federal and State guidelines.

Purchasing Strategy #2 - Growth Strategies to Address Infrastructure/Public Services
Fostering city-county partnerships. As a fabricator of custom and Manual of Uniform Traffic Control Devices (MUTCD) signs, the Traffic Operations Program fosters intergovernmental cooperation and partnerships by providing cost effective traffic sign fabrication for other governmental agencies including 17 municipalities.

Purchasing Strategy #3 - Infrastructure and Public Services Needed to Support Growth
Encouraging fiscal responsibility through the use of retroreflectometers to measure the useful life of traffic control signs. In addition to the safety issues related to maintaining sign reflectivity, there are demonstrated cost savings. Early testing and implementation of the reflective preventative maintenance program has yielded a 32% reduction in sign replacement.

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** () **Local** ()

III. Performance Objectives:

- 1 Maintain pavement striping on County roads based on available funding.
- 2 Maintain reflectivity on roadway signs to required federal standards.
- 3 Maintain traffic signals, beacons, school zones and highway lighting on State and County roads.
- 4 Conduct traffic studies as requested to investigate traffic and safety issues on County roads.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of signs in inventory to maintain (PM)	2	118,530	100,000	118,530	118,530
# of school zones in inventory to maintain	3	132	132	132	132
# of signs fabricated	2	13,687	15,153	15,886	15,886
# of lighting systems in inventory to maintain	3	82	0	82	82
# of signals in inventory to maintain	3	305	272	305	305
# of bridges in inventory to collect bridge counts	4	0	0	92	92
# of traffic studies requested	4	258	269	269	269
Effectiveness Indicators:					
Maintain reflectivity of signs to federal standards, assume 7 year life of sign face, cover entire inventory in 7 year cycle. Perform PM on 1/7 (14%) of approx 80,000 sign inventory in 12 months	2	11,428	14,286	14,286	14,286
Perform preventive maintenance on 100% of signals in 12 month period	3	100%	100%	100%	100%
Perform preventive maintenance on 100% of school zones each year	3	100%	100%	100%	100%
Complete 100% of studies requested	4	100%	100%	100%	100%
Perform preventive maintenance on 100% of lighting systems two times per year	3	100%	100%	100%	100%
Conduct bridge counts on 50% of the bridges in the inventory in a 12 month period	4	100%	100%	100%	100%
Personnel					
Full Time Equivalents		32.00	33.00	32.00	32.00

Traffic

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund	2,986,927	3,829,402	0	0
Transportation (1 Mill) Fund	0	0	4,212,114	4,295,473
Miscellaneous Revenue	696,222	633,912	0	0
Total Program	3,683,149	4,463,314	4,212,114	4,295,473
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund	3,683,149	4,463,314	0	0
Transportation (1 Mill) Fund	0	0	4,212,114	4,295,473
Total Program	3,683,149	4,463,314	4,212,114	4,295,473
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	1,658,480	1,883,225	1,888,627	1,929,336
Operating Expenses	2,005,540	2,335,089	2,298,487	2,333,137
Capital Expenses	19,129	245,000	25,000	33,000
Total Program	3,683,149	4,463,314	4,212,114	4,295,473
Significant Changes				
Operating Budget was re-allocated to the Transportation Millage Fund. The unit chief clerk position was moved to the Administration Section. Mandates: Florida Criminal Law and Motor Vehicle Handbook Title XXIII Motor Vehicles Chapter 316 State Uniform Traffic Control.				

Drainage

Program Number: 1163

Program Version: 10

Result Area: Growth/Infrastructure

Division: Roads and Drainage

I. Program Offer Description:

The Drainage Program addresses drainage and flooding problems by maintaining the County's drainage infrastructure outside the road right-of-way and installing new drainage infrastructure as needed to address problems. The County's drainage infrastructure is maintained by in-house staff and equipment and through contracts with private vendors/contractors. The installation of new drainage infrastructure is done through the implementation of a Community Investment Plan (CIP) and Contractual Services. This funding provides permanent corrective solutions to these drainage/flooding problems that impact the citizens of Polk County. The Drainage Program is also involved in disaster response by conducting complaint investigations of drainage/flooding problems and performing emergency pumping, maintenance activities, and drainage infrastructure repairs. All of these activities are performed in accordance with the Board adopted Drainage Policy (Updated 2009).

II. Contribution to Result:

The Drainage Program contributes to the Growth/Infrastructure results area by:

1. Provide and Maintain Adequate Infrastructure/Public Services:

Purchasing Strategy #1 - Transportation Mobility: This program contributes to the Transportation Mobility by addressing drainage/flooding issues as a result of growth in the past and present. If the roads and/or homes are flooded, then the citizens cannot access the road system either with vehicles, public transportation, walking, or bicycling. This program provides solutions to drainage/flooding problems through the implementation of the CIP and the maintenance of the County's infrastructure. With open roads the program reduces congestion, allows access for all forms of transportation, and allows roads to be safer for the Citizens of Polk County.

Purchasing Strategy #2 - Growth Strategies to Address Infrastructure/Public Services: This program contributes to the Growth Strategies to Address Infrastructure/Public Services by having a representative on the Development Review Committee (DRC) and developing projects in cooperation with the Water Management Districts (WMD) through Watershed Management Plans (WMP). The representative from this program reviews projects that come through the DRC for potential solutions to drainage/flooding problems in the area, conservation areas, and long term maintenance issues through easements and buffers. The Cooperative Funding Agreements with the WMDs allow this program to look at flood protection in a proactive manner. The Watershed Management Plans (WMPs) provide detailed modeling of the regional drainage systems, updated the flood plains, and infrastructure improvements that address flood protection, water quality, and wetland restoration. The County currently has an agreement with the SWFWMD to develop WMPs throughout the County that can be used to provide information for future growth.

Purchasing Strategy #3 - Infrastructure and Public Services Needed to Support Growth: This program contributes to the Infrastructure and Public Services Needed to Support Growth strategy by maintaining the County's drainage infrastructure and by implementing the CIP so that the Infrastructure is maintained and in-place as the County continues to grow. The current CIP addresses drainage/flooding problems from past growth and addresses potential drainage/flooding problems in the future by the development and implementation of the WMPs to address these problems prior to development. The implementation of the CIP and the WMPs should reduce the cost of infrastructure in the future. In addition, the 50/50 cost sharing with the WMDs makes the County's funding go twice as far.

2. Preserve our Environment-

Purchasing Strategy #4 - Environment: This program contributes to the Environment by making sure that during the development of CIP projects and the review of projects in the DRC that any potential for incorporating the preservation of water resources, natural resources, wildlife habitat and corridors, recreation areas, and agricultural uses is undertaken by providing water quality treatment, conservation easements, and drainage easements. In addition, a properly maintained drainage system can also function as green space, wildlife habitat, recreation areas, and can insure that erosion is not occurring that would lead to impacts to the water resources, natural resources, wildlife habitat and corridors, recreation areas, and agricultural uses.

3. Maintain and Improve Quality of Life-

Purchasing Strategy #5 - Quality of Life: This program contributes to the Quality of Life for Polk County residents by maintaining the County's existing infrastructure, providing emergency pumping operations, addressing drainage/flooding problems that allow residents the freedom to get where they need to go without flooded roads, yards, and homes, and insuring that future growth is done in a manner that does not create drainage/flooding problems.

This Program is: Not Mandated () Mandated: Federal (X) State (X) Local (X)

III. Performance Objectives:

- 1 Complete CIP projects/phases within the published schedule and within the approved budget.
- 2 Maintain the County's off-road drainage systems through annual contracts.
- 3 Maintain 2,350,000 square yards of the County's off-road drainage system with All Terrain Excavator (ATE) per year.
- 4 Respond to 90% of citizen requests within 2 business days.

Drainage

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of funded drainage CIP projects/phases	1	1	1	0	0
# of funded drainage CIP projects/phases completed	1	1	1	0	0
# of square yards maintained by mowing contract	2	5,803,080	5,000,000	3,252,480	3,252,480
# of square yards maintained by ATEs	3	2,657,160	2,350,000	2,350,000	2,350,000
# of Citizen Requests	4	561	500	500	500
Effectiveness Indicators:					
% of funded Drainage CIP projects/phases completed	1	100%	0%	0%	0%
% of drainage systems maintained by ATEs (planned or targeted systems)	3	90%	90%	90%	90%
% of Citizen Requests responded to within 2 business days	4	90%	90%	90%	90%
Efficiency Indicators:					
Avg. cost per square yard to maintain outfalls by ATEs	3	\$0.37	\$0.57	\$0.46	\$0.46
Avg. response time (Business Days) to Citizen Requests	4	0.50	0.50	0.50	0.50
Avg. cost per square yard to maintain outfalls by contract	2	\$0.02	\$0.03	\$0.03	\$0.03
Maintenance cost per square mile under jurisdictional responsibility (1,795 sq.miles)	2,3	\$791.58	\$856.50	\$856.50	\$865.71
Personnel					
Full Time Equivalents		9.00	9.00	9.00	9.00
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		1,424,012	1,533,560	1,579,306	1,614,352
Transportation (1 Mill) Fund		0	0	246,878	254,637
Miscellaneous Revenue		2,190	0	0	0
Others (Centrl I/D Inkind/Othr)		308	0	0	0
Total Program		1,426,510	1,533,560	1,826,184	1,868,989
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		1,426,510	1,533,560	1,579,306	1,614,352
Transportation (1 Mill) Fund		0	0	246,878	254,637
Total Program		1,426,510	1,533,560	1,826,184	1,868,989
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		570,759	588,869	607,043	625,720
Operating Expenses		855,751	944,691	1,194,141	1,218,269
Capital Expenses		0	0	25,000	25,000
Total Program		1,426,510	1,533,560	1,826,184	1,868,989

Significant Changes

Six of the employees are in Roadway Maintenance. Two are in Project Management and one employee is in Administration, and the personal costs for these three positions were re-allocated to the Transportation Millage Fund. Federal law mandates that Polk County have a National Pollutant Discharge Elimination System permit (Federal Permit No. FL000015) issued by the State of Florida. This stormwater quality permit mandates through the following items: Cooperative Funding Contracts for various flood protection/water

Drainage

quality projects with the Southwest Florida Water Management District, a state agency; Polk County Drainage Policy BoCC approved 2/21/01; and Polk County Comprehensive Plan Section 3.104 POLK VISION: III Infrastructure - A. The Countywide plan includes a infrastructure master plan.

Right-of-Way and Real Estate

Program Number: 193

Program Version: 6

Result Area: Growth/Infrastructure
Division: Roads and Drainage

I. Program Offer Description:

This program manages right-of-way and real estate activities on behalf of all county divisions. Activities include the acquisition, leasing and surplus of real property interests. Processing of right-of-way vacations, street lighting districts and maintaining the County Land Inventory.

II. Contribution to Result:

Providing right-of-way and real estate services to the county utilizing county personnel provides a substantial savings as opposed to contracting services to outside vendors. This is an essential function for the real estate needs to service county divisions.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

1 Provide efficient right-of-way acquisition and real estate services for county divisions.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of acquired parcels (fee, easement and temporary construction easement/right of entry)	1	171	90	100	100
# of Right-of-Way petitions to vacate received	1	7	10	12	10
# of new street light districts processed	1	7	4	4	4
# of parcels declared surplus by BoCC	1	144	0	50	50
# of lease renewals	1	0	0	10	10
Effectiveness Indicators:					
% of vacations completed	1	100%	85%	85%	85%
% of acquired parcels	1	100%	100%	100%	100%
Efficiency Indicators:					
Cost per hour to manage the county's right-of-way issues	1	\$1,244	\$1,244	\$1,244	\$1,244
Personnel					
Full Time Equivalents		6.00	6.00	6.00	6.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund		352,260	473,840	0	0
Transportation (1 Mill) Fund		0	0	483,607	500,883
Licenses & Permits		14,000	0	0	0
Miscellaneous Revenue		1,000	0	0	0
Total Program		367,260	473,840	483,607	500,883

Right-of-Way and Real Estate

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
County Transportation Trust Fund	367,260	473,840	0	0
Transportation (1 Mill) Fund	0	0	483,607	500,883
Total Program	367,260	473,840	483,607	500,883
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	330,948	405,496	410,751	423,431
Operating Expenses	36,312	68,344	72,856	77,452
Total Program	367,260	473,840	483,607	500,883
Significant Changes				
The Right of Way and Real Estate Manager is supervised by the Deputy County Manager but is still funded by the Roads and Drainage Division. Operating Budget was re-allocated to the Transportation Millage Fund.				

Customer Service

Program Number: 213

Program Version: 10

Result Area: Growth/Infrastructure
Division: Utilities

I. Program Offer Description:

Responsible for assisting existing and new customers with setting up new services/accounts, maintenance of and servicing of accounts, providing customer support for resolving customer issues, processing account transactions, and for complying with the rules/regulations established by the BoCC so customer needs are met or surpassed.

II. Contribution to Result:

Provides all around service to create a link between the customer and County Utility Services.

This Program is: Not Mandated () **Mandated:** Federal () State () Local (X)

III. Performance Objectives:

- 1 Establish new services for customers
- 2 Provide a customer advocate call center for new and existing customers
- 3 Provide a system to track and monitor services provided
- 4 Process imaging work orders, applications, correspondence, email, fax, etc.
- 5 Process walk-in customer payments, new accounts and changes

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of new services order processed annually	1,3	904	1001	959	988
# of new customer accounts processed annually	1,3	10980	10950	11649	11998
# of walk-in over the counter payments processed annually	1,3	33700	36742	35752	36825
# of water conservation audits	1,2	1820	1862	1931	1989
# of drop box payments processed annually	1,3	2856	3551	3030	3121
# of phone calls answered annually	1,2,3	102117	99130	108336	111586
# of service and work orders issued monthly	3	4155	4620	4408	4540
# of payments processed annually	5	47902	52243	50819	52344
# of arrangements made annually	1,2,3	10090	10699	10704	11026
# of arrangements not kept annually	1,2,3	540	435	573	590
Effectiveness Indicators:					
% of new services/customer accounts processed accurately	1	99.9%	99.9%	99.9%	99.9%
% of payments processed without error	4	99.9%	99.9%	99.9%	99.9%
% of calls processed without complaints	2,3	99.9%	99.9%	99.9%	99.9%
% of service orders processed without error	1,3,4	99.9%	99.9%	99.9%	99.9%
% of documentation imaged	4	99.9%	99.9%	99.9%	99.9%
% of arrangements kept	1,2,3	94.0%	96.0%	95.0%	95.0%
Personnel					
Full Time Equivalents		19.69	19.69	19.69	19.69
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		1,096,431	1,557,377	1,528,746	1,526,409
Total Program		1,096,431	1,557,377	1,528,746	1,526,409

Customer Service

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	1,096,431	1,557,377	1,528,746	1,526,409
Total Program	1,096,431	1,557,377	1,528,746	1,526,409
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	866,772	909,776	937,805	967,572
Operating Expenses	229,659	622,101	581,441	558,837
Capital Expenses	0	25,500	9,500	0
Total Program	1,096,431	1,557,377	1,528,746	1,526,409
Significant Changes				
No significant changes occurred.				

SCADA

Program Number: 216

Program Version: 10

Result Area:	Growth/Infrastructure
Division:	Utilities

I. Program Offer Description:

This program provides system planning, development and maintenance for water and wastewater utility computerized SCADA systems for utility system process monitoring and control to meet Department of Environmental Protection requirements and to optimize utility operations. This program also aims to provide compliance with national standards, codes, and mandates for critical infrastructure protection, data storage, and cyber security risk mitigation. Section responsibilities include 1) management of the Division's SCADA systems, process data collection, and process computerized tools and equipment, 2) processing daily work orders for SCADA system maintenance and 3) planning for future system expansion and facility operational optimization.

II. Contribution to Result:

The Utilities Supervisory Control and Data Acquisition (SCADA) Systems section enhances utility system operation and overall product quality and efficiency. Developing and maintaining functional and secure SCADA systems across the utility ensures that necessary compliance and planning data is recorded and maintained and that operations are done consistently across the utility to ensure produce effluent water qualities meet all required standards and guidelines. Maintenance is provided on a 7 day per week/24 hour basis to monitor, maintain, and repair SCADA systems and assist operations at all wastewater collection and treatment facilities.

This Program is:	Not Mandated ()	Mandated:	Federal (X)	State ()	Local ()
-------------------------	-------------------------	------------------	--------------------	------------------	------------------

III. Performance Objectives:

- 1 Plan and develop SCADA systems to meet current and future utility system requirements and enhance operational performance
- 2 Maintain computerized SCADA systems across the entire utility to ensure operational uptime.
- 3 Maintain Utilities process system data for compliance reporting and CIP Master planning of utilities
- 4 Improve the quality and efficiency with which process and operational information is deployed and utilized to improve decision making processes.
- 5 Provide SCADA related technical assistance on CIP Projects to support design, construction, and utility code development.
- 6 Maintain and improve the utility Cyberlock and CCTV security systems.
- 7 Provide technical assistance to the electrical and instrumentation maintenance groups as required.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Work Orders Processed	2,3,6,7		500	500	600
Number of CIP Projects Supported	1,3,4		20	40	40
Number of Facilities with SCADA systems to maintain	1-5		104	150	200
Number of SCADA Implementation Projects	1-5		20	30	30
Number of SCADA R&R Projects	1-5		10	15	20
Quantity of SCADA computer/PLC hardware	1-5		150	300	450
Quantity of SCADA software licenses	1-5		50	50	75
Number of network/communication devices	1-5		150	300	400
Number of locks and keys maintained in the cyberlock system	6		810	900	1000
Number of CCTV cameras maintained	6		30	50	100
Effectiveness Indicators:					
Average Lag time of work orders being processed	2,3,6,7		15 days	12 days	12 days
% of CIP Projects (having SCADA) fully supported	1,3,4		100%	100%	100%
% of Utility Systems having SCADA interface	1-5		40%	65%	75%
% of SCADA software/hardware updated and patched	1-5		20%	50%	75%
% of Communication Uptime and Data Integrity	1-5		80%	85%	90%
% of Utility systems visited annually for maintenance, cleaning, and inspection	2-3		50%	100%	100%
% of CCTV cameras operational and video stored	6		50%	90%	90%
% of Cyberlocks and keys programmed, labelled, operating and accounted for			85%	95%	98%
Efficiency Indicators:					
Personnel					
Full Time Equivalents		0.00	6.00	6.00	6.00

SCADA

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	857,736	1,553,362	1,606,716	1,644,697
Total Program	857,736	1,553,362	1,606,716	1,644,697
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	857,736	1,553,362	1,606,716	1,644,697
Total Program	857,736	1,553,362	1,606,716	1,644,697
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	301,993	485,530	507,699	523,171
Operating Expenses	520,860	1,034,732	1,016,017	1,043,526
Capital Expenses	34,883	33,100	83,000	78,000
Total Program	857,736	1,553,362	1,606,716	1,644,697
Significant Changes				
Starting FY 15-16, Scada FTE will no longer be included with CIP. Measures have recently been tracked.				

Utilities Metering

Program Number: 437

Program Version: 10

Result Area:	Growth/Infrastructure
Division:	Utilities

I. Program Offer Description:

Reads all Utility customer meters, performs all new residential meter installations for new customers, manages meter change out program for old and worn out meters, and performs all service work including shut offs and turn ons so water consumption can be accurately tracked and customers can be accurately billed. Performs water audits and meter tests for customers and educates the public about water conservation.

II. Contribution to Result:

Provides for efficient management of meters and efficient tracking of actual water usage.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Obtain and verify meter readings for accurate billing
- 2 Coordinate the installation of all new services, meter maintenance, back flow inspections, and reclaim inspections

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of meters to be read monthly manually	1	3732	2607	3959	4078
# of meters to be read monthly electronic reads	1	59755	60450	63394	65296
# of installations new service annually	2	904	1001	959	988
# of meter change outs annually/reg.	2	13053	13489	13848	14263
# of work/service orders issued to service techs annually	1,2	49861	49467	52898	54484
# of work/service orders issued to contractors annually	2	19407	22645	20589	21207
# of meters maintained	1,2	7956	7440	8441	8694
# of water conservation audits	1,2	6128	6867	6501	6696
# of field meter tests	1,2	430	582	456	470
Effectiveness Indicators:					
% of meters read accurately	1	99.9%	99.9%	99.9%	99.9%
% of meters installed without error	2	99.9%	99.9%	99.9%	99.9%
% of accounts processed for cut off without error	1,2	99.9%	99.9%	99.9%	99.9%
% of new meter sets installed within 15 days	2	100%	100%	100%	100%
% of meters maintained	1	14.0%	16%	14.0%	14.0%
Personnel					
Full Time Equivalents		17.53	17.53	18.53	18.53
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		1,271,795	2,362,443	3,966,349	4,079,214
Miscellaneous Revenue		64,410	0	0	0
Total Program		1,336,205	2,362,443	3,966,349	4,079,214

Utilities Metering

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	1,336,205	2,362,443	3,966,349	4,079,214
Total Program	1,336,205	2,362,443	3,966,349	4,079,214
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	806,168	814,258	882,875	922,356
Operating Expenses	530,037	1,547,185	3,057,444	3,155,797
Capital Expenses	0	1,000	26,030	1,061
Total Program	1,336,205	2,362,443	3,966,349	4,079,214

Significant Changes

The scheduled change-out of water meters was moved to an earlier and compressed timeframe. This schedule change resulted in an increase in the Metering Program. This program is accomplishing Polk County's Long Term Vision of being effective and efficient in using radio read meters. An increase also occurred to Personal and Operating due to Source II employees becoming BoCC employees, which resulted an increase.

Utilities - Back Flow/Large Meters

Program Number: 412

Program Version: 10

Result Area: Growth/Infrastructure

Division: Utilities

I. Program Offer Description:

Test large commercial and industrial meters to make sure they are reading accurately for billing customers and reporting flows to regulatory agencies.

II. Contribution to Result:

To protect the public by insuring that no commercial cross connections exist, and the system is protected by adequate back flow precautionary measures.

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Protect the public health by performing inspections for cross connections
- 2 Test and maintain back flow devices to insure they are functioning
- 3 Inspect commercial reclaim systems for functionality and usage
- 4 Install Commercial Meters
- 5 Prevent Lost Revenue due to inaccurate readings
- 6 Minimize unaccounted for water
- 7 Provide quality assurance to residential customers

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of inspections for cross connections performed	1	4452	4167	4723	4865
# of back flow devices tested	2	3030	3165	3215	3311
# of reclaim inspections conducted	1,3	196	140	208	214
# of commercial meters tested	1	430	566	456	470
Effectiveness Indicators:					
% of inspections for cross connections performed	1	99.9%	99.9%	99.9%	99.9%
% of back flow device failing test relative to # tested	2	5%	5%	5%	5%
% of commercial meters meeting test standards	1	100%	100%	100%	100%
# of cross connections identified	1	4	3	4	4
% of backflow devices passed test	2	99.7%	99.7%	99.7%	99.7%
% of commercial meters set within 15 days	4	99.9%	99.9%	99.9%	99.9%
Personnel					
Full Time Equivalents		5.43	5.43	5.43	5.43
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		511,151	697,518	674,450	672,538
Total Program		511,151	697,518	674,450	672,538

Utilities - Back Flow/Large Meters

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	511,151	697,518	674,450	672,538
Total Program	511,151	697,518	674,450	672,538
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	282,541	306,096	327,434	337,962
Operating Expenses	228,610	384,013	338,616	330,125
Capital Expenses	0	3,900	3,900	0
Reserves	0	3,509	4,500	4,451
Total Program	511,151	697,518	674,450	672,538
Significant Changes				
No significant changes occurred.				

Water Resources Enforcement

Program Number: 1511

Program Version: 7

Result Area:	Growth/Infrastructure
Division:	Utilities

I. Program Offer Description:

Responsible for the enforcement of watering restrictions, as outlined in Polk County Ordinance 04-07 (and related Ordinances) and in accordance with Chapter 162, Florida Statutes; and the fulfillment of the Enforcement section of Polk County's Water Conservation Policy Manual, as required by Chapter 373, Florida Statutes and 40D-2, 40D-22, 40C-2 and 40C-22, Florida Administrative Code.

II. Contribution to Result:

To fulfill our obligations to regulatory agencies and to protect and conserve our precious resources.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** (X)

III. Performance Objectives:

- | | |
|---|---|
| 1 | Successfully comply with water resource regulatory requirements and perform water resource enforcement in PCU service areas |
| 2 | Perform water resource enforcement for PCU service areas in accordance with applicable regulations |
| 3 | Coordinate payment of violator fines and reimbursement of costs incurred by other agencies |
| 4 | Coordinate activities with other agencies to implement County-wide Ordinances for watering restrictions |
| 5 | Develop cost effective measures and data management practices to comply with rules and permit conditions |
| 6 | Increase customer knowledge of resource sustainability through communication and public involvement activities |

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of violations issued by Code Enforcement	1,2,4,5	21	20	20	20
# of citations issued by PCSO	1	123	200	200	200
# of warnings issued by Code Enforcement	1,2,4,6	86	60	60	60
# of warnings issued by PCSO	4	715	850	850	850
# of notice of hearings and case files prepared for magistrate/finalized	1,2,4	66	100	100	100
# of calls related to water resource enforcement	1,2	406	750	750	750
# of contested case appearances	1,2,3,4	1	1	1	1
# of impositions of liens by Special Magistrate	1,2,3,4,5	41	50	50	50
# of hours worked by PCSO	1,2,4,5,6	938	1000	1000	1000
# legal postings of non-compliant property	1,2,5,6	27	50	50	25
# of water conservation public education events	5,6	11	10	10	10
Effectiveness Indicators:					
% of violation recipients actually lowering water use	All	60%	60%	60%	60%
% of cases upheld by magistrate	All	100%	100%	100%	100%
% of scheduled hours actually worked	1,2,4,5,6	96%	100%	100%	100%
Efficiency Indicators:					
Cost of processing per case	1,2,6	\$32.34	\$34.25	\$34.25	\$32.41
# of citations/warnings issued per hour worked	1,2,4,5,6	1.08	1.00	1.00	1.00
Personnel					
Full Time Equivalents		4.50	4.50	4.50	4.50
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		298,517	660,901	780,309	823,967
Enterprise Funds		14,516	0	0	0
Intergovernmental		6,343	0	0	0
Miscellaneous Revenue		1,038	0	20,000	21,000
Total Program		320,414	660,901	800,309	844,967

Water Resources Enforcement

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	320,414	660,901	800,309	844,967
Total Program	320,414	660,901	800,309	844,967
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	228,092	266,855	300,946	310,674
Operating Expenses	92,322	393,046	497,163	531,983
Capital Expenses	0	1,000	2,200	2,310
Total Program	320,414	660,901	800,309	844,967
Significant Changes				
There were no significant changes to this program.				

Infrastructure Information Section

Program Number: 214

Program Version: 10

Result Area:	Growth/Infrastructure
Division:	Utilities

I. Program Offer Description:

This program ensures compliance with Chapters 119 and 556, Florida Statutes, providing for information review, processing, storage and disposal of all Utilities-related information, management of geographic information system data, and participation within the state mandated Sunshine State One Call System as a facility owner/operator. Section responsibilities include 1) management of the Division's electronic document control systems, various web applications and databases, 2) processing daily ticket requests/work orders from the State of Florida associated with Ch 556, F.S., and 3) completing regular updates to GIS data sets that may be rendered in map format and/or exported for BoCC, staff, regulatory agency, or contractor/public use.

II. Contribution to Result:

Growth/Infrastructure Result Area: Citizen Expectation (result): Polk County grows in a manner and pace that county residents find livable, and allows them to move around the county safely and without excessive congestion.

The Utilities Infrastructure Information and Geographic Information Systems sections provide many far-reaching benefits to the County and its citizenry. Examples include State-mandated participation in the state's "Call Before You Dig" (SSOCof) program authorized by Chapter 556, F.S. and responsiveness to Florida's Public Records Act, Chapter 119, F.S. Maintaining critical information and GIS systems while remaining effective with respect to the below detailed programs ensures that utility infrastructure damage will be limited if not completely avoided thereby supporting the above captioned result area.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** () **Local** (X)

III. Performance Objectives:

- 1 Improve, develop, and maintain information management procedures that ensure's compliance with Chapter 119, F.S.
- 2 Maintain compliance with Chapter 556, F.S. ensuring utility locates are completed within designated time frames.
- 3 Improve the quality and efficiency with which information is deployed and utilized to improve decision making processes
- 4 Maintain Utilities GIS resources which are directly related to compliance with Chapter 119, F.S. and Chapter 556, F.S. as well as various state and federal regulatory requirements
- 5 Maintain and improve Utilities GIS resources; specifically, the GIS geodatabase where electronic water, wastewater, reclaimed water infrastructure is stored

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Sunshine State One Call of Florida, Inc. (SSOCof)---# Locate Tickets Processed	2,4,5	16855	13977	15416	16187
SSOCof-- # Emergency Tickets Received	2,4,5	217	213	215	226
Projects submittals logged in PCU master database	1,4	2250	2954	2602	2732
Projects submittals/documents scanned and loaded in document control system	1	8949	7646	8298	8712
Miles of utility lines maintained in GIS	2,3	1754	1755	1760	1778
Effectiveness Indicators:					
% of SSOCof tickets (work orders) processed/closed within 48 hours of receipt	2,4,5	85%	90%	90%	90%
% Emergency tickets from SSOCof processed/closed within two hours	2,4,5	72%	75%	75%	75%
% Project submittals logged, scanned and distributed same day of receipt	1,4	82%	85%	85%	85%
% of SSOCOF tickets closed as "Marked" or "No Conflict"	2,4,5	87%	85%	85%	90%
% of utility lines created and/or edited in GIS	2,3,4,5	2.0%	1.9%	1.9%	1.8%
Personnel					
Full Time Equivalents		9.00	8.00	8.00	8.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		646,192	914,412	903,546	951,164
Miscellaneous Revenue		7,856	0	0	0
Total Program		654,048	914,412	903,546	951,164

Infrastructure Information Section

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	654,048	914,412	903,546	951,164
Total Program	654,048	914,412	903,546	951,164
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	382,184	400,783	406,027	419,507
Operating Expenses	254,002	466,629	464,019	495,157
Capital Expenses	17,862	47,000	33,500	36,500
Total Program	654,048	914,412	903,546	951,164
Significant Changes				
No significant changes occurred.				

Regulatory Affairs

Program Number: 403

Program Version: 10

Result Area:	Growth/Infrastructure
Division:	Utilities

I. Program Offer Description:

Perform water supply and wastewater capacity planning and reporting for PCU facilities in coordination with other sections. Prepare applications for cooperative grant funding and coordinate projects to contract completion, including requesting reimbursement.

II. Contribution to Result:

Responsible to ensure Polk County Utilities maintains compliance with applicable rules, policies, ordinances, permits, orders, consent agreements and funding contracts.

This Program is:	Not Mandated ()	Mandated:	Federal (X)	State (X)	Local (X)
-------------------------	-------------------------	------------------	--------------------	------------------	------------------

III. Performance Objectives:

- 1 Successfully complete water, wastewater, reclaimed water regulatory permitting task for timely submittal
- 2 Perform water supply and wastewater capacity planning and reporting for PCU facilities in coordination with other sections
- 3 Prepare applications for cooperative grant funding and coordinate projects to contract completion, including requesting reimbursement
- 4 Implement county-wide residuals hauling program in accordance with applicable regulations
- 5 Develop cost effective measures and data management practices to comply with rules and permit conditions and provide timely responses to data requests
- 6 Maintain compliance through communication with regulatory agencies, reporting, inspections, sampling, and monitoring

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of regulatory water and wastewater treatment site facility capacity permit renewals/mods prepared; District & FDEP	1,2,6	7	5	4	4
# of water and wastewater capacity analysis reports prepared annually	1,2	3	5	4	4
# of Grant Funding applications prepared/submitted	3,6	3	3	3	3
# of notices for residuals permits renewals sent	4,6	4	3	3	3
# of facilities inspected for pretreatment or Fats, Oils and Grease issues	5,6	180	18	100	200
# of registered AST inspections (internally or contracted)	1,2,6	352	360	360	360
# of applications/capacity repts/clearances/model requests prepared and/or reviewed	1,2,5,6	190	160	160	160
# of inspection evaluations received/addressed and abnormal events filled	1,5,6	66	33	40	40
# of environmental monitoring events performed and sampling plans prepared	1,5,6	162	200	250	300
Effectiveness Indicators:					
# of Cooperative funding agreements or grant applications approved/awarded	3,6	1	3	2	3
% of IPP/FOG Violations resolved (without fines)	5,6	100%	100%	100%	100%
Efficiency Indicators:					
% of IPP Violations resolved through notification/education (without fines)	1,2,6	100%	100%	100%	100%
% of abnormal events and inspection responses submitted on-time	1,5,6	100%	100%	100%	100%
% of permit applications/capacity reports prepared and submitted on-time	1,2,5,6	100%	100%	100%	100%
Personnel					
Full Time Equivalents		5.50	6.50	6.50	6.50
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		883,708	2,475,917	2,384,980	2,499,671
Intergovernmental		39,237	0	0	0
Miscellaneous Revenue		25,112	110,000	0	0
Total Program		948,057	2,585,917	2,384,980	2,499,671

Regulatory Affairs

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	948,057	2,585,917	2,384,980	2,499,671
Total Program	948,057	2,585,917	2,384,980	2,499,671
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	373,646	480,855	381,467	393,789
Operating Expenses	574,411	2,105,062	2,003,513	2,105,882
Total Program	948,057	2,585,917	2,384,980	2,499,671
Significant Changes				
No significant changes occurred.				

Electrical & Mechanical Maintenance

Program Number: 76

Program Version: 10

Result Area:	Growth/Infrastructure
Division:	Utilities

I. Program Offer Description:

Programs maintains wastewater collection systems to prevent back-ups, overflows, and interruption of service to customers, provides uninterrupted service, and maintains reclaimed water systems.

II. Contribution to Result:

On a 7 day/24 hour basis, monitor, maintain and repair Polk County Utility wastewater plants, sewer pump stations and the water plant facilities. To maintain a preventative maintenance program on all equipment, providing the best operating facilities giving our customers a quality service.

This Program is:	Not Mandated ()	Mandated:	Federal (X)	State (X)	Local (X)
-------------------------	------------------	-----------	-------------	-----------	-----------

III. Performance Objectives:

- 1 Maintain wastewater collection systems to prevent back-ups, overflows, and interruption of service to customers
- 2 Maintain water systems to provide uninterrupted service to customers
- 3 Maintain reclaimed water systems to provide uninterrupted service to customers
- 4 Maintain the SCADA system to provide uninterrupted service to customers
- 5 Respond to any emergency situation in any and all facilities and systems as needed

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Check plant for security	1,2,3,4	650	950	300	700
Respond to electrical power and SCADA outages	1-5	2302	2000	500	2000
Attend and provide technical input at pre-cons, inspection and start-up on new systems.	1,2,3,4	53	75	35	60
Maintain instrumentation/mechanical to conform according FDEP compliance	1,2,3,4	3352	3150	3180	3180
Implementation of new instrumentation equipment and support	1,2,3,4	532	600	700	800
# of lift stations with pumps and equipment to P.M.	1,2,3,4	300	330	350	350
Maintain telemetry system	1,2,3	5261	6050	7260	6000
# of motor to pump alignment	1,2	1250	1230	1350	1300
# of equipment and structures that require painting	1,2,3	1270	1200	1300	1300
# of weld and fabricate jobs	1,2,3,4	894	900	740	800
Various schedule equipment inspections	1,2,3,4	14782	17000	38000	38000
Personnel					
Full Time Equivalents		39.00	38.00	40.00	40.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		3,484,316	5,473,762	6,791,652	7,219,579
Miscellaneous Revenue		4,436	0	0	0
Total Program		3,488,752	5,473,762	6,791,652	7,219,579

Electrical & Mechanical Maintenance

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	3,488,752	5,473,762	6,791,652	7,219,579
Total Program	3,488,752	5,473,762	6,791,652	7,219,579
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	1,911,546	2,362,206	2,376,764	2,525,550
Operating Expenses	1,546,319	2,584,556	4,112,888	4,424,029
Capital Expenses	30,887	527,000	302,000	270,000
Total Program	3,488,752	5,473,762	6,791,652	7,219,579
Significant Changes				
There were no significant changes to the program for the FY 16/17 budget.				

Wastewater Plant Operations

Program Number: 402

Program Version: 10

Result Area:	Growth/Infrastructure
Division:	Utilities

I. Program Offer Description:

Program treats wastewater, monitors and controls wastewater treatment.

II. Contribution to Result:

Operate and maintain Polk County Utility wastewater treatment facilities in order to protect the public health and environment by collecting, pumping and processing wastewater to produce high quality effluent while maintaining compliance with all state, federal and local standards.

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Treat wastewater received and reclaim or dispose of by-products.
- 2 Monitor and control wastewater treatment within regulatory requirements.
- 3 Provide quality public access residuals and reclaimed water that meets all regulatory requirements.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Perform site check (test,record,observe all critical function) monthly	1,2	51000	51000	52500	52500
Collect samples/monthly average	1,2,3	500	500	525	525
# of reports (Monthly Operating Reports, others) monthly average	1	15	15	15	15
Permitted wastewater received and treated mgd on a monthly basis monthly average	1	12.859mgd	12.859mgd	12.859mgd	12.859mgd
Actual wastewater received and treated mgd on a monthly basis	1	6.418mgd	6.738mgd	6.738mgd	
Effectiveness Indicators:					
# of reuse low pressure complaints received	3	2	2	3	3
% of wastewater treated to permitted	1,2	60%	60%	60%	60%
Efficiency Indicators:					
Direct cost per thousand gallons treated	1	\$3.94	\$3.94	\$3.94	\$3.94
Personnel					
Full Time Equivalents		20.50	21.50	21.50	21.50
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		7,103,506	7,735,433	7,667,292	7,801,138
Total Program		7,103,506	7,735,433	7,667,292	7,801,138

Wastewater Plant Operations

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	7,103,506	7,735,433	7,667,292	7,801,138
Total Program	7,103,506	7,735,433	7,667,292	7,801,138
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	1,470,261	1,573,366	1,686,632	1,733,979
Operating Expenses	5,596,976	6,101,567	5,930,660	6,027,159
Capital Expenses	36,269	60,500	50,000	40,000
Total Program	7,103,506	7,735,433	7,667,292	7,801,138
Significant Changes				
Operating expenses decreased due to newer treatment facilities, better equipment and maintenance. Chemical usage at the WWTPs has reduced due to the impact of changes that have occurred.				

Water Plant Operations

Program Number: 401

Program Version: 10

Result Area:	Growth/Infrastructure
Division:	Utilities

I. Program Offer Description:

Program provides sufficient pressure for customers to provide adequate pressure for fire flow and maintains wells, pumps, and storage facilities. The Polk County Vision Document identifies the need for water and sewer utilities as an important part of the future growth of Polk County. This program produces high quality potable water in the most safe and efficient way technology will allow.

II. Contribution to Result:

Operate and maintain Polk County Utility water plants to protect public health and safety by delivering high quality and a sufficient quantity of potable water to our customers while maintaining compliance with all state, federal, and local standards.

This Program is:	Not Mandated ()	Mandated:	Federal (X)	State (X)	Local (X)
-------------------------	-------------------------	------------------	----------------------	--------------------	--------------------

III. Performance Objectives:

- 1 Provide high quality potable water to our customers.
- 2 Provide sufficient pressure for customers and to provide adequate pressure for fire flow.
- 3 Determine the number and locations of samples to ensure a safe water supply.
- 4 Maintain wells, pumps, and storage facilities.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Site check (test, observe all critical functions) hours per year	1,2	27500	27500	27750	27750
# of samples collected per year	3	8000	8250	8400	8400
Permitted potable water produced and treated annual average daily flow (mgd)	1	31.713mgd	31.713mgd	31.713mgd	31.713mgd
Actual potable water produced and treated annual average daily flow (mgd)	1	15.108mgd	15.864mgd	15.864mgd	15.864mgd
Effectiveness Indicators:					
# of customer complaints about discolored water	1,4	25	20	25	25
# of customer complaints about foul odor water	1,4	40	40	40	40
# of customer low pressure complaints	1,4	60	50	45	45
Efficiency Indicators:					
Direct costs per thousand gallons produced	1,4	\$0.792	\$0.792	\$0.792	\$0.792
Personnel					
Full Time Equivalents		15.50	15.50	15.50	15.50
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		3,953,951	4,134,395	4,273,824	4,448,421
Miscellaneous Revenue		1,370	0	0	0
Total Program		3,955,321	4,134,395	4,273,824	4,448,421

Water Plant Operations

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	3,955,321	4,134,395	4,273,824	4,448,421
Total Program	3,955,321	4,134,395	4,273,824	4,448,421
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	998,146	1,027,489	1,057,497	1,085,096
Operating Expenses	2,957,175	3,098,906	3,211,327	3,358,325
Capital Expenses	0	8,000	5,000	5,000
Total Program	3,955,321	4,134,395	4,273,824	4,448,421
Significant Changes				
No Significant Changes to report at this time.				

Underground Maintenance

Program Number: 1222

Program Version: 9

Result Area:	Growth/Infrastructure
Division:	Utilities

I. Program Offer Description:

Program maintains wastewater collections systems to prevent back-ups, overflows and interruption of service.

II. Contribution to Result:

On a 7 day/24 hour basis, monitor, maintain and repair Polk County Utility wastewater collection systems, water distribution and reclaimed water systems to prevent and minimize service interruption to customers.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Maintain wastewater collection systems to prevent back-ups, overflows, and interruption of service to customers.
- 2 Maintain water systems to provide uninterrupted service to customers.
- 3 Maintain reclaimed water systems to provide uninterrupted service to customers.
- 4 Respond to and correct emergency situations in all systems.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Conduct a minimum of three (3) inflow and infiltration studies of collection systems	1	7	6	6	11
Install pressure regulating valves in potable water systems to improve system performance	2	5	3	3	3
Attend and provide technical input at pre-cons, inspections and start-ups on new systems	1,2,3	64	65	65	75
Oversee system tie-ins	1,2,3	45	100	100	150
# sewage back-ups responded to annually	1,4	126	175	175	200
# of potable water main breaks repaired annually	2,4	168	170	75	100
# of reclaimed water line breaks repaired annually	3,4	141	220	200	300
# of residential meters replaced or repaired	2	421	740	750	700
Fleet of collection system lines cleaned with jet trucks	1	18000	360000	300000	300000
# Reclaim Activation and Testing	1,2,3	13	12	10	20
# of unscheduled maintenance visits performed on lift stations	1	3200	7500	7500	7600
# of fire hydrants exercised	1	2270	5100	5100	5000
# of isolation valves exercised per 62-555 regulatory requirements	1	1348	7800	7800	8000
# of dead end lines flushed as per 62-555 regulatory requirements	1	3650	5500	5500	5800
Lift Stations visits to clean annually	1	2897	1475	1475	1500
# TV and Inspect Sewer Maintenance	1	29000	82000	50000	60000
# of potable water service line breaks repaired annually	2,4	568	348	225	500
Effectiveness Indicators:					
Inflow and infiltration studies completed	1	100%	100%	100%	100%
Attendance at precons, inspection, and start-ups	1,2,3	100%	100%	100%	100%
Regulating valve installations completed	2	100%	100%	100%	100%
L/S sited clean completed	1	100%	100%	100%	100%
Utilities system maintenance completed	1,2,3	100%	100%	100%	100%
Personnel					
Full Time Equivalents		32.00	33.00	35.00	36.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		3,829,238	3,551,248	3,956,946	4,017,896
Miscellaneous Revenue		46,269	0	0	0
Total Program		3,875,507	3,551,248	3,956,946	4,017,896

Underground Maintenance

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	3,875,507	3,551,248	3,956,946	4,017,896
Total Program	3,875,507	3,551,248	3,956,946	4,017,896
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	1,555,248	1,636,490	1,781,213	1,873,076
Operating Expenses	2,264,351	1,854,723	2,019,698	1,988,785
Capital Expenses	55,908	21,420	117,420	117,420
Reserves	0	38,615	38,615	38,615
Total Program	3,875,507	3,551,248	3,956,946	4,017,896
Significant Changes				
No significant changes occurred. Operating expenses are projected to rise in line with the CPI.				

Utilities CIP Inspection

Program Number: 1644

Program Version:

3

Result Area: Growth/Infrastructure

Division: Utilities

I. Program Offer Description:

This program ensures compliance with the Polk County Utilities Code, AWWA standards, Florida department of health requirements for disinfection of water systems. This program observes construction site safety, trench safety and observes OSHA safety requirements. This program observes FDOT maintenance of traffic requirements ensuing public safety. This program provides in the field project inspections of underground utilities water, waste water and reclaim. Underground construction of electrical conduits, pull boxes and grounding systems. Other inspection service provided are storm water collection appurtenances, paving, building construction, tank construction, generator pad with generator installation, external fuel tank and piping. Inspection of all above ground piping and pumping stations.

II. Contribution to Result:

The CIP inspection group observes, reports and inspects all new capital investment projects including R/R projects. This is an in house inspection group that provides in the field project management and inspection service. The benefits to the citizens and customers of Polk County are a highly trained and skilled inspection group providing in the field inspections on new water and waste water collection systems observances of all testing of new infrastructure and ensuring that new water systems are properly disinfected prior to acceptance by FDOH and Polk County Utilities. The inspection group provides onsite inspections of all new and existing water treatment facilities, waste Water treatment facilities, liftstation and booster pump stations.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

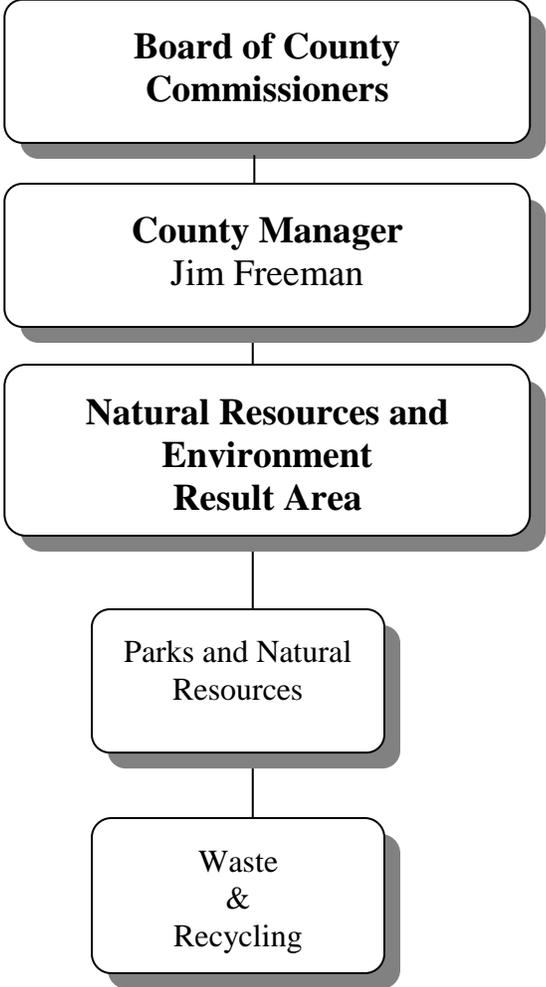
- 1 Ensure new construction is designed per Polk County standards.
- 2 Observe new construction on new water and sewer mains.
- 3 Observe and administer all testing on new water and sewer mains.
- 4 Observe new project construction and keep daily logs with inspection report.
- 5 Observe and keep track of daily project material (fittings 45,22,11, tees)fire hydrant assemblies, gate valves installed and linear feet of new pipe installed per day)

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Assigned projects	1,2,3,4,5	13	16	12	10
Effectiveness Indicators:					
Water, Sewer and Reclaim mains observed	1,2,3,4,5,	6	4	5	5
New water plant construction	1,2,3,4,5,	0	0	2	2
Road widening projects utility adjustment	1,2,3,4,5	2	1	2	2
Waste Water plant expansion	1,2,3,4,5	1	1	1	1
Water Treatment facility upgrades	1,2,3,4,5,	2	2	2	0
new well drilling	1,4,5	1	2	1	1
Personnel					
Full Time Equivalents		3.00	3.00	3.00	3.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds		223,274	286,879	329,256	344,786
Total Program		223,274	286,879	329,256	344,786

Utilities CIP Inspection

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Utilities Operating Funds	223,274	286,879	329,256	344,786
Total Program	223,274	286,879	329,256	344,786
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	174,156	192,988	194,664	200,377
Operating Expenses	49,118	92,031	132,732	142,549
Capital Expenses	0	1,860	1,860	1,860
Total Program	223,274	286,879	329,256	344,786
Significant Changes				
There were no significant changes for FY 16/17. Measures have recently been tracked in this program.				

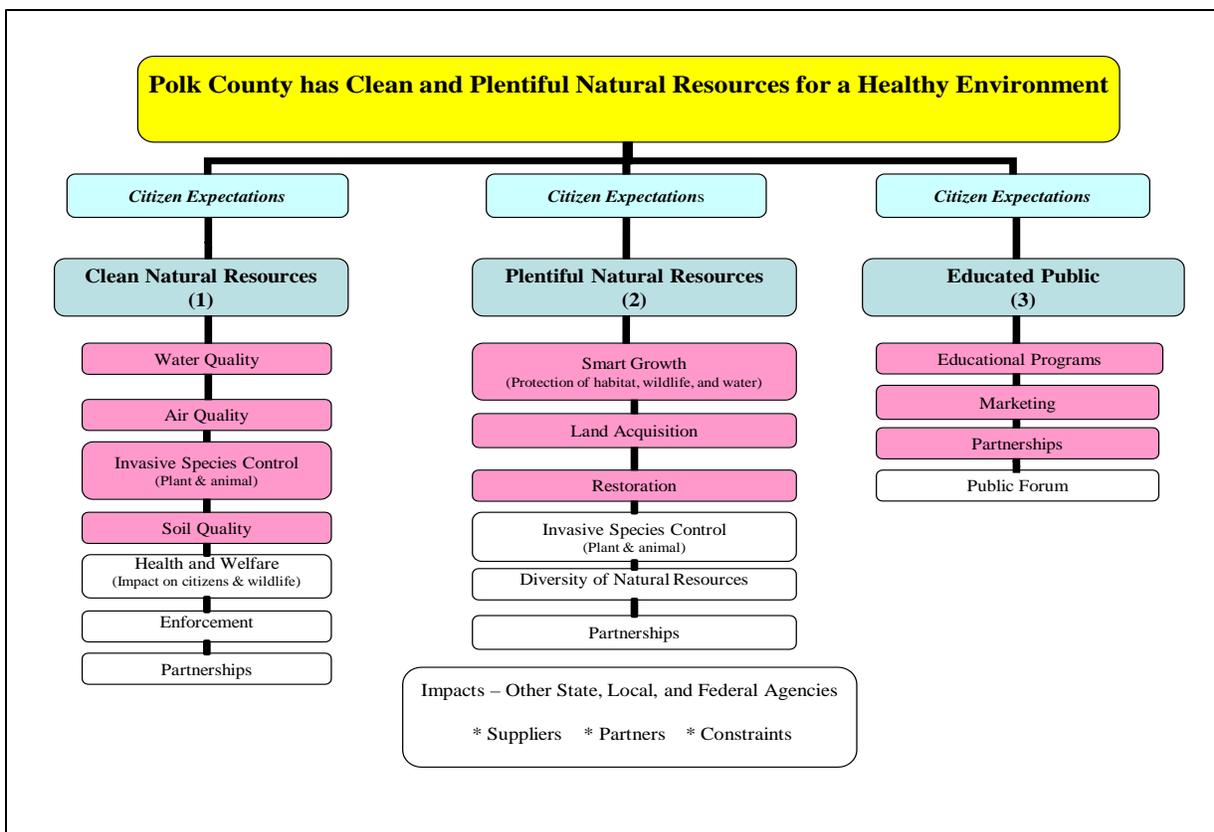


Natural Resources and Environment

“Polk County has clean and plentiful natural resources for a healthy environment.”

Primary Factors for Achieving the Result

As shown below on the Natural Resources and Environment causal map, the primary factors affecting the Polk County Board of County Commissioners’ (BoCC) ability to meet the citizens’ expectations are (1) Clean Natural Resources, (2) Plentiful Natural Resources, and (3) Educated Public.



Strategies for Achieving the Result

The programs in this result area are in our Parks and Natural Resources Division and Waste and Recycling Division. They were submitted to the Natural Resources and Environment Result Area because they help the County achieve the result through one or more of the following strategies:

1. Maintain and/or improve clean natural resources of the County.
2. Provide, maintain, and restore plentiful natural resources of the County.

3. Provide programs that educate the public on the character and value of natural resources, initiatives that help protect those resources, and the public's role in providing good stewardship.

Managing for Results

To track and report how Polk County is doing in each Result Area, a website known as Polk Performs (www.polkperforms.com) was established. As you review the programs in the Natural Resources and Environment Result Area, you will see that some programs refer to Indicators of Success on the Polk Performs website. The Indicators of Success for the Natural Resources and Environment Result Area are:

1. Aquatic Species Control - An acreage measurement of percent of total lake surface infested by invasive plants.
2. Conservation Land Acreage - Acres of conservation land measured and compared to prior acreage.
3. Mosquito Population Control - Mosquito traps are compared to prior years trapping results to determine population increase or decrease.
4. Water Quality - Water quality samples are taken quarterly, analyzed, and compared to established nutrient standards.
5. Air Quality - Air quality is sampled by the Florida Department of Environmental Protection (FDEP) and compared to prior year's measures.

To review Polk County's progress related to this result area visit <http://www.polk-county.net/boccsite/Your-Government/Performance-Dashboard>.

**NATURAL RESOURCES AND ENVIRONMENT
DIVISION PROGRAM SUMMARY**

Page #	Program (Number in parenthesis is the program number)	FTE	Adopted FY 16/17			Plan FY 17/18		
			General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
	Parks and Natural Resources							
	Parks and Natural Resources Administration (67)	5.10	442,072	-	442,072	518,921	-	518,921
	Environmental Lands Mgmt. Reserves/Other (334)	0.00	2,415,011	38,622,948	41,037,959	2,572,460	37,919,171	40,491,631
	Natural Resources CIP (211)	0.00	142,459	974,413	1,116,872	-	1,251,541	1,251,541
	Environmental Lands Acquisition (CIP) (72)	0.10	-	2,040,110	2,040,110	-	623,850	623,850
	Environmental Lands Acqu. Reserves/Transfers (335)	0.00	-	1,459,240	1,459,240	-	719,269	719,269
365	Environmental Lands Mgmt. (78)	8.10	1,127,862	-	1,127,862	1,135,894	-	1,135,894
367	Invasive Plant Management (71)	6.80	1,364,489	1,000,000	2,364,489	1,392,257	1,000,000	2,392,257
370	Mosquito Control (69)	12.50	1,753,143	47,310	1,800,453	1,924,072	40,000	1,964,072
373	Water Resources (1162)	8.00	1,039,316	367,805	1,407,121	1,033,792	487,981	1,521,773
	Natural Resources Reserves/Oth (226)	0.00	-	4,920,737	4,920,737	-	3,800,636	3,800,636
	Subtotal	40.60	8,284,352	49,432,563	57,716,915	8,577,396	45,842,448	54,419,844
	Waste and Recycling							
	Community Clean-Up Reserves (377)	0.00	-	627,260	627,260	-	427,487	427,487
	Waste Recycling Operations CIP (288)	0.00	-	11,655,800	11,655,800	-	21,704,850	21,704,850
376	Landfill Operations (1187)	48.00	-	18,334,584	18,334,584	-	15,493,206	15,493,206
378	Residential Waste Management Collection (1188)	5.00	-	18,098,668	18,098,668	-	26,263,991	26,263,991
380	Community Clean-Up (98)	0.00	-	1,623,646	1,623,646	-	1,380,381	1,380,381
	Waste Recycling Reserves/Other (287)	0.00	-	142,813,091	142,813,091	-	142,080,084	142,069,543
	Subtotal	53.00	-	193,153,049	193,153,049	-	207,349,999	207,339,458
	TOTAL BoCC	93.60	8,284,352	242,585,612	250,869,964	8,577,396	253,192,447	261,759,302

Natural Resources and Environment

Appropriations	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	5,107,651	5,607,646	6,032,722	6,269,856
Operating Expenses	23,714,241	25,287,783	26,353,083	31,760,578
Capital Expenses	5,305,254	26,893,634	15,911,194	24,582,578
Grants And Aids	21,003	15,005	15,008	15,009
Transfers	887,247	5,211,131	6,445,002	6,393,512
Indirect Expense	780,422	569,415	535,531	535,531
InKind Expense	1,072,495	520,916	0	0
Constitutional Officers-Budget Transfers	763,157	795,888	776,084	797,422
Reserves	0	189,744,206	193,801,340	190,404,816
County Total	37,651,470	254,645,624	249,869,964	260,759,302
FFWCC Herbicide	888,826	1,000,000	1,000,000	1,000,000
Total Result Area	38,540,296	255,645,624	250,869,964	261,759,302
Revenue by Fund	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	5,714,745	8,892,638	8,284,352	7,441,502
Special Revenue Grants	2,056,821	2,201,633	993,585	40,000
Land Management Nonexpendable Trust Funds	468,647	38,319,945	38,622,948	39,055,065
Stormwater MSTU	1,501,932	3,539,854	4,830,506	5,519,076
Drainage and Water Quality Fund	1,932,462	1,602,351	1,226,174	10,541
Environmental Land Acquisition Funds	318,832	2,935,582	2,759,350	1,343,119
Solid Waste Funds	20,149,257	106,976,262	100,078,676	103,477,120
Landfill Closure Funds	3,261,515	69,511,025	68,199,502	68,423,225
Universal Solid Waste Collection Funds	15,408,944	19,396,986	22,623,965	33,641,786
Community Cleanup Funds	614,272	1,269,348	2,250,906	1,807,868
County Total	51,427,427	254,645,624	249,869,964	260,759,302
FFWCC Herbicide	888,826	1,000,000	1,000,000	1,000,000
Total Result Area	52,316,253	255,645,624	250,869,964	261,759,302
Personnel				
Full Time Equivalents	95.60	88.60	93.60	88.50

TRENDS AND ISSUES

The programs in this Result Area are from the Parks and Natural Resources Division and the Waste and Recycling Division. Citizens have stated that they expect Polk County to have clean and plentiful natural resources for a healthy environment. In order to address this expectation, these programs focus on (1) clean natural resources, such as water quality, air quality, and soil quality, (2) plentiful natural resources through smart growth, land acquisition, and restoration, and (3) educating the public with partnerships, marketing, and other educational programs.

Significant issues this year and next year include:

- In 2011, Polk County received the new National Pollutant Discharge Elimination System (NPDES) permit, which placed multiple new requirements on the County such as street sweeping, outfall location and evaluation, public education, additional restoration projects, pet waste control, fertilizer regulation, and more roadway pipe inspections. To continue enhancing services required by the new permit, Parks and Natural Resources Division received additional funding through a Stormwater MSTU established in FY 13/14. This MSTU is estimated to generate a little over \$1.6 million in FY 16/17 to fund some of the permit requirements and enhance water quality in Polk County. The Board has established a Stormwater Technical Advisory Committee to assist regarding and monitor permit implementation. The Advisory Committee's first round of water quality enhancement Community Investment Plan (CIP) projects has prioritized and included in the County's CIP. Current funding levels should be sufficient for this part of the Water Resources program for the foreseeable future.
- With the arrival of the Zika virus in Florida, mosquito control efforts have adapted to fight the terrible virus. The Board provided an additional \$100,000 to the Mosquito Control Program FY 16-17 budget to fight this virus (including one additional position). If local transmissions occur, further increases in funding may be required.
- FY 14/15 was the last fiscal year in which the Environmental Lands millage was levied. Efficiency efforts are being implemented to stretch land management funds, including using the last year's property tax proceeds to fund operations and maintenance for the next four to five years instead of adding to the Non-Expendable Trust Fund or purchasing additional land. This is the third year of this maintenance allocation.
- Actual recycling revenues generated by the single stream recycling processing contract with Waste Management declined approximately 30% year over year due to limited participation within the County and a declining commodity market. Recycling proceeds are ear-marked for new or additional recycling opportunities and to help increase customer participation and product quality.
- Waste & Recycling will provide an annual Dividend to the General Fund to assist in the funding of such programs as those provided by Keep Polk County Beautiful (KPCB) and to fund general needs of other County Divisions.
- The Waste and Recycling Division has begun to implement its revised future landfill expansion plan, with Phase V being opened spring 2017. The restructuring of the expansion plan also includes finding a beneficial use for the gas collected from the Phase III landfill and other potential expansion areas that will provide the greatest economic benefit for the County.

Environmental Lands Mgmt.

Program Number: 78

Program Version: 10

Result Area: Natural Resources and Environment

Division: Parks and Natural Resources

I. Program Offer Description:

Manage acquired environmentally-sensitive lands for the purpose of preserving, protecting, and restoring important water, wildlife, and wilderness resources in Polk County, increase natural resource knowledge, and manage compatible passive outdoor recreation for appropriate sites, in accordance with Ordinances 94-40 and 08-003.

This program assists with providing important natural resources for a healthy environment. This program may participate in emergencies through complaint investigation and environmental/drainage repair if necessary.

II. Contribution to Result:

Environmental Lands Management Program (ELMP) contributes Natural Resources/Environment results area by:
 Strategy 1: The ELMP meets strategy 1 by maintaining and improving the natural resources of the County. Managing the natural vegetation allows the plants to clean the air of pollutants and prevent soil erosion. The practice of fencing secures the sites to reduce illegal dumping, better protecting the soil from hazardous contamination. Managing the marshes assists with the wetlands serving as filters of pollutants from water, creating better water quality. By maintaining the majority of the environmental lands free of infrastructure, recharge for drinking water is allowed to occur on the property. Prescribed fire and invasive plant management encourages native vegetation growth, which provides for healthy wildlife environment. Managing environmental lands assists in providing clean natural resources.
 Strategy 2: ELMP in reference to strategy 2 maintains plentiful natural resources and environmental space. The management of Polk County's environmental lands increases diverse natural resources through restoration projects, prescribed burning, and invasive species removal. The ELMP monitoring program assists with obtaining knowledge of important species and provides direction for adaptive management to protect those species and create plentiful diversity in plants and animals.
 Strategy 3: The ELMP meets strategy 3 by providing programs that educate the public on the character and value of natural resources through Polk's Nature Discovery Center Programming. Conservation classes are taught, guided tours are given explaining the importance of natural resources, and youth are reached through special environmental education projects. Initiatives have been undertaken to explain the public's role in assisting with providing good stewardship to natural resources. Special emphasis has been on informing the public on the effect of actions on natural resources and environmental space and encouraging citizens to take positive action for the protection of the environment. Partnerships with organizations both public and private have been used to reach this objective. Coordination with volunteers has increased the environmental education programs available to the public and youth.

This Program is: Not Mandated () Mandated: Federal () State () Local (X)

III. Performance Objectives:

- 1 Develop and update natural resource/recreation management plans on acquired sites.
- 2 Coordinate management activities on all sites.
- 3 Provide direct management activities on sites designated as lead managing agency (security, habitat enhancement, etc.)
- 4 Provide and manage for appropriate nature-based recreation opportunities.
- 5 Coordinate and conduct community outreach programs, educational tours, presentations, and volunteer workdays on acquired sites.
- 6 Control invasive, exotic species on acquired sites, as needed.
- 7 Perform prescribed burns (fires) on acquired sites, as needed if weather conditions allow.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of different site inspections and/or trailhead maintenance	2	657	650	650	650
# of monitoring surveys completed	2	2	2	2	2
# of acres directly managed by the County	3	17,485	17,485	17,485	17,485
# of acres where nature-based recreation opportunities are provided	4	14,226	18,891	18,891	18,891
# of presentations regarding community outreach programs, volunteer workdays, educational tours, & special events	5	286	175	175	200
# of surveys for invasive species	6	161	200	200	150
# of acres managed with prescribed burns	7	835	500	500	500
Effectiveness Indicators:					
% of sites maintained and inspected for site security every 30 days	3	86%	85%	85%	85%
% of sites with nature based recreation open a minimum of 330 days/year	4	90%	90%	90%	90%
% of implemented prescribed burns that met fire management objectives	7	80%	80%	80%	80%
Efficiency Indicators:					
Natural resource management cost/acre	2	\$15	\$17	\$18	\$16
Nature-based recreation management cost/acre	4	\$21	\$18	\$19	\$18
Personnel					
Full Time Equivalents		8.20	8.00	8.10	8.10

Environmental Lands Mgmt.

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	759,636	979,746	1,127,862	1,135,894
Land Management Nonexpendable Trust Funds	100,000	0	0	0
Interest	-97,201	0	0	0
Miscellaneous Revenue	91,893	0	0	0
Taxes	16,373	0	0	0
Total Program	941,779	979,746	1,127,862	1,135,894
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	841,779	979,746	1,127,862	1,135,894
Land Management Nonexpendable Trust Funds	100,000	0	0	0
Total Program	941,779	979,746	1,127,862	1,135,894
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	392,326	454,997	496,443	512,045
Operating Expenses	449,453	524,749	631,419	623,849
Transfers	100,000	0	0	0
Total Program	941,779	979,746	1,127,862	1,135,894

Significant Changes

Additional resources are needed for boardwalk and facility maintenance starting FY16/17.

Use of Polk's Nature Discovery Center continues to exceed expectations. The Environmental Lands Support Representative position continuously recruits more volunteers and trains them to assist in meeting the demand for services and information.

The last year of approved property tax collections occurred in FY 14/15. The environmental lands millage levy authorized in ordinance 94-40 sunset after 20 years. However, there are still acquisition projects in process, so FTEs of specific staff will be split between management and acquisition.

With the economy recovering slowly, interest revenue and other operating sources do not cover recurring maintenance costs. Decisions have been made about how to pay for land management/center operations.

For the short term, the Board approved allocating the final property tax proceeds to a General Fund Child Fund that will be used to cover operation/maintenance costs for the next five to six years. For the long term, this program is under strategic review.

The Phase II Exhibits for Polk's Nature Discovery Center were installed in FY 14/15.

The Environmental Lands Program is mandated through the Polk County Environmental Lands Acquisition Ord. 94-40 & by the 11/8/94 Referendum. POLK VISION: Before 2024, Polk County will have growth management and infrastructure that protects the environment and quality of life. III. Infrastructure-Strategies: A. Growth Mgt -1A. The Countywide plan will include an infrastructure master plan for the following elements: open space, environment D. Environment & Natural Resources-1. Focus on improving aesthetics and beauty to improve quality of life. Protect the environment, air/water quality, and trees. Develop a tree ordinance. Encourage continuation of ag uses and lands; purchase endangered wildlife lands. 2. Encourage citizens/visitors to use and enjoy lakes and rivers while: A. protecting and improving the natural environment of lakes. D. Increasing wildlife habitat. 7. Emphasize unique habitat areas such as the Ridge areas.

Invasive Plant Management

Program Number: 71

Program Version: 10

Result Area:	Natural Resources and Environment
Division:	Parks and Natural Resources

I. Program Offer Description:

This program safeguards water, reduces pollution, helps the environmental health of lakes and creeks, conserves/promotes native vegetation for wildlife/fish habitats, and provides recreational opportunities for citizens. Unwanted invasive weeds grow extremely fast and have no natural enemies to keep them under control without intervention. Without this program, every public access lake would ultimately be covered with undesirable invasive weeds, choking the lake's life and ruining opportunities for recreation. Polk's lakes are a prime attractor for citizens, new residents, and tourists to engage in outdoor activities, which keep millions of dollars flowing through the local economy. Water quality is enhanced with long-term invasive plant control. This program also provides a clean and balanced environment by assisting in managing natural lands under the Environmental Lands Program.

II. Contribution to Result:

IPM Program contributes to Natural Resources and Environment results area by:

STRATEGY 1: Maintain and/or Improve Clean Natural Resources of the County.
 IPM is crucial for maintaining and keeping natural resources clean by improving the quality of lakes and creeks and promoting healthy native plant communities through managing invasive plants. IPM's rapid response to new invasive plant infestations prevents spreading. Healthy and diverse native plant communities are allowed to thrive following invasive plant control, creating valuable habitat for fish, birds, and other wildlife. IPM also increases environmental health by controlling invasive plant infestations that add to lake bottom muck layers improving water quantity and quality. IPM also prevents the erosion and contamination of soils by using responsible herbicide application methods on shorelines and canals to preserve and enhance native plant populations that help to hold soils in place. IPM has increased effectiveness and efficiency because normal operations are in routine maintenance mode. IPM focuses on prevention rather than dealing with severe problems after they occur. IPM creates swimming opportunities by managing invasive plants that create stagnant conditions that cause growth of slimy green algae and associated potential disease-causing microbes. IPM assists with maintaining lakes and creeks to prevent blockages that may cause home flooding, unsanitary conditions, and stagnant pools that can breed disease-causing microorganisms, as well as reducing mosquito breeding areas therefore reducing threat of mosquito-transmitted diseases to humans. IPM complies with all local regulations and State and Federal guidelines. IPM seeks out and is actively involved in research with UF, the Army Corps of Engineers, FFWCC, and chemical corporations to find new herbicides, innovative application methods, and best management practices including bio-control.

STRATEGY 2: Provide, Maintain, and Restore Plentiful Natural Resources and Environmental Space
 IPM's practice of maintaining and restoring natural plant diversity around lakes and on environmental lands through reduction of invasive species allows native plant communities to increase and provides habitat for abundant wildlife. IPM is involved in management of natural areas for protection of plentiful resources, assists in design, setup, and maintenance of re-vegetation along lakeshores, restores native vegetation on natural lands through invasive plant treatment, assists with prescribed fires, and performs a wide range of environmental land management. As the population of the County grows, stress on the ecology of lakes and natural areas grow as well. IPM strives to meet citizen expectations of a clean, healthy environment containing plentiful natural resources. Priorities include reducing invasive plant numbers in the short term, encouraging environmental conditions supporting the recruitment of native plant communities which increase an array of wildlife abundance in the midterm, and promote success of diverse native plant communities and wildlife in the long term.

STRATEGY 3 - Provide Programs That Educate the Public
 IPM encourages sense of individual responsibility of one's own effect on the environment by educating the public on understanding the negative role of invasive plants and how they personally can reduce the introduction of new invasive plant species. Citizen contact is maximized by participation in special events and daily contact with the public. Citizen input is obtained through public presentations and from lakeshore neighbors and user groups.

This Program is:	Not Mandated ()	Mandated: Federal ()	State ()	Local (X)
-------------------------	------------------	-----------------------	-----------	-----------

III. Performance Objectives:

- | | |
|---|---|
| 1 | Keep exotic vegetation at desired maintenance control levels; hydrilla control at 90% and floating plants (water lettuce, water hyacinth) at 90% of the County's 84 public access lakes and provide habitat for native vegetation and associated wildlife. |
| 2 | Continue to support the Environmental Lands program by providing assistance with invasive plant management, prescribed fires, property maintenance, and other related duties. |
| 3 | Conduct community outreach program, educational tours, presentations, respond to citizen inquiries regarding aquatic ecosystem management, and solicit citizen opinion concerning their satisfaction with management of the environment with emphasis on the aquatic ecosystem. |
| 4 | Allow for opportunities for recreation on lakes and streams and reduce potential home flooding adjacent to lakes and streams. |

Invasive Plant Management

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of public access lakes under maintenance control for water hyacinth, water lettuce, and hydrilla	1	82	78	78	80
Miles of lake shore surveyed/treated for invasive aquatic weeds	1	2,325	2,000	2,000	2,000
Acres of upland invasive plants treated on Polk County Environmental Lands	2	0	2	2	2
# of responses to citizen inquiries on invasive aquatic plant program	3	221	200	200	200
Effectiveness Indicators:					
% of public access lakes under maintenance control for water hyacinth and water lettuce	1	98%	95%	95%	95%
% of public access lakes under maintenance control for hydrilla	1	98%	95%	95%	95%
% of citizen inquiries responded to within 48 business hours	3	97%	95%	95%	95%
% of lakeshore miles treated/surveyed	1	38%	40%	40%	35%
# special events conducted on public access lakes due to lakes under maintenance control	4	144	125	125	130
Efficiency Indicators:					
Total cost per acre of water hyacinths/water lettuce treated	1	\$212	\$311	\$342.00	\$341
Total cost per acre of hydrilla treated	1	\$591	\$749	\$824	\$659
Personnel					
Full Time Equivalents		6.60	6.60	6.80	6.80
No. of Positions					
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		263,999	349,212	344,739	372,507
Intergovernmental		343,997	726,200	726,200	726,200
Miscellaneous Revenue		273,371	293,550	293,550	293,550
County Total		881,367	1,368,962	1,364,489	1,392,257
FFWCC Herbicide		888,826	1,000,000	1,000,000	1,000,000
Total Program		1,770,193	2,368,962	2,364,489	2,392,257
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		881,367	1,368,962	1,364,489	1,392,257
County Total		881,367	1,368,962	1,364,489	1,392,257
FFWCC Herbicide		888,826	1,000,000	1,000,000	1,000,000
Total Program		1,770,193	2,368,962	2,364,489	2,392,257

Invasive Plant Management

Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	385,735	424,803	436,462	452,770
Operating Expenses	493,733	939,960	926,027	937,087
Capital Expenses	1,899	4,199	2,000	2,400
County Total	881,367	1,368,962	1,364,489	1,392,257
FFWCC Herbicide	888,826	1,000,000	1,000,000	1,000,000
Total Program	1,770,193	2,368,962	2,364,489	2,392,257

Significant Changes

The program is locally mandated by the Invasive Plant Management-Aquatic Weed Control Policy approved by the Board 8/5/2009 and 10-year grant with Florida Fish and Wildlife Conservation Commission approved 5/22/2012. Grant monitoring continues and has resulted in a reduction in FY 15/16 appropriations based on historical spending levels.

The past year weather patterns increased levels, allowing pockets of previously isolated invasive exotic plants to flow into the lakes. The warm winter increased aquatic plant growth this past year, but weather patterns vary each year. New invasive exotic plants are becoming problematic requiring Invasive Plant Management (IPM) to take on new technology and chemical rotation responsibilities. If the IPM is not adequately funded, every public access lake will be covered in invasive weeds, and the environmental health of lakes will decline.

IPM is continuing to outfit several boats with improved and updated GPS/Sonar technology that is compatible with office computer software which allows for the design and execution of increasingly accurate and efficient treatments and the early detection of invasive exotic plants in deep water.

IPM has recognized the need to address citizen input and respond to expectations. This past year IPM, through Polk's Nature Discovery Center, has increased exposure to citizens creating new opportunities to educate about maintaining clean and healthy natural resources, with emphasis on the negative impacts of invasive species.

The IPM contributes to other Results areas:

Economic Development: Boost the business climate by improving opportunities for ecotourism businesses and creating an environment supportive of startup businesses that rely on healthy lakes and creeks to attract visitors (strategy 1).

Growth: Provide and maintain adequate infrastructure through maintenance of lakes and creeks for flood protection on behalf of the citizens (1). Preserve the environment by improving and maintaining the natural state of lake shores and environmental lands and improving the water quality of lakes and creeks (2). Quality of life is improved by creating opportunities for the public to escape and observe nature (3).

Recreation: IPM sustains lake-related recreation and access by keeping lakes free of overpopulated invasive plants (1,2).

Mosquito Control

Program Number: 69

Program Version: 10

Result Area: Natural Resources and Environment

Division: Parks and Natural Resources

I. Program Offer Description:

Since 1958, the mission of Mosquito Control has been to achieve and maintain effective Countywide mosquito control levels in order to protect human health and safety, foster environmental health and quality of life, and facilitate the enjoyment of natural resources and attractions by reducing the number of disease-carrying and nuisance mosquitoes. The program accomplishes this by conducting comprehensive and integrated mosquito management program using scientifically-sound practices to reduce the numbers of nuisance and mosquito-borne disease-carrying species. Program services meet local, state, and federal regulations.

II. Contribution to Result:

Strategy #1: The program has maintained and improved the environmental health and safety of the County by:

- A) Integrated Mosquito Management measures are undertaken year-round to ensure that mosquito populations are reduced and mosquito-borne diseases do not become a major public health threat in the County. Polk County has over 45 species of mosquitoes, and many are capable of transmitting mosquito-borne diseases such as Zika, Chickengunya, and West Nile Virus, Dengue fever, Eastern Equine Encephalitis, St. Louis Encephalitis, etc. These mosquitoes require intervention to keep them at a manageable, low level.
- B) Integrated Mosquito Management efforts include the Countywide reduction of mosquito breeding sources and biological or chemical control efforts. All residents and visitors in Polk County receive benefit.
- C) The program educates the public about littering and illegal dumping of materials such as tires, buckets, and containers which can hold water and form breeding habitats for mosquitoes.

Strategy #2: The program provides and maintains the natural resources of the County by:

- A) Maintaining and/or improving native wildlife species by reducing mosquito-borne diseases which affect them. Various species of birds and horses are very susceptible to West Nile Virus (WNV) and Eastern Equine Encephalitis (EEE), respectively.
- B) Preserving environmentally-sensitive lands and ecosystems by using environmentally-sustainable pesticides and/or environmental management techniques including breeding source reduction when controlling mosquitoes in sensitive areas.

Strategy # 3: The program continues to educate the public on mosquito control and promote partnerships with private and public organizations by:

- A) Public educational tools, such as Mosquito Awareness Week, press releases, Town Hall meetings, printed materials, and others. These outreach programs educate citizens and homeowners on how to protect themselves from mosquitoes and how to reduce or eliminate mosquito breeding habitats in their community. The program will continue to reduce potential community risks of mosquito-borne diseases and raise mosquito awareness through speaking engagements, pamphlets, and direct contact with citizens.
- B) Offsetting costs and increasing effectiveness by partnering with agencies such as The State of Florida Department of Agriculture and Consumer Services (FDACS), from whom the County receives \$43,009.00 in mosquito control annual grant money. This money is only available to state-approved mosquito control programs. The Polk County Mosquito Control Program collaborates with state and county health departments, the Florida Mosquito Control Association, Florida Department of Agriculture and Consumer Services, the American Mosquito Control Association, and Tampa Virology Laboratory. Mosquitos are submitted to Tampa Virology to be tested for West Nile Virus, Eastern Equine Encephalitis, St. Louis Encephalitis, Highlands J. Virus, and others.
- C) Partnering with the Code Enforcement Division and others so that Polk County will continue to have reduced levels of mosquito breeding sources and diseases. In this way, the program helps to eliminate illegal tire and trash dumping which create poor environmental health conditions. This also reduces the risks of diseases, such as Dengue Fever and Zika Virus, which affects 50,000,000 people per year world-wide.
- D) Mosquito Control ranked in the top 10 of property tax-based services in Polk County that citizens regard as absolutely critical in an independent study conducted by Dr. Susan MacManus, of the University of South Florida's Institute of Government in 2008. This program also implements the Board's Mosquito Control Policy adopted in 2009.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** () **Local** (X)

III. Performance Objectives:

- 1 Conduct Countywide control measures by source reduction, biological and chemical controls to reduce mosquito numbers, and protecting public health.
- 2 Quick response time (within 7 days) to citizen service requests. We continue to answer inspection requests within 3 days.
- 3 Evaluate effectiveness of control strategies and monitor mosquitoes for resistance to pesticides.
- 4 Track mosquito numbers by using mosquito traps, larval mosquito inspections, and landing rate counts, as required by state law (Chapter5E-13.036 FAC).
- 5 Educate our citizens and visitors by outreach, public education, public events, press releases, and speaking engagements.
- 6 Partner with agencies to optimize collaborative mosquito reduction efforts, thereby leveraging costs and reducing disease outbreaks (Code Enforcement, State Virology Lab, FDACS, and Health Dept.).

Mosquito Control

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# acres treated for adult mosquitoes	1	1,012,822	809,660	1,252,700	1,252,700
# acres treated for mosquito larvae	1	4,458	4,017	6,610	6,610
# of citizen service requests	2	1,212	1,200	1,200	1,200
# traps set and counted	4	3,120	3,120	3,120	3,120
# public educational events/# of people contacted	5	6/400	6/400	6/400	6/400
Effectiveness Indicators:					
% acres treated: mosquito adults	1	131%	98%	98%	98%
% acres treated: mosquito larvae	1	74.3%	98%	98%	98%
% requests responded to in timely manner	2	100%	98%	98%	98%
% public educational events	5	100%	100%	100%	100%
Efficiency Indicators:					
Aerial adulticide direct cost/acre	1	\$1.58	\$2.40	\$2.40	\$2.40
Aerial larvicide direct cost/acre	1	\$51.84	\$75.00	\$75.00	\$75.00
Ground adulticide direct cost/acre	1	\$0.22	\$0.30	\$0.30	\$0.30
Ground larviciding direct cost/acre	1	\$28.66	\$30.00	\$30.00	\$30.00
Personnel					
Full Time Equivalents		12.50	12.50	12.50	12.50
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		1,326,039	1,381,175	1,734,143	1,905,072
Special Revenue Grants		1	0	0	0
Interest		-358	0	0	0
Intergovernmental		159,771	43,009	47,310	40,000
Miscellaneous Revenue		0	34,758	19,000	19,000
Total Program		1,485,811	1,458,942	1,800,453	1,964,072
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		1,326,039	1,415,933	1,753,143	1,924,072
Special Revenue Grants		159,772	43,009	47,310	40,000
Total Program		1,485,811	1,458,942	1,800,453	1,964,072
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		772,436	780,690	881,438	907,426
Operating Expenses		643,946	656,752	917,265	1,056,646
Capital Expenses		69,429	21,500	1,750	0
Total Program		1,485,811	1,458,942	1,800,453	1,964,072
Significant Changes					
This program is increasing FY16/17 due to planned helicopter time-life maintenance and chemical treatment requirements.					
Mandated Referrals: Chapter 388.0101 F.S.					

Mosquito Control

The Declaration of Legislative Intent describes this mandate,

"It is declared to be the public policy of this state to achieve and maintain such levels of arthropod (mosquito) control, as will protect human health and safety and foster the quality of life of the people, promote economic development of the state, and facilitate the enjoyment of its natural attractions by reducing the number of pestiferous (nuisance) and disease-carrying arthropods". This law states that it is the public policy of the state for mosquito control districts to fulfill legislative intent, which involves health and safety and promotes economic development, quality of life, and helps the public to enjoy the natural resources and attractions through mosquito reduction. Additional mandates and references include: Polk County Ordinances 79-7, 86-20, 88-05 for Mosquito Control and POLK VISION: V QUALITY OF LIFE: F. Public Safety 3. Maintain a comprehensive plan to ensure the safety of all citizens, governments, and schools from all high-risk threats (natural or man-made).

Polk County Mosquito Control relates to practically all of the Results Areas including Basic Needs, Economic Development, Good Government, Natural Resources, and Safety, which all involve reducing the probability of mosquito-borne diseases and protecting life and well-being. Mosquito Control has an important role in disaster relief, after the community has felt the effects of flooding. Polk County Mosquito Control is the only program available in the County that actively tackles mosquito and mosquito-borne diseases like West Nile, St Louis Encephalitis (SLE), Dengue fever, malaria, and others.

Mosquito control also fosters economic growth and increases tourist dollars, as well as reduces the negative economic impacts of mosquito-borne diseases like St. Louis Encephalitis. For example, according to the Centers for Disease Control, the Louisiana SLE disease outbreak in 2002 cost the equivalent of \$69,103.45 per person in today's money. In all, the disease racked up \$2.1 million in costs in 2002, excluding litigation costs. One of the best examples of the economic benefits of controlling nuisance mosquitoes is the classic graph by Dr. John A. Mulrennan, Sr., which shows that for the 17-year period from 1950-1967, the decline in average light trap catch for a common *Aedes* mosquito species corresponded with increased tourist spending (Breeland & Mulrennan 1983). This Florida study is unique in that it shows that high levels of mosquitoes and good economics do not mix.

Water Resources

Program Number: 1162

Program Version: 9

Result Area: Natural Resources and Environment

Division: Parks and Natural Resources

I. Program Offer Description:

The Water Resources Program enhances quality of life by restoring and monitoring the water quality of lakes and streams. Water quality conditions are monitored through analysis of lake and stream samples quarterly. Results are used to identify trends for prioritizing projects to improve water quality through restoration and the completion of stormwater treatment projects on a long-term basis monitoring program of quality is essential to lake and stream restoration.

Good water quality maintains a diversity of wildlife, plants, and fish. This program improves water quality through pollution abatement by responding to reports of illicit discharges. Pollution prevention is emphasized by inspecting Point Source facilities and stormwater treatment systems to confirm they are operating properly. Public education on the value of water resources is accomplished through public events and multi-media presentations.

II. Contribution to Result:

The Program tracks annual activities through the development of an annual report for the county's NPDES Stormwater permit.

Strategy #1: MAINTAIN / IMPROVE NATURAL RESOURCES

Protecting water quality is accomplished by inspecting wastewater treatment and industrial facilities for discharge of pollutants in stormwater runoff. Maintaining stormwater treatment best management practices (BMPs) ensures pollutant removal occurs prior to discharging to lakes or streams. Reports of poor water quality are investigated, and any illicit discharges discovered are eliminated through enforcement of County and State regulations. Brochures distributed at public events and stormwater public presentations are used to educate the public on the problems associated with illegal dumping.

Water quality is monitored quarterly by analyzing water samples from lakes and streams to identify pollution sources. Results are evaluated through the use of a Water Quality Indicator (Polk Performs). This is used to prioritize those with declining water quality for restoration.

Water quality is improved through implementation of stormwater BMPs and completion of lake restoration and stormwater treatment projects. Native vegetation that is planted to provide habitat for fish and wildlife helps filter nutrients to improve water quality and limits the growth of invasive exotic plants. Completed projects sites are accessible to the public and provide an opportunity for educational signage to encourage personal responsibility to reduce the pollution.

Strategy #2: PROVIDE / MAINTAIN / RESTORE NATURAL RESOURCES

Purchasing land for stormwater treatment projects maintains the quality of natural areas that may have been lost to development and provides buffers to adjacent surface waterbodies. This promotes native vegetation and provides habitat to improve wildlife diversity.

Restoration activities are conducted to comply with State- and Federally-mandated Total Maximum Daily Loads (TMDLs) which require monitoring to show improvement in water quality. The Water Resources Laboratory is staffed with competent, cross-trained staff for sampling, analysis, and reporting which is vital to project success.

Strategy #3: PUBLIC EDUCATION

Public education encourages citizens to be good stewards of water resources. This is accomplished through multi-media presentations, such as the Polk Water Atlas and participation at public events. Kiosks constructed at the stormwater treatment and restoration project sites provide signage with information on water quality and the impact of pollutants from stormwater runoff. Erosion and sediment control certification training is provided to contractors and construction site inspectors to educate them on how to reduce contamination of soil, groundwater, and surface waters during construction.

Cooperative partnerships with state and local governments provide funding for projects and public education. Non-profit organizations that have public education programs with similar goals, such as the Lakes Education Action Drive and Keep Polk County Beautiful, allows Water Resources to partner and reach more people in raising public awareness.

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Collect water quality samples from lakes and streams or other sites as needed.
- 2 Analyze samples to measure pollutant levels and report water quality data to federal and state databases.
- 3 Educate the public about water quality and safety of lakes, streams, and stormwater through presentations and literature distributions at schools, public events, training sessions, and kiosks at stormwater management and restoration projects/sites.
- 4 Inspect industrial sites for compliance with NPDES stormwater quality regulations and County ordinances with regard to illicit discharges.
- 5 Inspect and maintain stormwater treatment facilities to improve water quality to the maximum extent practicable as required by the US Environmental Protection Agency and the County's NPDES MS4 permit issued by the Florida Dept of Environmental Protection.
- 6 Conduct monitoring for the collection of representative storm event runoff samples.
- 7 Update and submit an annual report to the Florida Department of Environmental Protection for the NPDES Program.

Water Resources

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# water quality samples collected/received	1	929	900	900	900
# water quality analyses performed and reported	2	15,897	12,900	12,900	13,200
# education events and stormwater presentations conducted	3	16	15	15	15
# priority industrial facility inspections conducted	4	27	27	27	27
# structural controls and outfalls inspected and maintained	5	268	321	321	321
# training classes for illicit discharge and erosion control	3	7	8	8	8
# citizen water quality complaints	N/A	59	60	60	60
# storm event samples collected	6	2	6	6	6
Effectiveness Indicators:					
% analyses completed within holding time	2	100%	95%	95%	95%
% industrial facility inspections conducted	4	68%	100%	100%	100%
% stormwater facilities inspections completed	5	83%	100%	100%	100%
% lakes maintaining or improving water quality (from NPDES annual report)	6	93%	85%	85%	85%
NPDES annual report submitted	7	Yes	Yes	Yes	Yes
% storm event samples collected	6	100%	100%	100%	100%
Efficiency Indicators:					
average direct cost per sample collection	1	\$131.72	\$129.98	\$142.92	\$133.26
average direct cost per sample analysis	2	\$13.79	\$17.77	\$17.35	\$16.99
average direct cost of industrial inspection	4	\$139.00	\$125.00	\$127.50	\$131.33
average direct cost for inspection/maintenance of stormwater management facilities	5	\$53.00	\$53.00	\$54.06	\$55.68
average direct cost of monthly storm event sampling	6	\$301.00	\$725.00	\$739.50	\$761.69
Personnel					
Full Time Equivalents		8.00	8.00	8.00	8.00
No. of Positions					
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		891,023	997,099	1,038,176	1,032,652
Stormwater MSTU		782,947	1,041,981	274,751	427,586
Charges for Services		1,248	638	559	559
Interest		22,761	22,615	38,703	50,895
Interfund Transfer		0	160,078	0	0
Miscellaneous Revenue		10,327	21,690	54,932	10,081
Total Program		1,708,306	2,244,101	1,407,121	1,521,773
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		902,598	1,009,927	1,039,316	1,033,792
Stormwater MSTU		805,708	1,234,174	367,805	487,981
Total Program		1,708,306	2,244,101	1,407,121	1,521,773

Water Resources

Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	609,984	625,214	621,953	641,396
Operating Expenses	986,733	1,592,798	745,649	853,856
Capital Expenses	0	0	13,200	0
Grants And Aids	15,003	15,005	15,008	15,009
Transfers	96,586	11,084	11,311	11,512
Total Program	1,708,306	2,244,101	1,407,121	1,521,773

Significant Changes

Multiple water quality engineering analyses were completed FY14/15 which resulted in a substantial appropriation decrease FY16/17 as the need for professional services is expected to be lower. A 0.1000 Stormwater MSTU was approved by the Board effective in FY 13/14. Work progresses with the Stormwater Technical Committee established by the Board with respect to meeting NPDES permit requirements. One benefit of this work is better expenditure planning as compared to FY13/14.

1. The Water Resources Program is mandated at the Federal, State, and Local levels.

* FEDERAL: Title 40, Section 122.26 of the Code of Federal Regulations requires municipalities to obtain National Pollutant Discharge Elimination System (NPDES) permits for their storm sewer systems and to implement management programs to reduce the discharge of pollutants from these systems to the maximum extent practicable.

* STATE: Florida Statute 403.0885 establishes the NPDES permits requirements for municipalities that are monitored by the Florida Department of Environmental Protection (FDEP) under Chapter 62-624 of the Florida Administrative Code. Polk County obtained NPDES permit coverage from the U. S. Environmental Protection Agency (EPA) and from the FDEP under permit No. FL000015. In addition, this program coordinates the NPDES permit applications and updates for the entire County including all of the County's municipalities.

* LOCAL:

- Stormwater management is mandated through Section 3.104-B7 of the Polk County Comprehensive Plan and implemented under County Ordinance 93-06.

- Land Development Code addresses Water Resources in Section 610 Surface Water Protection.

- Polk County Comprehensive Plan 2.305-A requires that Polk County shall develop a program of activities to maintain the quality of public waterbodies and their drainage basins and improve the quality of waterbodies determined by DEP to not be functioning at their designated classification.

- Polk County Comprehensive Plan 2.305-B states Polk County shall continue and increase its monitoring of surface water quality and investigate for sources of chemical and bacterial pollution in public waterbodies.

- POLK VISION: III Infrastructure D. Environment and Natural Resources, 2a. Protecting and improving the natural environment of lakes, and 2c. Preserving the water quality of lakes.

2. The Water Resources Program also contributes to other Results Areas including:

* ECONOMIC DEVELOPMENT: The quality of life for Polk County's current and future workforce and families is enhanced by maintaining and improving water quality in lakes and streams. Good water quality provides several benefits to the community, such as aesthetic appeal of unpolluted waterbodies and recreation opportunities for healthy uses of the resource.

* GROWTH / INFRASTRUCTURE: Constructing stormwater management facilities provides infrastructure for attenuation of floodwaters and treatment of additional stormwater anticipated with growth. Monitoring water quality of lakes and streams provides scientifically valid data required to make sound restoration and improvement decisions to preserve the environment. This ensures that Polk County's lakes continue to be an asset and attraction.

* GOOD GOVERNMENT: Staff competency is proven every six months by successfully testing unknown samples as a requirement for continued laboratory certification. Additionally, all employees are required to be certified sample collectors and attend refresher courses periodically. Ongoing training in technical areas, ethics, and professional development is actively pursued.

Landfill Operations

Program Number: 1187

Program Version: 9

Result Area: Natural Resources and Environment

Division: Waste & Recycling

I. Program Offer Description:

Manage County-owned landfill operations while maintaining compliance with State-regulated operating permits.

II. Contribution to Result:

Provides County residents a facility which provides for solid waste disposal in a safe, efficient, and environmentally-responsible manner.

This Program is: Not Mandated () Mandated: Federal (X) State (X) Local (X)

III. Performance Objectives:

- 1 Provide landfill operations that meet state mandated waste disposal capacity for all solid waste generated in Polk County.
- 2 Maintain 100% compliance with operating permits and all state agencies.
- 3 Divert 100% of household hazardous waste from entering landfills.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Tons of solid waste processed (gross)	1	622,322	615,366	558,679	564,216
Lbs of hazardous waste sent for proper disposal	3	517,739	569,513	626,464	689,111
Total # of active facility permits	2	36	38	38	38
Effectiveness Indicators:					
Tons of waste processed per employee	1	13,241	13,986	11,639	11,755
# of citizens using Haz Waste Fac./Mobile Collection Events	3	6,857	7,542	8,297	9,127
Notice of violations or consent orders from State	2	2	1	0	0
Efficiency Indicators:					
Compaction efficiency (lbs/cubic yd)	1	1,500	1,500	1,500	1,500
Operating cost per ton processed	1	\$12.77	\$12.12	18.99	13.77
Outside cost per lb for hazardous waste disposal	3	\$0.11	\$0.11	\$0.11	\$0.11
Personnel					
Full Time Equivalents		47.00	44.00	48.00	48.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Solid Waste Funds		2,172,689	8,361,980	11,862,277	8,952,249
Landfill Closure Funds		197,715	278,667	294,349	298,554
Enterprise Funds		24,242	10,000	10,000	10,000
Fines And Forfeitures		180	0	0	0
Interest		-38,884	0	0	0
Miscellaneous Revenue		198,070	250,000	205,000	180,000
Others (Centrl I/D Inkind/Othr)		-180	0	0	0
Others (Residuals)		22,138	6,181	6,902	7,006
Special Assesments/Impact Fees		6,406,652	5,332,949	5,956,056	6,045,397
Total Program		9,003,601	14,239,777	18,334,584	15,493,206

Landfill Operations

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Solid Waste Funds	8,805,886	13,961,110	18,040,235	15,194,652
Landfill Closure Funds	197,715	278,667	294,349	298,554
Total Program	9,003,601	14,239,777	18,334,584	15,493,206
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	2,374,227	2,829,313	2,979,314	3,064,785
Operating Expenses	3,699,378	4,294,284	7,659,140	4,726,432
Capital Expenses	1,688,641	2,080,000	1,080,000	1,080,000
Transfers	377,989	4,395,786	6,000,000	6,000,000
Indirect Expense	735,719	519,164	498,950	498,950
Constitutional Officers-Budget Transfers	127,647	121,230	117,180	123,039
Total Program	9,003,601	14,239,777	18,334,584	15,493,206
Significant Changes				
<p>This significant increase in budget is due to the purchase of a piece of heavy equipment each year to replace aging rolling stock the landfill currently has.</p> <p>Increase in FTEs due to addition of Customer Service Representatives to handle incoming calls for new Collection Contract.</p>				

Residential Waste Management Collection

Program Number: 1188

Program Version: 9

Result Area:	Natural Resources and Environment
Division:	Waste & Recycling

I. Program Offer Description:

Monitor the performance of contracted trash vendors while maintaining the solid waste assessment data base for the County's taxing authority.

II. Contribution to Result:

Provides the residents of unincorporated Polk County safe and efficient waste collection and disposal. Processes solid waste assessments on the tax bills for the residents of unincorporated Polk County.

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Monitor performance of contracted haulers.
- 2 Maintain the data base for solid waste assessment for taxing authority of Polk County.
- 3 Provide weekly collection services (garbage (1), yard waste (1), and recyclables (1)) for residential customers.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of residential customers receiving curbside collection service.	1,2,3	138,906	140,828	141,535	143,658
# of tons of waste transported by contracted haulers.	1,2	166,545	154,910	160,359	162,765
Effectiveness Indicators:					
Garbage	3	5	5	5	5
Yard Waste	3	5	5	5	5
Recycling	3	5	5	5	5
% of refuse stream recycled (Countywide)	3	8%	8%	8%	8%
Efficiency Indicators:					
Cost per scheduled residential pickup	1,2	\$0.64	\$0.63	\$0.59	\$1.04
Revenue per ton recycled (residential)	1	\$34.14	\$30.00	\$20.00	\$20.00
Personnel					
Full Time Equivalents		8.00	4.00	5.00	5.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Solid Waste Funds		182,567	93,945	125,762	127,345
Universal Solid Waste Collection Funds		14,600,789	16,316,604	17,232,855	25,684,978
Interest		121,962	163,842	218,839	373,389
Miscellaneous Revenue		427,661	432,891	442,904	0
Others (Residuals)		8,830	6,501	12,240	11,220
Special Assesments/Impact Fees		47,755	68,779	66,068	67,059
Total Program		15,389,564	17,082,562	18,098,668	26,263,991

Residential Waste Management Collection

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Solid Waste Funds	182,567	93,945	125,762	127,345
Universal Solid Waste Collection Funds	15,206,997	16,988,617	17,972,906	26,136,646
Total Program	15,389,564	17,082,562	18,098,668	26,263,991
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	260,985	124,609	280,399	289,171
Operating Expenses	14,797,946	16,583,582	14,302,152	22,634,965
Indirect Expense	44,703	50,251	36,581	36,581
Constitutional Officers-Budget Transfers	285,930	324,120	299,300	298,765
Reserves	0	0	3,180,236	3,004,509
Total Program	15,389,564	17,082,562	18,098,668	26,263,991
Significant Changes				
Added 1 FTE to assist with the new Collection Contract monitoring performance and weekly services.				

Community Clean-Up

Program Number: 98

Program Version: 10

Result Area: Natural Resources and Environment

Division: Waste & Recycling

I. Program Offer Description:

Program provides funding to various other divisions and programs to assist in clean-up programs and activities throughout Polk County.

II. Contribution to Result:

Supports partnerships dedicated to providing services and activities intended to revitalize and otherwise improve Polk County's neighborhoods, open areas, and roadways.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Remove litter, blight, and unsafe conditions throughout the County.
- 2 Provide litter enforcement in the unincorporated areas of the County.
- 3 Increase access to spay & neuter services.

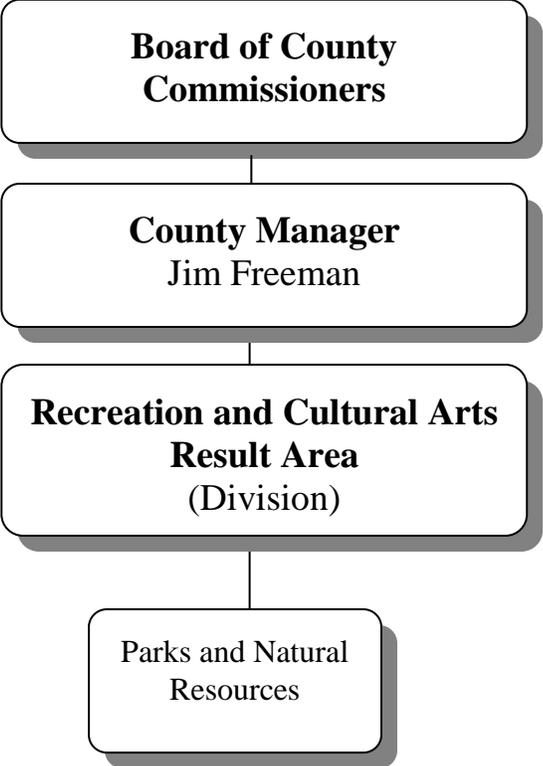
IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of Codes/Demolition enforcement cases funded	2	1,000	1,050	1102	1158
Effectiveness Indicators:					
% of funds spent on clean up related activities	1	47%	34%	55%	47%
% of funds spent on litter prevention	1	19%	37%	23%	27%
% of funds spent on mobile spay & neuter program and related animal service projects	3	2%	2%	2%	2%
% of funds transferred to General Fund	2	32%	27%	30%	30%
Personnel					
Full Time Equivalents		0.00	0.00	0.00	0.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Community Cleanup Funds		169,823	897,277	1,245,243	999,002
Enterprise Funds		446,707	0	0	0
Interest		-2,258	0	0	0
Interfund Transfer		0	0	378,403	381,379
Total Program		614,272	897,277	1,623,646	1,380,381

Community Clean-Up

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Community Cleanup Funds	614,272	897,277	1,623,646	1,380,381
Total Program	614,272	897,277	1,623,646	1,380,381
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Operating Expenses	92,487	362,686	987,534	731,563
Transfers	282,000	282,000	382,000	382,000
Constitutional Officers-Budget Transfers	239,785	252,591	254,112	266,818
Total Program	614,272	897,277	1,623,646	1,380,381
Significant Changes				
The fund incurred no significant changes.				

This page was left blank intentionally



Recreation and Cultural Arts

“Polk County offers safe, plentiful, and diverse recreation and cultural arts opportunities.”

Primary Factors for Achieving the Result

As shown below on the Recreation and Cultural Arts causal map, the primary factors affecting the Polk County Board of County Commissioners’ (BoCC) ability to meet the citizens’ expectations are (1) adequate indoor and outdoor recreation and cultural arts facilities, (2) citizen satisfaction with quantity/quality of recreational programs and activities, (3) citizen satisfaction quantity/quality of cultural programs and activities, and (4) awareness of recreational and cultural arts opportunities.



Strategies for Achieving the Result

The primary purpose of the programs included in the Recreation and Cultural Arts Result Area is to maintain and operate the County recreational facilities, History Center, and libraries. The programs are all in the Parks and Natural Resources Division and were submitted to the

Recreation and Cultural Arts Result Area because they help the County achieve the result through one or more of the following strategies:

1. Maintain and/or improve the quality/quantity of facilities for recreation and cultural arts.
2. Enhance citizen satisfaction with the quantity and quality of recreational activities.
3. Enhance citizen satisfaction with the quantity and quality of cultural arts activities.
4. Provide marketing strategies to capitalize on the recreational and cultural arts opportunities that exist in the County.

Managing for Results

To track and report how Polk County is doing in each Result Area, a website known as Polk Performs (www.polkperforms.com) was established. As you review the programs in the Recreation and Cultural Arts Result Area, you will see that some programs refer to Indicators of Success on the Polk Performs website. The Indicators of Success for the Recreation and Cultural Arts Result Area are:

1. Adequate Space – A measurement of the square footage of available interior space and acreage of exterior space available for recreation and cultural arts activities.
2. Citizen Satisfaction – Participation in and satisfaction of cultural arts and recreation activities are measured through head counts, response cards, ticket stubs, and registration forms.
3. Marketing and Awareness – The number of participants will be tracked and a survey of participants in recreation and cultural arts activities will help determine the best marketing strategies.

To review Polk County's progress related to this result area visit <http://www.polk-county.net/boccsite/Your-Government/Performance-Dashboard>.

**RECREATION AND CULTURAL ARTS
DIVISION PROGRAM SUMMARY**

Page #	Program (Number in parenthesis is the program number)	FTE	Adopted FY 16/17			Plan FY 17/18		
			General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
	Parks and Natural Resources							
	Parks and Recreation Admin (1624)	0.90		91,303	91,303		94,131	94,131
	Countywide Library Grants (367)	0.00	194,829	500,000	694,829	180,434	300,000	480,434
	Countywide Library System (364)	0.00		3,786,283	3,786,283		3,772,018	3,772,018
390	History Center (102)	6.00	650,881		650,881	618,696		618,696
392	Lake and River Enhancement (95)	2.50		1,938,422	1,938,422		420,555	420,555
	Lake and River Enhancement Reserves (370)	0.00		571,323	571,323		616,746	616,746
	Library Impact Fee Reserves and Other (1322)	0.00		714,053	714,053		688,821	688,821
	Parks & Rec. Impact Fees Operating Admin. (369)	0.00		256,375	256,375		587,486	587,486
	Parks & Recreation CIP (368)	0.00		9,240,254	9,240,254		64	64
394	Parks Maintenance (35)	67.50		6,886,408	6,886,408		7,328,570	7,328,570
	Parks Reserves & Others (453)	0.00		5,491,620	5,491,620		5,358,800	5,358,800
397	Recreation Activities (36)	10.00		1,116,222	1,116,222		1,153,059	1,153,059
	Reserves - Library Fund (481)	0.00		362,748	362,748		239,239	239,239
399	Resource Centers (1409)	3.50		459,565	459,565		477,309	477,307
	Subtotal	90.40	845,710	31,414,576	32,260,286	799,130	21,036,798	21,835,926
	TOTAL BoCC	90.40	845,710	31,414,576	32,260,286	799,130	21,036,798	21,835,926

Recreation and Cultural Arts

Expenditure Summary	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Parks Reserves & Others	3,554,400	6,270,112	5,491,620	5,358,800
Reserves- Library Fund (151)	0	588,288	362,748	239,239
Library Impact Fee Reserves and Other	61,867	657,661	714,053	688,821
Lake & River Enhancement Reserves	0	394,338	571,323	616,746
County Wide Library System	3,242,918	3,505,241	3,786,283	3,772,018
County Wide Library Grants	478,958	681,569	694,829	480,434
Parks & Recreation CIP	2,986,435	8,531,742	9,240,254	64
Parks & Rec. Impact Fees Operating Admin. and Reserves	2,380	48,664	256,375	587,486
Parks Maintenance	5,676,001	6,772,500	6,886,408	7,328,570
Recreation Activities	814,747	1,162,111	1,116,222	1,153,059
Resource Center Program	315,328	332,342	459,565	477,307
History Center	432,789	591,397	650,881	618,696
Lake & River Enhancement	210,938	1,780,159	1,938,422	420,555
Parks & Recreation Admin	83,853	94,087	91,303	94,131
Total Result Area	17,860,614	31,410,211	32,260,286	21,835,926
Appropriations	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	4,160,402	4,944,384	5,045,199	5,309,301
Operating Expenses	4,350,226	5,574,427	5,984,811	5,953,160
Capital Expenses	2,939,010	10,246,595	10,947,956	375,190
Grants And Aids	2,306,155	2,531,177	2,581,194	2,581,206
Transfers	2,810,667	325,160	325,609	531,229
Indirect Expense	598,799	1,098,799	1,689,188	1,689,188
InKind Expense	0	11,990	4,612	0
Constitutional Officers-Budget Transfers	695,355	761,097	822,943	845,056
Reserves	0	5,916,582	4,858,774	4,551,596
Total Result Area	17,860,614	31,410,211	32,260,286	21,835,926

Recreation and Cultural Arts

Revenue Summary	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	0	0	18,062	18,062
Impact Fees	1,561,727	0	0	0
Leisure Services MSTU Funds	2,172,454	0	0	0
Libraries MSTU Funds	100,506	0	0	0
General Capital Improvement Funds	0	78,793	78,793	0
Cash/Fund Balance Forward	0	16,359,196	16,001,039	5,717,192
Charges for Services	823,828	836,499	746,021	754,869
Interest	246,584	166,446	204,214	123,218
Interfund Transfer	2,737,599	1,037,687	747,476	951,539
Intergovernmental	933,701	662,465	1,290,363	300,000
Licenses & Permits	155,948	143,811	144,896	144,896
Miscellaneous Revenue	186,500	173,520	158,585	158,585
Others (Centrl I/D Inkind/Othr)	698	11,990	4,612	0
Others (Residuals)	14,039	14,000	16,000	15,000
Special Assesments/Impact Fees	1,729	69,191	304,440	479,491
Taxes	9,374,525	11,856,613	12,545,785	13,173,074
Total Result Area	18,309,838	31,410,211	32,260,286	21,835,926
Revenue by Fund	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	577,205	772,966	845,710	799,130
Special Revenue Grants	1,072,665	730,914	1,489,927	300,000
Lake And River Enhancement Trust Funds	495,040	2,174,497	2,509,745	1,037,301
Impact Fees	1,590,132	1,906,516	1,779,025	1,276,937
Leisure Services MSTU Funds	11,331,878	21,652,996	21,408,055	14,411,301
Libraries MSTU Funds	3,242,918	4,093,529	4,149,031	4,011,257
General Capital Improvement Funds	0	78,793	78,793	0
Total Result Area	18,309,838	31,410,211	32,260,286	21,835,926
Personnel				
Full Time Equivalents	90.40	89.40	90.40	93.40

TRENDS AND ISSUES

The programs in this Result Area are from the Parks and Natural Resources Division. For FY 16/17, this division has maintained a status quo budget. Citizens have stated that they expect Polk County to have safe, plentiful, and diverse recreation and cultural arts opportunities. To address these expectations, these programs focus on operations and maintenance of the County's facilities, providing recreational and/or cultural arts related activities, and program and activity marketing.

Significant issues during the 2016-2017 fiscal year:

Similar to other Polk County funds, the economy and property tax reform has negatively affected the Parks MSTU, one of the primary funding sources for recreation and cultural arts programs. The Board's Strategic plan for this area focused on maintaining operating revenues and service delivery. To accomplish this, existing resources have been reallocated to the Parks MSTU. This additional property tax revenue along with an increase in property value this year has helped to fund this plan. The Parks MSTU Fund will now be able to sustain operations and maintenance programs into the foreseeable future. In spite of these successes, resources will not be available for Community Investment Projects.

History Center

Program Number: 102

Program Version: 10

Result Area: Recreation and Cultural Arts
Division: Parks and Natural Resources

I. Program Offer Description:

The Mission of the History Center is to (1) collect, preserve, research, interpret, and exhibit the material record of human culture, (2) collect and provide access to historical and genealogical materials, and (3) promote and encourage the knowledge and appreciation of the region's rich and diverse history.

II. Contribution to Result:

To meet Florida Statute 96-462 and to contribute to the Recreation and Cultural Arts Result Area, the History Center will:

- § Ensure a well-maintained and secure repository for artifacts, genealogical materials, and donations of historical significance for citizens
- § Provide a venue for citizens to immerse themselves into the footsteps and mindsets of ancestors and create a sense of community by bringing history to life
- § Discover our heritage and define who we are as a community
- § Provide a destination venue for visitors seeking heritage tourism
- § Offer County-wide outreach programming
- § Coordinate activities of Polk County Historical Commission.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Acquire, manage, and preserve items for the historical museum inventory and the genealogical library collection.
- 2 Create and produce historical and genealogical educational programs relevant to regional history.
- 3 Provide learning opportunities through exhibits and programs.
- 4 Provide community involvement through the volunteer program.
- 5 Develop and maintain collaborative relationships with other regional historical and genealogical organizations.
- 6 Assure State covenants are satisfied regarding preservation of historic 1908 Courthouse.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# Artifacts, documents, and photographs accepted, accessioned, and deaccessioned	1	39	25	30	30
#Events and exhibits held or produced at the History Center	2,3,5	45	40	40	40
# Tours scheduled and conducted	2,3	61	55	55	55
# Outreach programs developed, scheduled, and presented	2,3	104	40	55	70
# of volunteers recruited and trained.	4	8	8	8	8
Effectiveness Indicators:					
Visitor attendance - on site (Museum)	3	39,580	41,500	41,500	41,500
Visitor (Library) - Actual	3	1,061	1,000	1,000	1,000
% of artifacts, photos, and documents entered into collection database Historical Museum.	1	100%	100%	100%	100%
% of artifacts, photos, and documents entered into collection database Historical Library	1	45%		50%	55%
# of dedicated volunteers hours	4	1,601	600	1,600	1,600
Efficiency Indicators:					
Cost per visitor (\$)	N/A	\$10.65	\$12.16	\$12.44	\$12.81
Personnel					
Full Time Equivalents		7.00	6.00	6.00	6.00

History Center

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Cash/Fund Balance Forward	0	84,791	158,029	125,618
Charges for Services	364	0	0	0
Interest	4,555	3,398	4,579	4,805
Interfund Transfer	475,429	432,000	432,000	432,000
Miscellaneous Revenue	33,702	71,208	56,273	56,273
Total Program	514,050	591,397	650,881	618,696
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	514,050	591,397	650,881	618,696
Total Program	514,050	591,397	650,881	618,696
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	320,572	353,916	368,227	379,532
Operating Expenses	96,095	159,474	160,239	167,718
Capital Expenses	15,539	0	0	0
Transfers	583	3,300	902	0
Reserves	0	74,707	121,513	71,446
Total Program	432,789	591,397	650,881	618,696

Significant Changes

The Polk County History Center's five-year plan 2012 - 2017 includes an objective to achieve national museum accreditation. To support the effort, administration of the Polk County Library Cooperative invited LYRASIS Consultants Tom Claerson and Leigh Grinstead to conduct an assessment of the Polk County History Center's digitization and preservation needs in a project funded by the Division of Library and Information Services, State of Florida.

In the executive summary, LYRASIS reported that the consultants focused on the collections of the Historical and Genealogical Library Collection, but also had an opportunity to survey the policies, exhibits, and collection storage area of the organization's Museum section. It was recommended that the History Center develop more clearly defined preservation priorities as the organization continues to expand their collections, and the use of those collections. The report provides a framework for these efforts.

The report contains information and recommendations concerning preservation management and other digitization and preservation-related topics based on Grinstead and Claerson's site survey visit to the Polk County History Center on November 3-4, 2015. The report provides an overview of current conditions and preservation and digitization practices in the library and museum, and recommendations on future options for preservation management.

The History Center plans to allocate resources of both staff involvement and funding to achieve the recommendations.

Lake & River Enhancement

Program Number: 95

Program Version: 10

Result Area: Recreation and Cultural Arts

Division: Parks and Natural Resources

I. Program Offer Description:

Provide safe and accessible boating facilities to enhance the boating experiences of Polk County citizens.

II. Contribution to Result:

This program services 43 boat ramp sites with 53 ramps and 21 docks/piers. This program also supports the BoCC-appointed Lakes Access Advisory Committee's (LAAC) mission to expand public access to Polk County lakes. The program provides and maintains access to Polk County's lake and river resources for recreational activities such as fishing, hunting, skiing, boating, and bird watching.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** () **Local** (X)

III. Performance Objectives:

- 1 Maintain 43 boat ramp sites with 53 total ramps
- 2 Improve existing facilities
- 3 Construct new boat ramps
- 4 Inspect boating facility inventory

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of boating facilities annual inspections	4	35	500	500	500
# of boat ramp repairs	1	23	50	50	50
# of facilities improved annually	2	7	2	2	2
# of ramps constructed/replaced annually	3	1	1	1	2
Effectiveness Indicators:					
% of completed inspections	4	7%	100%	100%	100%
% of boat ramp repairs completed	1	46%	100%	100%	100%
Efficiency Indicators:					
Cost per inspection (\$)	4	\$18.37	\$18.00	\$18.92	19.48
Personnel					
Full Time Equivalents		2.00	2.00	2.50	2.50
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Lake And River Enhancement Trust Funds		0	1,457,262	1,619,896	115,180
Charges for Services		319,505	279,899	285,807	285,807
Interest		19,584	14,323	19,565	6,414
Interfund Transfer		0	13,392	0	0
Licenses & Permits		7,123	15,283	13,154	13,154
Miscellaneous Revenue		3	0	0	0
Total Program		346,215	1,780,159	1,938,422	420,555

Lake & River Enhancement

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Lake And River Enhancement Trust Funds	346,215	1,780,159	1,938,422	420,555
Total Program	346,215	1,780,159	1,938,422	420,555
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	100,381	103,992	136,286	140,545
Operating Expenses	52,279	114,047	114,872	116,557
Capital Expenses	30,128	1,513,061	1,642,961	137,000
Grants And Aids	10,000	10,000	10,000	10,000
Transfers	0	20,909	17,850	0
Indirect Expense	18,150	18,150	16,453	16,453
Total Program	210,938	1,780,159	1,938,422	420,555

Significant Changes

Annual revenues continue to remain somewhat static while personal services, fuel, and material costs increase. The Port Hatchineha Seawall and boat ramp replacement project was completed in FY 14/15.

Pending impacts to the program include:

- * Development of a boat ramp facility on Lake Hancock
- * Search for property for access to Lake Buffum, Lake Mattie, and Lake Lowery
- * Lake Access advisory committee recommendations

Parks Maintenance

Program Number: 35

Program Version: 10

Result Area: Recreation and Cultural Arts

Division: Parks and Natural Resources

I. Program Offer Description:

The Parks Maintenance program provides maintenance, operations, and management services for 3,025 park acres with diverse amenities for routine patron use, scheduled activities, and special events while targeting guidelines of the National Recreation Parks Association (NRPA). It includes personal services and operating expense for Parks administration.

II. Contribution to Result:

The program services 12 Community Parks, 35 Neighborhood Parks, 6 Regional Parks, 1 ATV Park, 5 Campgrounds, 4 Arenas, 2 Shooting Ranges, 3 Dog Parks, 1 Historical Venue, 51 boat launches, trails, and other properties. The amenities include: 88 softball / baseball fields, 50 multi-purpose fields, 29 league support facilities, 32 basketball courts, 42 playgrounds, 21 docks, 2 boardwalks, 7 tennis courts, 67 restroom facilities, and 165 picnic shelters / pavilions. Basic grounds maintenance services include mowing, trash removal, and restroom cleaning. This program also provides many specialized services such as pest control, athletic field turf maintenance, limited park construction services, irrigation maintenance, playground equipment service, and maintenance, etc.

1. Maintaining/improving quality/quantity of facilities for recreation and cultural arts:

- A. Attending/hosting various types of meetings (League Board, Community, etc.) to solicit input on existing services and improve citizen satisfaction by facilitating requests
- B. Providing a wide range of facilities/amenities that fulfill recreational needs for all ages
- C. Maintaining facilities throughout the County that are near or easily accessible for residents
- D. Recording maintenance activities on a CMMS database utilizing data to improve services and efficiencies
- E. Maintaining a very diverse system of facilities for active (athletic fields), passive (trails), and cultural (Homeland Historical Park) recreational enjoyment
- F. Utilizing school facilities to mitigate facility deficits and minimize land purchase and construction costs
- G. Maintaining 43 sites that have public access to County lakes/rivers
- H. Partnering with public and private organizations such as the School Board, SFWMD, Mosaic, etc., to provide, develop, and acquire additional facilities
- I. Working with various committees to identify needs, funding sources, and operational rules (e.g. O.H.V. Committee, L.A.A.C.)
- J. Constructing/installing standard amenities for functional efficiency and maintenance ease, as well as upgrading picnic shelters, scoreboards, and boat ramps
- K. Performing periodic reviews to ensure services are competitive with private market, standardizing amenities to reduce maintenance costs, and automating functions where possible in order to be effective stewards of taxpayer dollars

2. Enhancing citizen satisfaction with quantity and quality of recreational activities:

- A. Providing a diverse inventory of facilities that accommodate a wide range of recreational opportunities including athletic fields, mountain bike trails, nature trails, horse trails, livestock arenas, dog parks, etc.
- B. Providing maintenance services for patrons to safely enjoy recreational activities at all facilities.
- C. Providing safe facilities for patrons to participate in activities that promote health and fitness.
- D. Providing facilities that attract and accommodate special events and athletic tournaments resulting in a positive economic impact.

3. Enhancing citizen satisfaction with the quantity and quality of cultural arts activities:

- A. Providing facility and grounds maintenance services to Homeland Historical Park, which hosts special events and educational programs relating to Polk County's history.
- B. Preserving the historically-significant collection of buildings located in Homeland Historical Park.

4. Providing marketing strategies to capitalize on recreational and cultural opportunities that exist in the County:

- A. Attending Town Hall meetings, expos, civic events, community meetings, etc., to provide information and to promote recreational activities.
- B. Operating a website to provide information and educate citizens about recreational facilities and opportunities.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Mow/trim high-use parks twice weekly during growing season and weekly in remaining parks.
- 2 Perform twice daily restroom cleanings in high use parks and twice weekly cleanings in remaining parks.
- 3 Perform playground inspections every 45 days.
- 4 Remove trash from high-use parks twice weekly and once per week in remaining parks.
- 5 Upgrade/improve facilities for user safety and comfort.

Parks Maintenance

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# Park acreage mowed	1	30,537	36,054	36,822	36,822
# of restroom cleanings	2	19,455	21,458	21,458	21,458
# of playground inspections	3	1,018	500	500	500
# of trash removals	4	13,459	12,604	12,708	12,708
# of clay area groomings	5	390	600	600	600
# of athletic turf areas serviced	5	2,719	3,100	3,100	3,100
# of turf field renovations	5	0	12	12	12
# of MSTU park improvement projects	5	3	4	2	0
Effectiveness Indicators:					
% of mowings completed as scheduled	1	91%	100%	100%	100%
% restrooms cleaned as scheduled	2	98%	100%	100%	100%
% playground inspections completed as scheduled	3	147%	100%	100%	100%
% trash removals completed as scheduled	4	102%	100%	100%	100%
% of athletic turf fields serviced	5	33%	100%	100%	100%
% of turf field renovations completed	5	0	100%	100%	100%
% of MSTU park improvement projects completed	5	300%	100%	100%	100%
Efficiency Indicators:					
Cost per acre mowed	1	\$10.70	\$8.49	\$11.02	\$11.35
Cost per restroom cleaned	2	\$13.76	\$7.61	\$14.17	\$14.59
Cost per playground inspection	3	\$7.14	\$6.70	\$7.35	\$7.57
Cost per trash removal	4	\$19.79	\$16.47	\$20.38	\$20.99
Personnel					
Full Time Equivalents		67.00	67.00	67.50	70.50
No. of Positions					
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Impact Fees		0	748	324	566
Leisure Services MSTU Funds		5,654,722	6,561,327	6,848,559	7,290,180
Charges for Services		44,343	192,850	19,950	20,249
Interest		1,878	0	0	0
Miscellaneous Revenue		24,255	17,575	17,575	17,575
Total Program		5,725,198	6,772,500	6,886,408	7,328,570
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Impact Fees		0	748	324	566
Leisure Services MSTU Funds		5,725,198	6,771,752	6,886,084	7,328,004
Total Program		5,725,198	6,772,500	6,886,408	7,328,570

Parks Maintenance

Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	2,921,032	3,566,029	3,568,852	3,781,206
Operating Expenses	2,597,120	2,864,874	3,016,096	3,189,162
Capital Expenses	35,910	170,461	130,324	187,066
Grants And Aids	171,136	171,136	171,136	171,136
Total Program	5,725,198	6,772,500	6,886,408	7,328,570

Significant Changes

1. The construction phase of North East Regional Park will continue.
2. Property purchase to expand Loughman Park is complete. Amenities construction will begin.
3. Phase I development and construction of Walker Road Park and Lake Hancock Legacy Trail are expected.
4. Construction of amenities included in the Loyce Harpe Park Masterplan are expected.
5. Development of Lake Gwyn Park is expected to continue as CDBG funding is received.

Recreation Activities

Program Number: 36

Program Version: 10

Result Area: Recreation and Cultural Arts

Division: Parks and Natural Resources

I. Program Offer Description:

Provide safe, affordable, and enjoyable leisure, athletic, and educational experiences that enhance the quality of life for the citizens and visitors of Polk County.

II. Contribution to Result:

Recreation Activities Program contributes to the Recreation and Cultural Arts result by:

1. Purchasing Strategy #1: Maintain/enhance quality/quantity of recreation/cultural arts facilities.
 - A. Provides environmental education program to 550 children through the Summer Recreation Program. The program imparts strategies to children in order to promote positive habits and foster respect for parks and natural lands.
 - B. Has successfully received grant awards which provided renovation work to Homeland Heritage Park and generated park beautification projects.
 - C. Provides Athletic Facility Checks during high-use times to assure park function, safety, and the welfare of the public.
 - D. Monitors and programs electrical field lighting system. This automated system allows electronic scheduling of field lighting, thus reducing utility costs.
2. Purchasing Strategy #2: Enhance Citizen Satisfaction with the quality/quantity of recreation activities.
 - A. Summer Rec. Program allows parents to maintain employment during summer months by supplying safe alternative child care. 550 children participate annually.
 - B. Homeland Heritage Park provides a glimpse at Polk County's past and teaches respect for heritage through educational tours and historically-themed special events.
 - C. Provides more than 25 special events annually throughout the County allowing families to have diverse, wholesome, and affordable recreational experiences.
 - D. Provides BoCC mandated youth coaches training for 700+ adults annually, allowing for more prepared sports coaches. Programing provides a first line of defense for the health and welfare of our children.
 - E. Monitors 27 youth athletic leagues of 11,000 children, ensuring leagues operate efficiently and adults working with youth meet established criteria ensuring a safe environment for the County's youth.
 - F. Solicits input from participants in all phases of programming, allowing for direct comment in relation to program decisions through the use of program response cards and focus groups.
 - G. Serves as the first contact with County government for many of citizens through youth leagues, special events, or resource center activities.
 - H. Enhances funding by aggressively seeking sponsorships and volunteers for programming.
3. Purchasing Strategy #3: Enhance quality/quantity of cultural arts activities.
 - A. Homeland Heritage Park, a historical, cultural, and educational venue, contributes to a diverse parks system. 6,000 to 10,000 school children annually experience a living history of Polk County through themed educational programs and special events.
 - B. Provides cultural arts and educational programming (black heritage festival, hispanic heritage festival, arts and poetry festival, storytelling festival, and back to school program).
 - C. Summer Recreation supports cultural arts through daily activities and field trips to cultural arts venues.
4. Purchasing Strategy #4: Provide marketing strategies to capitalize on recreational and cultural opportunities in Polk County.
 - A. Parks & Recreation possesses the ability to contact many people through our large youth athletic leagues, Resource Centers, special events, and relationship with the School Board.
 - B. Began internet-based promotional methods (Facebook, Twitter, and Myspace).
 - C. Obtained sponsorship with media to assist with large scale marketing.
5. Economic Development Group: The campgrounds, numerous special events, cultural/historic programs, and athletic events of Parks & Recreation draw visitors to the County and provide substantial economic impact.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Implement new programs/events and improve the quality of existing programs/events.
- 2 Increase program awareness and participation.
- 3 Provide eight affordable and safe summer recreation programs.
- 4 Conduct essential National Youth Sports Coaches Association certification clinics.
- 5 Increase citizen/tour/special event patronage and school tours at Homeland Heritage and Mosaic Peace River Parks.
- 6 Produce cultural special events and programs.
- 7 Develop public/private partnerships to enhance programming and volunteerism.

Recreation Activities

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Recreation programs/events	1,2,3,5,6	39	35	35	35
Program/event patronage	1,2,6,7	18,374	19,736	20,723	21,760
# of summer recreation registrations	1,2,3	555	529	529	529
# of Coaches certifications provided	4	658	700	700	700
Homeland Heritage Park patronage	1,5,6	5,730	7,260	7,260	7,260
Effectiveness Indicators:					
Growth in attendance of programs/events	1,2,5	-2.6%	5%	5%	5%
Satisfaction per program response cards	1,2,6	89%	85%	85%	85%
% of youth leagues performing background checks	4	96%	100%	100%	100%
Produce cultural/historic special events	1,2,5,6	14	10	10	10
% of programs offered at attendance capacity	1,2,3,5,6	52%	50%	50%	50%
Efficiency Indicators:					
% increase in event/program sponsorship	1,2,7	-1%	5%	5%	5%
% increase of partnered programming to total programming	1,2,7	7%	5%	5%	5%
% increase in volunteer hours	2,7	8.5%	5%	5%	5%
% of rental agreements processed in 5 business days	1	93%	95%	95%	95%
Personnel					
Full Time Equivalents		10.00	10.00	10.00	10.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Leisure Services MSTU Funds		383,889	793,519	714,650	745,666
Charges for Services		426,515	355,105	388,085	393,906
Miscellaneous Revenue		3,645	13,487	13,487	13,487
Others (Centrl I/D Inkind/Othr)		698	0	0	0
Total Program		814,747	1,162,111	1,116,222	1,153,059
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Leisure Services MSTU Funds		814,747	1,162,111	1,116,222	1,153,059
Total Program		814,747	1,162,111	1,116,222	1,153,059
Appropriations:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		574,871	677,043	639,158	667,632
Operating Expenses		239,876	475,068	477,064	485,427
Capital Expenses		0	10,000	0	0
Total Program		814,747	1,162,111	1,116,222	1,153,059
Significant Changes					
Significant staff changes allowed management to reassess recreation team structure, programing change, and delivery mechanisms. Indicators could change as the program develops.					

Resource Center Program

Program Number: 1409

Program Version:

8

Result Area: Recreation and Cultural Arts

Division: Parks and Natural Resources

I. Program Offer Description:

This program provides staffing, programing, and oversight of five existing community centers (Eloise, Medulla, Mary Norma Campbell, Wilfred Smith, and Wabash). The general purpose of this program is to provide programs and events to surrounding communities.

II. Contribution to Result:

1. Purchasing Strategy #1: Maintain or improve the quantity/quality of facilities for recreation and cultural arts.
 - A. Recreation staff oversees the maintenance, scheduling, and staffing of the centers.
 - B. Parks & Recreation creates public/private partnerships to assist with the maintenance, programing, and appearance of the facilities.
 - C. Maintains wireless internet service at each center to provide the public greater access opportunities to services and information.
 - D. Improves aesthetics of the facility to create a more inviting atmosphere.
 - E. Establishes contract janitorial services to assist with upkeep of the facilities.
 - F. Staff is onsite to assure use is appropriate, safe, and healthy and maintenance issues are reported in a timely manner.
2. Purchasing Strategy #2: Enhance Citizen Satisfaction with the quality/quantity of recreational activities.
 - A. Produces 20+ special events annually targeted for all age groups, abilities, and economic levels.
 - B. Hosts 20+ educational programs annually targeted to improve the health and quality of life for County residents.
 - C. Solicits input from participants in all phases of programing, allowing for direct input in programing decisions through the use of program response cards and focus groups.
 - D. Serves as the first contact with County government for many citizens through resource center programs and activities.
 - E. Hosts neighborhood association meetings in the centers. Each meeting is attended by a Parks & Recreation employee allowing communities direct access to County government.
 - F. Enhances program funding by aggressively seeking sponsorships for special events.
 - G. Attracts visitors from outside the County through creative special events.
3. Purchasing Strategy #3: Enhance Citizen Satisfaction with quality/quantity of cultural arts activities.
 - A. Staff produces 15 cultural arts special events annually (ex. heritage festivals, talent shows, movie nights).
 - B. Centers provide cultural arts programing (ex. art classes, culinary arts) to the public.
 - C. Partners with public and private organizations to provide cultural arts programing.
 - D. Conducts surveys to ascertain needs and acceptance of programing and facilities.
 - E. Provides historic educational displays in partnership with the Historical Museum.
 - F. Provides qualified and screened staff.
4. Purchasing Strategy #4: Provide marketing strategies to capitalize on recreation and cultural opportunities that exist in the County.
 - A. Markets all Parks & Recreation activities through contacts in centers.
 - B. Surveys clientele to determine desired method of promotion and communication.
 - C. Increases awareness of programing innovative methods (newsletters and online communities).
 - D. Enhances scope of events to attract additional patrons from outside the County.
 - E. Hosts non-profit, service-oriented, and civic group meetings to assist with exposure of facilities and program opportunities.
5. Safety Results Area: Statistics show children participating in organized recreational and educational activities are less likely to become a burden on our public judicial system. NATs teach citizens how to prepare for disasters and immediately report needs to proper authorities.
6. Economic Development: Special events and cultural arts activities attract citizens/guests who would not ordinarily visit the centers and the County.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

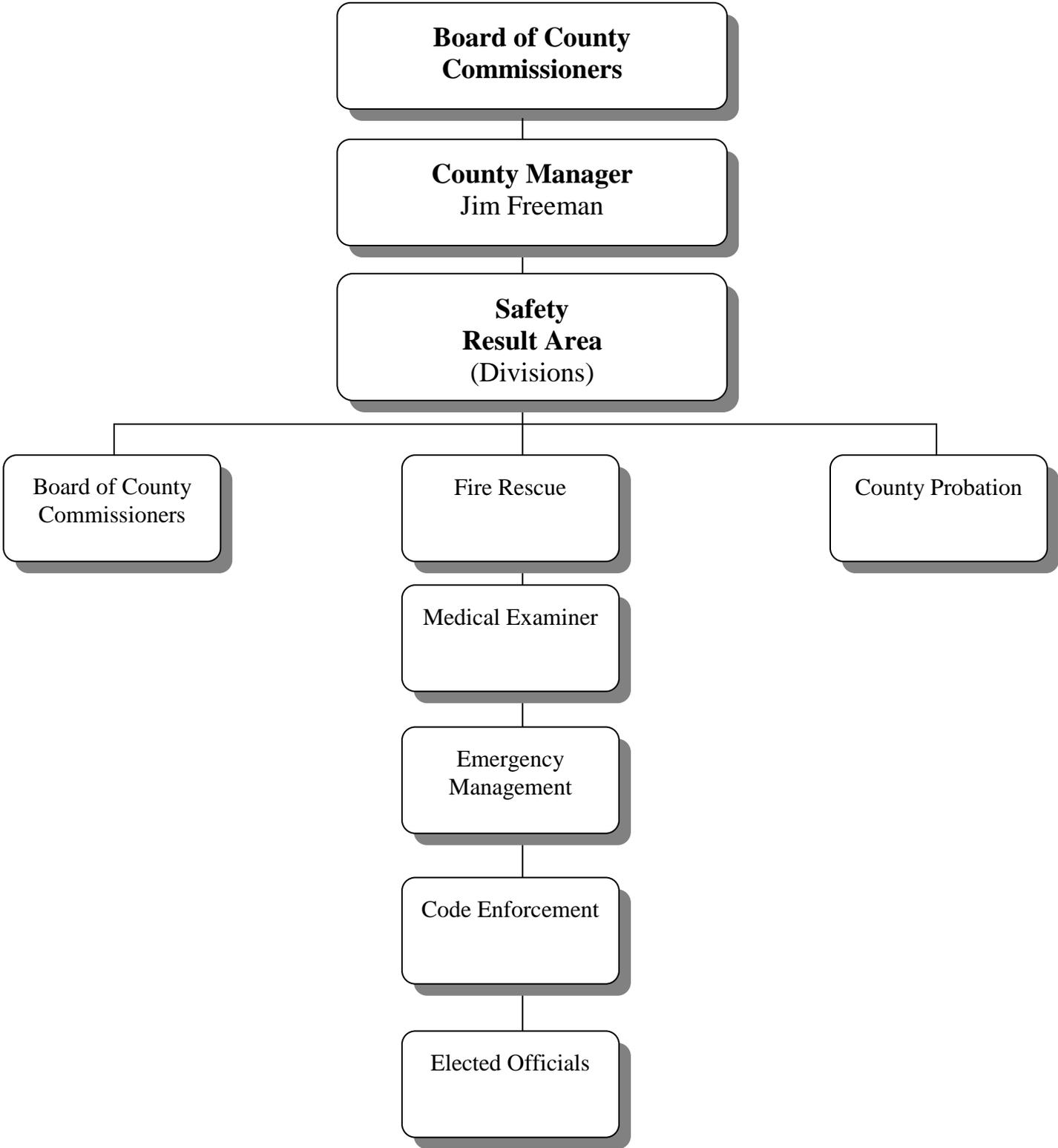
III. Performance Objectives:

- 1 Implement and enhance the quality of existing and new programs/events.
- 2 Increase public program awareness and participation.
- 3 Produce cultural special events and programs
- 4 Develop public/private partnerships to benefit centers and public.
- 5 Provide programing for children, adults, and senior adults.

Resource Center Program

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Recreation programs/events	1,2,3,4,5	47	50	50	50
Program/event patronage	1,2,5	9,752	12,980	13,629	14,310
Effectiveness Indicators:					
% growth in attendance of programs/events	1,2,3,5	-19%	5%	5%	5%
% satisfaction per program response cards	1,2,3,5	95%	85%	85%	85%
Produce cultural/historic special events	1,3,4,5	14	12	12	12
Cultural arts programs produced	1,2,3,5	14	8	8	8
Efficiency Indicators:					
% increase in event/program sponsorship	2,4,5	-1%	5%	5%	5%
% of rental agreements processed in 5 business days	2	93%	90%	90%	90%
% increase in volunteer hours	2,4	8%	5%	5%	5%
Personnel					
Full Time Equivalents		3.50	3.50	3.50	3.50
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Leisure Services MSTU Funds		315,328	332,342	416,340	431,488
Charges for Services		0	0	43,225	45,819
Miscellaneous Revenue		-1,480	0	0	0
Total Program		315,328	332,342	459,565	477,307
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Leisure Services MSTU Funds		315,328	332,342	459,565	477,307
Total Program		315,328	332,342	459,565	477,307
Appropriations:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		159,693	153,262	245,430	250,450
Operating Expenses		155,635	179,080	214,135	226,857
Total Program		315,328	332,342	459,565	477,307
Significant Changes					
Management of the centers is changing due to demand. Programing is being reevaluated and changes may occur to what is offered at the centers.					

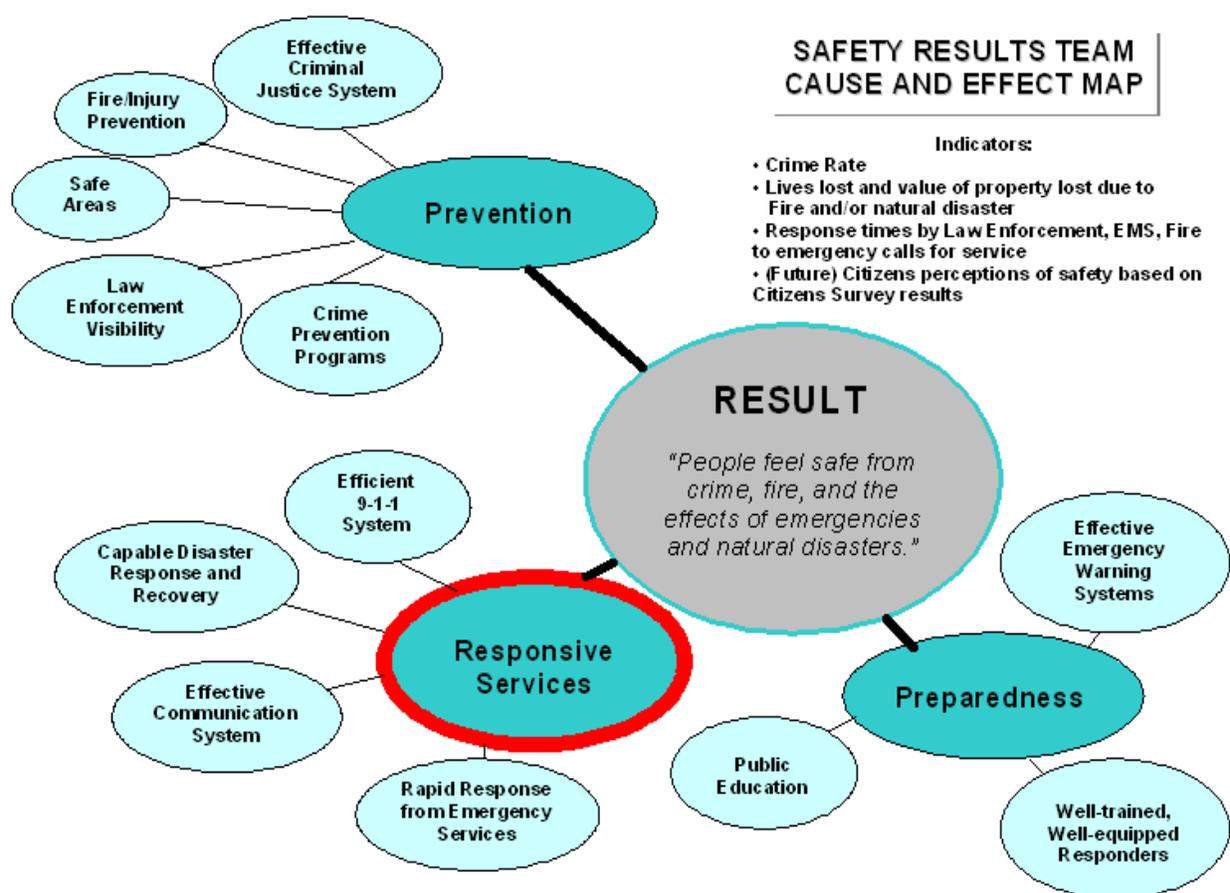


Safety

“People feel safe from crime, fire and the effects of emergencies and natural disasters.”

Primary Factors for Achieving the Result

As shown below in the Safety causal map, the primary factor affecting the Polk County Board of County Commissioners’ (BoCC) ability to meet the citizens’ expectations are (1) Prevention, (2) Responsive Services, and (3) Preparedness.



Strategies for Achieving the Result

The Divisions that have programs in the Safety Result Area submitted their programs to this area because they felt their programs would help the County achieve the result through one or more of the following strategies:

1. Respond to emergency situations and unsafe incidents as quickly as possible to save lives and property.
2. Respond to unlawful conduct as efficiently as possible to protect the community, punish the offender, compensate the victims and save tax dollars, in accordance with federal, state, and local laws and regulations.
3. Prevent the incidence of crime, loss of life, and fire damage, and improve citizen perception of safety.
4. Prepare citizens to withstand the impacts of man-made and natural disasters.

Managing for Results

To track and report how Polk County is doing in each Result Area, a website known as Polk Performs (www.polkperforms.com) was established. As you review the programs in the Safety Result Area, you will see that some programs refer to Indicators of Success on the Polk Performs website. The Indicators of Success for the Safety Result Area are:

1. **Fire Rate** – Fire Rate is tracked by determining the number of fires per capita in Polk County. The National Fire Incident Reporting System (NFIRS) tracks and reports to the State of Florida the number of fires reported for inclusion in their databases. In 2012, there were an estimated 1,080 fires reported. The per capita number is determined by dividing the estimated service population by 1,000. Currently, Polk County Fire Rescue provides suppression services to an estimated population of 450,000. The resulting number will be compared to data published by the National Fire Protection Association (Flynn, 2009).

of fires/per capita number = # of fires per 1,000 service population

2. **Crime Rate** – The crimes are measured in different ways, depending on specific types of crime or general trends we are trying to measure. Crime can be broken out by the individual crimes themselves or the general heading of “violent” or “non-violent,” and the rate can be established by comparing the crimes to the target affected groups. In the case of our statistics, we are looking at unincorporated Polk County as the primary focus group and will compare it to crimes and rates within the municipalities in the County, as well as with comparable counties across the state and nation.
3. **Response Time** – Average response time is measured as the total number of responses divided by total number of minutes until arrival upon scene. This includes an average of two minutes for call processing by the Emergency Communication Center. The reduction in response times over the past several years is the direct result of actions taken by the Board of County Commissioners to increase staffing and equipment for the Fire Rescue and EMS, allowing for more and better units to be available. This presentation focuses solely on Fire Rescue and EMS response times, which are computed much differently than those of Law Enforcement. Where Fire Rescue and EMS units are

station-based, allowing for a more consistent comparison of times, Law Enforcement units are constantly patrolling, making it difficult to compare these times directly for most of their responses. Fire Rescue and EMS has recently begun computing response times differently, focusing on calls that are truly emergencies (structure fires, chest pains, any life-threatening incidents, etc.) and reporting those in a fractal format to eliminate from the current equation any calls that take an extraordinarily long time due to external factors (distance, traffic, weather, etc.). Times would be reported as such, “Responded in 5.5 minutes, 90% of the time.” This will give a more realistic view of our agencies responses. All data is updated semi-annually, collected at mid-year and then at the end of the year.

To review Polk County’s progress related to this result area visit <http://www.polk-county.net/boccsite/Your-Government/Performance-Dashboard>.

SAFETY
DIVISION PROGRAM SUMMARY

Page #	Program (number in parenthesis is the program number)	FTE	Adopted FY 16/17			Plan FY 17/18		
			General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
	Fire Rescue							
410	Medical Examiner (47)	0.00	1,359,655	-	1,359,655	1,405,017	-	1,405,017
412	Emergency Medical Services (1243)	181.00	26,254,753	200,000	26,454,753	27,571,791	-	27,571,791
	EMS Administration (39)	1.00	593,323	-	593,323	769,033	-	769,033
	EMS Impact Fee Fund Reserves (359)	0.00	-	390,341	390,341	-	489,327	489,327
	EMS Impact Fees (180)	0.00	-	684,243	684,243	-	-	-
414	Fire Prevention (161)	13.00	-	1,211,419	1,211,419	-	1,256,126	1,256,126
416	Fire Rescue Operations (158)	323.00	-	32,172,402	32,172,402	-	33,839,914	33,839,914
418	Fire Support Services (1244)	12.00	-	1,490,415	1,490,415	-	1,534,300	1,534,300
	Fire Services Administration (224)	7.00	-	6,574,405	6,574,405	-	4,937,471	4,937,471
	Fire Rescue Fund Reserves (229)	0.00	-	2,127,822	2,127,822	-	1,206,100	1,206,100
	Fire Services CIP (230)	0.00	-	1,504,711	1,504,711	-	75,000	75,000
	Fire Rescue Impact Fees (482)	0.00	-	232,822	232,822	-	575,312	575,312
	Tax Collector Commissions (464)	0.00	-	700,000	700,000	-	710,000	710,000
	Subtotal	537.00	28,207,731	47,288,580	75,496,311	29,745,841	44,623,550	74,369,391
	Emergency Management							
420	Emergency Management & Operations (185)	6.00	265,507	1,025,023	1,290,530	274,751	613,928	888,679
423	911 System (1491)	13.00	-	2,494,796	2,494,796	-	2,514,139	2,514,139
	Emergency 911 Fund Reserves (231)	0.00	-	187,920	187,920	-	143,114	143,114
425	SARA Title III Program (163)	0.00	-	11,172	11,172	-	25,000	25,000
427	Radio Services (1242)	8.00	-	2,596,128	2,596,128	-	2,643,274	2,643,274
	Subtotal	27.00	265,507	6,315,039	6,580,546	274,751	5,939,455	6,214,206
	Board of County Commissioners							
	Predisposition of Juveniles (460)	0.00	-	-	-	-	-	-
	Subtotal	0.00	-	-	-	-	-	-
	Code Enforcement							
429	Code Enforcement (34)	26.00	2,286,485	-	2,286,485	2,359,653	-	2,359,653
	Subtotal	26.00	2,286,485	-	2,286,485	2,359,653	-	2,359,653
	County Probation							
432	County Probation (43)	39.00	2,829,509	-	2,829,509	2,923,168	-	2,923,168
	Subtotal	39.00	2,829,509	-	2,829,509	2,923,168	-	2,923,168
	TOTAL BoCC	629.00	33,589,232	53,603,619	87,192,851	35,303,413	50,563,005	85,866,418
	Elected Officials							
436	Polk County Sheriff	1804.98	156,390,549	2,179,095	158,569,644	164,028,667	2,080,262	166,108,929
495	DCF Juvenile Substance Abuse (274)	2.00	-	143,107	143,107	-	148,255	148,255
497	Justice Assistance Grant (JAG) (273)	1.00	-	56,932	56,932	-	59,776	59,776
499	Pretrial Services (269)	23.00	1,129,618	-	1,129,618	1,181,971	-	1,181,971
501	Teen Court (267)	5.00	248,025	-	248,025	237,396	-	237,396
503	Drug Court (270)	13.00	753,926	-	753,926	633,863	-	633,863
505	DUI Court (1060)	5.00	135,818	-	135,818	140,331	-	140,331
507	Post-Adjudication Drug Court (1451)	4.00	152,278	492,713	644,991	123,730	492,713	616,443
	Subtotal	1857.98	158,810,214	2,871,847	161,682,061	166,345,958	2,781,006	169,126,964
	TOTAL BoCC & ELECTED OFFICIALS	2486.98	192,399,446	56,475,466	248,874,912	201,649,371	53,344,011	254,993,382

Safety

Appropriations	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	45,423,420	53,280,188	58,899,151	62,332,961
Operating Expenses	19,382,110	18,431,258	21,139,102	21,475,204
Capital Expenses	1,951,090	2,770,064	5,508,655	629,000
Grants And Aids	631,256	630,000	200,000	200,000
Transfers	1,223,925	1,396,645	587,000	587,000
Indirect Expense	1,786,526	1,862,990	2,220,136	2,220,136
InKind Expense	13,204	18,645	26,645	26,645
Constitutional Officers-Budget Transfers	139,526,706	149,784,910	155,888,719	163,494,420
Reserves	0	3,320,838	4,205,504	3,828,016
Refunds	250,912	200,000	200,000	200,000
Total Result Area	210,189,149	231,695,538	248,874,912	254,993,382
Revenue by Fund	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	167,064,019	180,823,711	192,399,446	201,509,371
Special Revenue Grants	898,807	2,249,653	4,084,737	2,161,541
Fire Rescue Funds	35,084,598	39,484,725	41,882,031	42,662,434
Impact Fees	1,079,038	2,894,671	2,494,736	2,072,586
Emergency 911 Funds	2,706,177	3,097,378	2,682,716	2,657,253
Hazardous Waste Funds	351,173	207,085	245,587	139,608
Radio Communications Funds	2,250,142	2,405,248	2,596,128	2,643,274
Hurricane Charley Fund	130,188	0	0	0
Law Enforcement Trust Funds	646,796	508,067	966,765	1,047,315
General Capital Improvement Funds	0	0	1,497,766	75,000
Community Cleanup Funds	27,984	25,000	25,000	25,000
Total Result Area	210,238,922	231,695,538	248,874,912	254,993,382
Personnel				
Full Time Equivalents	2,396.78	2,458.23	2,486.98	2,478.98

TRENDS AND ISSUES

The programs in this Result Area are from the Fire Rescue Division, Emergency Management Division, County Probation Division, Code Enforcement Division, the Polk County Sheriff, and the Polk County Court Administrator. Citizens have informed us that they expect to “feel safe from crime, fire, and the effects of emergencies and natural disasters.” In order to address this expectation, these programs focus on (1) response to emergency situations, (2) prevention of crime, loss of life, fire damage, and improved perception of safety, and (3) preparation for man-made and natural disasters.

Significant issues this year and next year include:

- The new Polk County Fire Chief was sworn into office on September 14, 2016. With the retirement of many senior staff members during FY 15/16, an opportunity has presented itself to review leadership and practices to determine how to best utilize personnel and equipment going forward into FY 16/17 and beyond.
- With the adoption of the FY 15/16 budget, service enhancements in the Polk County Fire Rescue Division included two new ambulances and crews, two upgraded ambulances and crews, and five additional fire stations with two person crews. For FY 16/17 budget, the Board of County Commissioners and the County Manager’s Office recognized the importance of improving our delivery service model to citizens and have approved two additional ambulances with crew. Staff training has also been enhanced to better educate employees to assist the citizens of Polk County with a higher level of preparedness.
- Fiscal Year 15/16 saw the completion of the Polk County Fire Rescue Strategic Plan. This plan sets division goals and objectives for a ten-year period. This plan also will assist PCFR as it continues on the path to become an accredited division. A salary study to address the compression issue was completed and adjustments are scheduled to begin implementation in FY 16/17. In looking toward the future of standardization, several committees have been established to review equipment, fleet, and uniforms. A master plan study is scheduled to be conducted FY 16/17 in an effort to improve services by determining the best locations for stations, staffing, and equipment.
- County Probation will continue to provide alternatives to incarceration through Misdemeanor Probation, Problem-Solving Court Probation, and the Electronic Monitoring Program. These programs process more than 3,500 offenders each year, saving taxpayers hundreds of thousands of dollars in avoided incarceration costs. This past fiscal year, it cost \$1.67 per day for an offender to be supervised by Misdemeanor Probation and \$9.44 per day for supervision in the Electronic Monitoring Program, as compared to \$55.80 per day for incarceration in the County jail.
- As most first time offenders are now sentenced to various Diversion Programs, County Probation staff must monitor caseloads that include many more challenging and time-consuming offenders than in past decades. These offenders often have prior criminal justice involvement and have developed habits that would likely preclude successful termination of probation conditions without the continual attention of the probation officer.
- Due to decades of longevity in the County Probation Division, multiple retirements over the next three years will result in major changes to both upper management and supervisory positions.

Although this presents obvious challenges to continuity and stability, it will afford staff more opportunities for advancement than have occurred since the program's inception.

- The Emergency Management Program's areas of concern are emergency planning, EOC operations and the Special Needs program. Funding for the program is provided by both General Fund and grant funding sources. These revenues have been fairly static over the past few years and have adequately funded the program requirements. Emergency Management Planner position, which begins in FY 2017, will allow the division to expand its planning capabilities.
- The 911/Addressing program is responsible for 911 system connectivity to the County's Emergency Communications Center and the distinct telephone and technical systems that support the center, as well as the ongoing training of communications center personnel. The Addressing program assigns addresses for residences and business and de-conflicts addressing anomalies Countywide, including most cities. The GIS section provides GIS mapping data for the Emergency Communications Center, based on field inputs and inputs from the Addressing section. 911/Addressing is funded through several sources, including General Fund and state grants.
- Radio Services primary responsibility is to maintain the Countywide emergency radio system, which connects every first responding agency and other key agencies in the County on a common radio system and minor radio repair for BoCC agencies and PCSO. Radio Services also maintains a vast network of microwave connectivity which has reduced the need to employ leased telephone lines to complete this task. They are also able to field emergency response radio services for remote, on site operations, either within this County or for deployment, following a disaster. This will be the third year where revenues will be collected from the users of the radio network to help fund maintenance of the overall system. The addition of a Radio Communication Engineer will enhance the technical and diagnostic capabilities within the radio system operations. Radio Services is funded by mixture of General Fund and state funding.
- The Emergency Management Division will continue to explore operations that are cost-effective and efficient, without compromising public safety. The missions of our separate programs all revolve around ensuring we can provide our first responder brethren with the best possible services - be it the proper addresses to locate affected citizens; the communications tools to direct them to those in need; or assist our residents with the preparedness information that will help them prepare for potential disasters. These and all our efforts are focused on the bottom line – the safety of our County citizens.

The Code Enforcement Division provides services to ensure Polk County Citizens have clean and safe neighborhoods in which to live, work, and play. In order to fulfill this expectation, the focus of this program is on (1) Nuisance abatement where we utilize vendors to remove blight which revitalizes neglected properties within neighborhoods, (2) Joint partnerships with the Sheriff's Office, Keep Polk County Beautiful, FDEP, SWFWMD, and FDOH to help in the fight against crime and blight, and (3) educating the public with on-line resources, attending community meetings, and partnering with other educational programs held around the County.

Significant issues this year and next year include:

- Each year the demand for nuisance abatement increases. Citizens demand that we address vacant/abandoned homes as well as occupied properties not being maintained. Over the last two budget years, we've grown out of need from two vendors to now over eight vendors at any given time. Currently, we abate on average 700+ properties annually, which will only increase each year going forward as growth continues and homes are left unmaintained. The amount of funding for this

program has increased significantly to a point where hopefully going forward, we will only utilize the budgeted expense funds plus any revenue generated from the payments of the property clean-ups themselves. Unpaid nuisance abatement costs billed to property owners that are left unpaid are levied as an assessment on the annual tax rolls with interest and collected the following tax year.

- Code Enforcement is intricately involved with Keep Polk County Beautiful and the Polk County Sheriff's Office to keep Polk County neighborhoods clean, safe, and a "County of Choice". Each day our fourteen (14) investigators respond to citizen complaints in the unincorporated areas of Polk County, as well as the city limits of Eagle Lake and the Towns of Lake Hamilton and Dundee as part of recently established Inter-local agreements. Our job is to address blight and the health, safety, and welfare issues that arise each day. The citizens of Polk County have come to rely on and expect code enforcement in their neighborhoods. A high demand is placed on current staff to respond to the continuous complaints that come in each day from around the County. There is rising concern for the health and safety of staff as they respond to these complaints in remote areas around the County.
- The Code Enforcement Division resources are continuously stretched as we serve the citizens of Polk County. Based on the thousands of calls from citizens throughout each year, and with the upturn of economic growth experienced today, there is an enormous need for Code Enforcement services throughout the almost 2,100 square miles in Polk County. Properties that were once abandoned development projects are now being reopened and building/construction is well under way. Those large scale projects generate nuisance complaints throughout the construction phases of the projects due to noise and dirt/dust issues that wouldn't normally exist in already developed neighborhoods. Educating the public is critical, we will continue to attend community meetings and "open house" events to educate and work with our citizens and we will continue to work closely with other organizations and agencies around our state and County.

Medical Examiner

Program Number: 47

Program Version: 11

Result Area:	Safety
Division:	Fire Rescue Div
Section:	Fire Rescue

I. Program Offer Description:

The Medical Examiner provides forensic pathology services for the Tenth Judicial Circuit pursuant to Florida Statute, Chapter 406 et seq. Services include investigation and determination of causes of death, performance of autopsies when required, transportation of decedents to the morgue, physical examination and review of medical records (views) and transcription of dictated autopsy and visual examination reports. The Medical Examiner's Office currently does not have any additional expenditures that could be tiered in this Program Offer and as such, is being submitted as the base program.

II. Contribution to Result:

- The District Medical Examiner (DME), independently appointed by the Governor and responsible to Florida's Medical Examiners Commission, serves the three counties comprising the Tenth Judicial Circuit, with Polk County generating about 82% of the office workload. The functions of this office are specifically designated by Florida law and Administrative Rule, and primarily provide for the safety of residents through identification of any extraneous health issues associated with a deceased person, medical supporting evidence for US, state and local judiciary attorneys in criminal, civil, and administrative cases, and proper care of human bodies under their direction and control.
- These procedures assure residents receive a responsive service by providing reasons for unexplained deaths without great alarm or that unknown reasons will be investigated and promptly evaluated for proper communication to prevent an outbreak of a major epidemic in the community.
- Provides for a well-trained staff and properly equipped facility to investigate and make determinations of death quickly and accurately.
- The Medical Examiner has instituted procedures to save the County monies through using law enforcement homicide and traffic investigations, thereby eliminating the need to hire additional Medical Examiner staff to provide this investigative service. Transport is provided on an as needed basis, rather than maintaining a designated transport staff and related transport equipment, including multiple transport vehicles. Likewise, laboratory testing is contracted with the University of Florida saving the County monies to maintain qualified medical staff and equipment to meet state requirements for toxicology, histology, and microscopic certified testing to be recognized by courts and professional pathology organizations. These procedures result in a more effective criminal justice system.
- Provides oversight and prevention of doctor shopping that aids in the prevention of drug abuse of prescription medicines.
- While providing primary Public Safety services, this function also contributes to other strategies in Natural Resources (preventive health of county), provides responsive medical statistics for Economic Growth, expand services as the county grows, certainly a Basic Need for tracking, identifying, and investigating deaths, and proper handling of cadavers through burial or cremation which provides a Good Government that people can trust.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** ()

III. Performance Objectives:

- 1 Provide high quality professional pathology services for the Tenth Judicial Circuit.
- 2 Hold operational costs to a minimum while providing statutory services.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of autopsies	1	607	625	630	635
# of inspections	1	69	70	75	80
# of cremation approvals	2	5,365	5,400	5,450	5,500
Effectiveness Indicators:					
% of required reports completed within statutory limits	1,2	100%	100%	100%	100%
% of cremations approvals issued within established guidelines	1,2	100%	100%	100%	100%
Efficiency Indicators:					
Judicial declined	2	876	880	890	900
Personnel					
Full Time Equivalents		0.00	0.00	0.00	0.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		1,182,892	1,134,362	1,196,655	1,242,017
Charges for Services		32,105	19,000	30,000	30,000
Miscellaneous Revenue		119,479	133,000	133,000	133,000
Total Program		1,334,476	1,286,362	1,359,655	1,405,017

Medical Examiner

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	1,334,476	1,286,362	1,359,655	1,405,017
Total Program	1,334,476	1,286,362	1,359,655	1,405,017
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Operating Expenses	1,333,067	1,284,862	1,358,155	1,403,517
Capital Expenses	1,409	1,500	1,500	1,500
Total Program	1,334,476	1,286,362	1,359,655	1,405,017

Significant Changes

The Medical Examiner's Office Indicators shown are based on calendar year; not fiscal year.

No Significant Changes to this program for FY 16/17 and 17/18.

Emergency Medical Services

Program Number: 1243

Program Version:

9

Result Area:	Safety
Division:	Fire Rescue Div
Section:	Emergency Medical Svcs

I. Program Offer Description:

Paramedic transport ambulance response to 911 medical emergencies in all municipalities and unincorporated areas, including accidents, sudden illnesses, fires, natural disasters. Emergency medical care and ambulance transport of critically ill and injured patients to appropriate medical facilities. Comprehensive continuing education, quality assurance, and medical oversight and direction for all program entities including Polk County Fire Services and several municipal Fire Departments. Provides licensure required in order to provide Paramedics on fire apparatus. Provide records management that complies with laws, rules, regulations regarding billing and revenue recovery. Provides standby services to citizens for sporting and special events. This program consistently ranks highest in the Citizens Opinion Survey of Absolutely Critical Property Tax-Based Services.

II. Contribution to Result:

The EMS program satisfies the Safety strategy of response to emergency situations and unsafe incidents, by focusing on rapid response by efficiently operating a fleet of reliable EMS transport ambulances staffed with highly trained and dedicated staff strategically located throughout Polk County. The EMS program also addresses preparedness strategy by staffing ambulances with equipment and technology which exceed current medical standards of care. Comprehensive training, quality assurance and medical control prepare team members to provide exceptional service to our citizens. Medical records and billing also meet the above strategies through innovation including expedient electronic reporting, data, and information management which improves continuity of care through hospital/physician access to patient information. The EMS program also assists in satisfying the following other results areas: 1) Basic needs in the strategy of care and Public Safety; 2) Good government in the strategies of citizen accountability and competent staff; and 3) Growth management in the strategy of providing adequate public services. This program meets the special consideration noted in the Safety Request for Offers by promoting inter-agency partnerships and collaboration as well as leveraging existing resources to promote paramedic personnel and equipment on existing fire engines in Polk County and its municipalities in order to provide prompt response of advanced level pre-hospital care. EMS also provides medical direction, quality assurance, record management and training to fire agencies allowing an effective continuity in patient care through cost efficient use of resources and a one-system approach. Records management also meets this special consideration through electronic patient care reporting which includes partnerships with the County and municipal fire agencies. The electronic reporting system interacts with state and federal electronic system.

This Program is: **Not Mandated** () **Mandated:** **Federal** (X) **State** (X) **Local** (X)

III. Performance Objectives:

- 1 Provide prompt Paramedic response to all 911 emergency medical/traumatic events
- 2 Provide quick and efficient triage, treatment and transportation of patients to an appropriate medical/trauma center
- 3 Provide Medical Direction and continuing training for EMT's and Paramedics employed by Polk County and municipalities. (State mandate)
- 4 Provide Quality Assurance/Medical Oversight regarding patient care delivery by EMS and Fire Department personnel
- 5 Audit patient care reports for accurate and lawful documentation, HIPAA compliance, charges, codes, claim submissions and compliance to federal and state laws, rules and regulations

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of emergency Responses - delta and echo only	1	24,460	24,500	24,700	24,800
# of Paramedic Transport Ambulances	1,2	30	32	34	36
Population served by transport ambulances	1	623,174	633,052	643,905	655,731
# of EMS Paramedics & EMTs under medical direction	3	801	813	850	850
# of Billable Events	6	63,635	68,000	70,000	72,000
# of paramedic engines (Fire, municipalities and county)	1	21	37	39	39
Effectiveness Indicators:					
% true emergency runs responded to within 12.0 minutes or less (Dispatch to On Scene)	1,2	66%	70%	72%	74%
% true emergency runs responded to within 8.0 minutes or less (dispatch to On Scene Time)	1,2	34%	38%	40%	42%
Protocol Compliance % for treatment of Critical Patients	4	99%	99%	99%	99%
% cardiac arrest pts that arrive at a hospital w pulse, or breathing, or blood pressure	4	43%	43%	45%	46%
% of Confirmed Heart Attacks that arrive at a Cardiac Center within 60 minutes of dispatch	2,4	99%	99%	99%	99%
% of Confirmed Stroke Patients that are transported in less than 15 minutes of EMS arrival	2,4	69%	70%	71%	71%
Efficiency Indicators:					
Paramedic Ambulances Per Capita	1,2	20,772	19,783	18,938	18,215
Average Revenue Received per Patient	6	\$278	\$280	\$280	\$280
General Fund Net cost per capita	1	\$2.90	\$2.75	\$2.80	\$2.85

Emergency Medical Services

Personnel				
Full Time Equivalents	171.00	167.00	181.00	181.00
Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy	1,345,748	3,234,836	7,582,960	8,899,998
Cash/Fund Balance Forward	0	600,000	0	0
Charges for Services	17,880,722	17,325,288	18,671,793	18,671,793
Interest	697	0	0	0
Interfund Transfer	0	0	15,000	0
Intergovernmental	123,637	168,000	185,000	0
Miscellaneous Revenue	-3,076	0	0	0
Total Program	19,347,728	21,328,124	26,454,753	27,571,791
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	19,223,394	21,160,124	26,254,753	27,571,791
Special Revenue Grants	124,334	168,000	200,000	0
Total Program	19,347,728	21,328,124	26,454,753	27,571,791
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	12,897,012	15,223,476	19,302,976	20,878,843
Operating Expenses	5,347,034	4,728,248	6,263,677	6,492,948
Capital Expenses	852,828	1,176,400	688,100	0
Refunds	250,854	200,000	200,000	200,000
Total Program	19,347,728	21,328,124	26,454,753	27,571,791
Significant Changes				
There are two new abulances have been entered into service as full time units in both FY15/16 and FY16/17.				
Regulations governing this program include DEA Title 21, F.S. 499, F.S. 893, FAC 64j.				

Fire Prevention

Program Number: 161

Program Version: 10

Result Area: Safety
Division: Fire Rescue Div
Section: Fire Rescue

I. Program Offer Description:

Provide required building fire code enforcement for the citizens of Polk County in order to lessen the loss of life and property. This program is mandated; please see the Significant Changes area for mandate referrals.

II. Contribution to Result:

Fire Prevention contributes to the result of feeling safe from fire by working to reduce the number and severity of fires. By actively enforcing adopted fire and life safety codes to new and existing buildings, Fire Prevention will contribute to ensuring safe neighborhoods and communities and directly impact the threat of the loss of life and property to fire.

This Program is: Not Mandated () Mandated: Federal () State (X) Local ()

III. Performance Objectives:

- 1 Complete all new construction inspections within 24 hours of notice of readiness for inspection.
- 2 Complete all county facility inspections in unincorporated area on an annual basis.
- 3 Complete annual fire safety inspections on all commercial buildings.
- 4 Complete all school inspections annually. (Public, Private, Charter, and Colleges)
- 5 Ensure fire hydrant testing compliance on public and private water systems.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of new construction inspections requested	1	2,500	2,900	3,000	3,600
# of county facilities requiring inspection	2	175	175	175	175
Est #Commercial properties requiring annual fire re-inspections	3	9,000	9,000	9,100	9,250
# of schools requiring annual fire inspections	4	70	71	72	72
# of water systems	5	145	145	145	155
Effectiveness Indicators:					
# New Construction inspections completed within 24 hours.	1	2,574	3,000	3,200	3,600
# of county facilities inspected	2	175	175	175	175
# of commercial fire safety inspections	3	8,397	8,500	8,700	8,900
# of schools inspected	4	70	71	72	72
# of water systems with fire hydrants in compliance	5	145	145	145	155
Efficiency Indicators:					
% of new construction inspections completed within 24 hours	1	100%	100%	100%	100%
% of county facilities inspected	2	100%	100%	100%	100%
% of commercial buildings inspected annually	3	94%	94%	99%	95%
% of schools inspected	4	100%	100%	100%	100%
% of water systems with fire hydrant compliance	5	98%	98%	98%	100%
Personnel					
Full Time Equivalents		13.00	13.00	13.00	13.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fire Rescue Funds		1,068,078	1,084,423	1,211,419	1,256,126
Charges for Services		7,650	0	0	0
Total Program		1,075,728	1,084,423	1,211,419	1,256,126

Fire Prevention

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fire Rescue Funds	1,075,728	1,084,423	1,211,419	1,256,126
Total Program	1,075,728	1,084,423	1,211,419	1,256,126
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	960,500	989,519	1,066,251	1,097,958
Operating Expenses	115,228	89,904	140,168	153,168
Capital Expenses	0	5,000	5,000	5,000
Total Program	1,075,728	1,084,423	1,211,419	1,256,126

Significant Changes

Mandate Referrals. F.S. 633.202: Adoption of the Florida Fire Prevention Code (NFPA 1), and the Life Safety Code (NFPA 101). F.S. 402.305: Requires day cares to be inspected annually. F.S. 429.17: Adult Day Care Home Inspections. F.S. 429.17: Nursing Homes and Related Health Care Facilities. F.A.C. 69A: Requires additional inspection requirements on various building or occupancy types. F.A.C. 69A-58 Fire Safety Standards and Requirements for Educational Facilities and Plants.

Fire Rescue Operations

Program Number: 158

Program Version: 10

Result Area: Safety

Division: Fire Rescue Div

Section: Fire Rescue

I. Program Offer Description:

The Operations Section provides services to protect the lives and property of the citizens and visitors of Polk County through Fire Suppression, Rescue, Basic and Advanced Life Support, and Hazardous Materials response. These services are provided by a staff of professional and volunteer personnel operating from fire rescue stations throughout Polk County.

II. Contribution to Result:

This program directly relates to the Safety result of feeling safe from the effects of fire and natural disasters by directly addressing the indicator of response time and by reducing the amount of lives and property lost to fire. By building and maintaining properly staffed fire rescue stations in strategic areas throughout the county, along with extensive cooperative interlocal agreements, Fire Rescue can meet the expectations of the citizens in regards to rapid response of trained and effective emergency services personnel.

This Program is: Not Mandated () Mandated: Federal () State () Local (X)

III. Performance Objectives:

- 1 Provide emergency response to building fires and rescue calls within five minutes 90% of the time. (NFPA 1710)
- 2 Provide Basic and Advanced Life Support (Paramedic) level care as part of Polk's overall pre-hospital emergency care system.
- 3 Upgrade Fire Engines at 24 hour stations to Advanced Life Support (Paramedic Engines).

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
Number of building fire responses (PCFR Jurisdiction)	1	225	230	240	250
Number of EMS / rescue call responses	2	75,303	78,000	80,000	83,000
Number of fires suppressed by fire personnel	1	519	530	535	540
Number of county fire and EMS stations	3	31	33	34	34
Effectiveness Indicators:					
# of building fires with response time of 5 minutes or less	1	53	60	65	68
# of rescue calls with a response time of 5 minutes or less	2	5,407	5,600	5,600	5,600
# of paramedic level stations	2,3	13	13	15	17
Estimated dollar property loss for all fires	1	\$7,167,562	\$7,000,000	\$7,000,000	\$7,000,000
Estimated dollar property saved for all fires	1	\$26,337,740	\$32,000,000	\$32,000,000	\$32,000,000
# of building fires contained to room of origin	1	79	82	85	88
Efficiency Indicators:					
% of building fires with response time of 5 minutes or less	1	24%	26%	27%	27%
% of rescue calls with a response time of 5 minutes or less	2	7%	7%	7%	7%
% of building fires contained to room of origin	1	35%	36%	35%	35%
% saved of property at risk	1	79%	78%	78%	78%
% of county fire stations that provide paramedic service	3	42%	40%	44%	50%
Personnel					
Full Time Equivalents		282.00	324.00	323.00	323.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fire Rescue Funds		26,773,342	31,287,886	32,172,402	33,839,914
Miscellaneous Revenue		30	0	0	0
Total Program		26,773,372	31,287,886	32,172,402	33,839,914

Fire Rescue Operations

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fire Rescue Funds	26,773,372	31,287,886	32,172,402	33,839,914
Total Program	26,773,372	31,287,886	32,172,402	33,839,914
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	22,492,761	26,687,802	27,632,813	29,226,854
Operating Expenses	4,068,984	4,150,084	3,902,589	4,126,060
Capital Expenses	211,627	75,000	250,000	100,000
Transfers	0	375,000	387,000	387,000
Total Program	26,773,372	31,287,886	32,172,402	33,839,914

Significant Changes

With the consolidation effort completed, management continues to focus on additional cost savings as well as improvements in efficiency and service delivery. Cross training of supervisory staff in the operational considerations of both disciplines will continue for the next few years to further blend their considerable institutional knowledge. Nine SAFER Grant positions were added in FY 15/16. Transition to automatic aid and/or elimination of OPA contracts with municipals resulted in the cross training of four EMS units and adding five engine companies in municipal suburbs and/or rural areas. Increased system loading necessitated adding two 24 hour EMS units and upgrading two 12 hour EMS units to 24 hour status.

Fire - Support Services

Program Number: 1244

Program Version:

9

Result Area: Safety

Division: Fire Rescue Div

Section: Fire Rescue

I. Program Offer Description:

Provides for the logistical, personnel, apparatus and facility support for the Fire Rescue Division as well as other related functions to include: Develop and deliver safety and training programs for employees and volunteers. Provide specialized medical training for all of Polk's emergency responders who operate under the license of the Medical Director. Coordinate the purchase, construction, maintenance and repair of the Division's facilities, vehicles and apparatus, firefighting and emergency equipment, and personal protective equipment. Operate the Division's warehouse and supply delivery system to county and municipal fire and ambulance stations.

II. Contribution to Result:

Fire Rescue Support Services Program contributes to the result of feeling safe from the effects of fire by providing critical support functions to the emergency responders. This support targets recognized indicators such as response time and property loss due to fire by addressing the three causal factors of Prevention, Responsive Services and Preparedness. Although the program touches all three in various ways, the majority of the focus is on providing for well-trained and well-equipped emergency responders.

This Program is: Not Mandated (X) Mandated: Federal () State () Local ()

III. Performance Objectives:

- 1 Conduct new employee and volunteer training
- 2 Train and coordinate Community Emergency Response Teams (CERT)
- 3 Operate division level safety program to reduce injuries
- 4 Provide fire and medical training to meet national standards
- 5 Conduct 9-1-1 and Fire Safety Education for Polk's students
- 6 Conduct Fire and Life Safety Education for Polk County residents

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of employees and volunteers	1,4,5	630	640	670	682
# of non-presumptive worker compensation claims	4	83	100	100	75
# of students trained in 9-1-1 and fire safety	3,6	27,000	28,000	30,000	30,000
# of Community Emergency Response Teams (CERT)	2	22	26	28	30
# of residents trained in Life and Fire Safety Education	8	1,500	1,500	1,500	1,500
Effectiveness Indicators:					
# of fire/rescue training hours	1	97,145	100,000	110,000	125,000
# of CERT Team members	2	446	538	620	710
# of zero loss time (non-presumptive) worker comp injuries	4	65	75	75	65
Efficiency Indicators:					
% growth of CERT Teams	2	-12%	20%	15%	15%
% of zero loss time worker comp injuries	4	78%	75%	75%	87%
Average training hours per member	1	154	156	164	183
Personnel					
Full Time Equivalents		11.00	11.00	12.00	12.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fire Rescue Funds		1,247,688	1,364,204	1,490,415	1,534,300
Total Program		1,247,688	1,364,204	1,490,415	1,534,300

Fire - Support Services

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Fire Rescue Funds	1,247,688	1,364,204	1,490,415	1,534,300
Total Program	1,247,688	1,364,204	1,490,415	1,534,300
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	998,199	1,064,394	1,185,581	1,217,011
Operating Expenses	248,132	299,810	304,834	317,289
Capital Expenses	1,357	0	0	0
Total Program	1,247,688	1,364,204	1,490,415	1,534,300

Significant Changes

Proposed changes by the Insurance Services Office (ISO) has had an effect on required firefighter training hours. These changes have reduced the required hours in some areas, while increasing them in others.

A data analyst position was added to this program in FY 16/17.

Emergency Management & Operations

Program Number: 185

Program Version: 10

Result Area: Safety

Division: Emergency Management

I. Program Offer Description:

To enhance the quality of life in Polk County, Emergency Management is charged with creating the framework for capable disaster response and recovery systems as required by Federal, State, and Local laws. Emergency Management supports the response agencies in their efforts to assist citizens recovering from the impacts of a major disaster, ensures all emergency responders are well trained, roles and responsibilities of responders are well defined and understood, and promotes readiness for all types of natural and man-made disasters.

II. Contribution to Result:

The Emergency Management Program contributes to the Safety Result area by:

RESPONSIVE SERVICES

- Capable Disaster Response and Recovery - the Emergency Operations Center (EOC) is the hub of all planning and operations before, during and after any major disaster. It is the responsibility of Emergency Management Program to properly staff and train all EOC-assigned personnel and to generally oversee all operations within the center as county personnel are responding to and recovering from disasters. Its role in the coordination of materials and resources for the county from outside sources, such as regional, state, federal and other partnering agencies, is the critical link in ensuring the safety and comfort of our citizens in a post-disaster environment. This includes the operation of shelters in the county, especially the Emergency Management Program's integral role in the registration and housing of the more than 4100 clients in our Special Needs population at these most vulnerable times. Much of the pre-disaster planning and exercising the Emergency Management Program supervises ensures the county has the ability to handle these functions efficiently and effectively.

PREVENTION

- Safe Areas - through the countywide Local Mitigation Strategy (LMS), the Emergency Management Program helps the community prepare to withstand disasters by coordinating and integrating all activities necessary to build, sustain and improve properties and areas across the county from natural disasters, acts of terrorism or other man-made events. Coordination with all municipalities, as well as county-based and private non-profit agencies, through the Municipal Liaison Program is vital to ensuring relationships exist between these agencies to facilitate cooperation when required.

PEREPAREDNESS

- Public Education - the Emergency Management Program has a very forward thinking public education program that ensures the public is made aware of all possible threats and how they should respond to them. This includes 9-1-1 Training to school-age children, group presentations on preparations for hurricane and other threats, and annual hurricane expos which provide a centralized venue for citizens to come to meet with and talk to experts in preparing for all potential hazards to the county. Public education annually reaches out to more than 25,000 citizens in direct presentations, and countless others through media, website and brochures, helping them to be ready for any possible occurrence.

- Effective Emergency Warning Systems - the Emergency Management Program works with the National Weather Service and the Florida Division of Emergency Management to ensure weather radios and other early warning devices are a priority to our citizens in cases where other means of immediate notification are not possible. The division also has the capability to contact groups of citizens by telephone to alert them of potential emergency situations or to issues warnings, such as boil water notices.

One of the specific purchasing strategies mentions promoting inter-agency partnerships and collaborations. The single most critical aspect of a successful Emergency Management Program is its interaction with multiple agencies to form these relationships to ensure efficient operations before, during and after any disaster. The program's Municipal Liaison Program is a prime example of forging and utilizing these partnerships.

The Emergency Management Program also interacts with other results areas -

Basic Needs - part of the "foundation" of the Basic Needs causal map refers to the close relationship with the Emergency Management Program in the area of care and sheltering of Special Needs clients.

This Program is: Not Mandated () Mandated: Federal () State (X) Local ()

III. Performance Objectives:

- 1 Develop and maintain the Comprehensive Emergency Management Plan, Local Mitigation Strategy, and Continuity of Operations Plans and other mandated planning initiatives.
- 2 Ensure 24/7 availability of emergency operations including the Emergency Operations Center (EOC) and field response as required.
- 3 Maintain countywide readiness for disaster preparedness, response, recovery and mitigation.
- 4 Ensure communications regarding the EM program and educational opportunities are made available to citizens countywide, as wells as other county agencies, municipalities, volunteer and faith-based organizations.
- 5 Ensure prompt activation of the Emergency Operations Center (EOC) as required.
- 6 Ensure the Special Needs program registers eligible patients, coordinates Special Needs Shelter operations, and reviews Emergency Management plans for hospitals, nursing homes, adult living facilities and ambulatory surgical centers.

Emergency Management & Operations

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of hours for planning, preparedness, exercises, and training per year	1,3,5	1,560	2,000	2,800	3,060
# of hours for coordination with agencies	3,5	520	720	850	1,040
# of training days offered to all agencies per year	3,4,5	90	95	95	95
# of hours for Hazardous Materials planning	1,3	520	520	520	520
# of hours to maintain EOC	1,2,5	1,560	1,560	1,560	1,560
# of hours to maintain Special Needs program	1,6	2,080	2,010	2,080	2,080
# of approved public shelter spaces	3,6	69,315	69,315	69,315	69,315
Effectiveness Indicators:					
% of state mandated plan reviews completed within 60 days	1,6	100%	100%	100%	100%
% of required plans meet or exceed criteria	1,6	100%	100%	100%	100%
% of Special Needs residents' data validated annually	6	100%	100%	100%	100%
# of agency staff that participate in training and exercises	1,3	110	155	196	300
% of required information provided to outside agencies	4	100%	100%	100%	100%
% of required plans updated as required	1,3	100%	100%	100%	100%
% of Hazardous Materials site visits completed	1,3	100%	100%	100%	100%
Efficiency Indicators:					
Cost of Special Needs program per registrant	6	\$24.00	\$22.00	\$22.00	\$22.00
Personnel					
Full Time Equivalents		5.00	5.00	6.00	6.00
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		153,419	169,210	265,507	274,751
Hazardous Waste Funds		222,437	0	0	0
Cash/Fund Balance Forward		0	88,312	114,443	9,489
Interest		2,736	773	1,144	119
Interfund Transfer		143,671	285,284	147,141	154,160
Intergovernmental		291,461	439,090	612,295	300,160
Others (Centrl I/D Inkind/Othr)		10,791	12,000	20,000	20,000
Taxes		126,000	118,000	130,000	130,000
Total Program		950,515	1,112,669	1,290,530	888,679
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		153,419	169,210	265,507	274,751
Special Revenue Grants		445,923	736,374	779,436	474,320
Hazardous Waste Funds		351,173	207,085	245,587	139,608
Total Program		950,515	1,112,669	1,290,530	888,679

Emergency Management & Operations

Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	346,673	430,581	540,425	449,542
Operating Expenses	284,925	454,336	369,552	249,053
Capital Expenses	221,866	202,000	355,154	126,000
Transfers	681	0	0	0
Indirect Expense	4,141	5,605	2,813	2,813
InKind Expense	10,791	12,000	20,000	20,000
Reserves	0	8,147	2,586	41,271
Total Program	869,077	1,112,669	1,290,530	888,679

Significant Changes

An Emergency Management Planner grant-funded position was added to this program in FY16/17.

9-1-1 Systems

Program Number: 1491

Program Version: 7

Result Area: Safety

Division: Emergency Management

I. Program Offer Description:

The 9-1-1 Systems Management program provides and maintains the enhanced 9-1-1 system network to facilitate the accurate and efficient process of emergency calls from the citizens of Polk County. It is also responsible for the maintenance of the 9-1-1 database to ensure the accurate display of location information, providing Polk County residents with uniform road naming and consistent structure numbering in an effort to assist emergency service units in their response activities and for providing standardized training and certification to all newly hired operators as Basic Telecommunicators across the county. The program is operated in accordance with F.S. 365.171.

II. Contribution to Result:

The 9-1-1 Program satisfies the safety strategy of response to emergency situations and unsafe incidents by focusing on rapid response by efficiently operating a 9-1-1 telephone system. The highly trained and dedicated staff of the public safety answering points are available 24/7 and equipped with the latest technology to locate a 9-1-1 caller thereby enhancing the delivery of emergency services.

This Program is: Not Mandated () **Mandated:** Federal () State (X) Local (X)

III. Performance Objectives:

- 1 Maintain E9-1-1 network, location data and equipment.
- 2 Ensure 90% of all 9-1-1 calls are answered within 10 seconds as per state mandate.
- 3 Ensure addresses and roadway names within Polk County 9-1-1 Addressing jurisdiction comply with County Ordinance 04-89.
- 4 Maintain updated addresses in the Automatic Location Information System (ALI) and the Geographic Information System (GIS) databases in support of E9-1-1 operations.
- 5 Ensure all 9-1-1 Operators are certified as per Florida State Statute 365.171.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of 9-1-1 calls answered annually.	1,2	348,652	525,521	530,000	540,000
# of ALI System database records corrected annually.	1,2,3,4	1,325	1,239	1,300	1,300
# of GIS System records corrected annually.	1,2,3,4	322,568	90,989	100,000	100,000
# of discrepancies reported in the ALI System.	4	66	19	20	20
# of discrepancies reported in the GIS System.	4	79	6	10	10
# of 9-1-1 Operators trained.	5	235	240	240	240
Effectiveness Indicators:					
% of GIS System database records corrected vs. total number of GIS System records annually	1,2,3,4	90%	90%	90%	90%
% of ALI System database records corrected vs. total number of ALI System records annually.	1,2,3,4	2%	1%	1%	1%
% of 9-1-1 Operators certified vs. total number of 9-1-1 Operators county wide.	5	100%	100%	100%	100%
Efficiency Indicators:					
Cost per 9-1-1 call.	1,2	\$.10	\$.12	\$.13	\$.13
Personnel					
Full Time Equivalents		14.00	13.00	13.00	13.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Emergency 911 Funds		2,705,821	2,860,139	2,494,796	2,514,139
Interest		356	0	0	0
Total Program		2,706,177	2,860,139	2,494,796	2,514,139

9-1-1 Systems

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Emergency 911 Funds	2,706,177	2,860,139	2,494,796	2,514,139
Total Program	2,706,177	2,860,139	2,494,796	2,514,139
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	674,675	728,502	697,039	712,858
Operating Expenses	1,400,246	1,501,637	1,597,757	1,601,281
Grants And Aids	631,256	630,000	200,000	200,000
Total Program	2,706,177	2,860,139	2,494,796	2,514,139

Significant Changes

The 911 Programs have been relocated back to Emergency Management during the FY 15/16 Budget Process. This program has a reduction of 1 FTE which was an IT Employee moved to the IT Division.

SARA Title III Program

Program Number: 163

Program Version: 10

Result Area: Safety

Division: Emergency Management

I. Program Offer Description:

The SARA (Superfund Amendments and Reauthorization Act) Title III program requires the County to develop a report of hazardous materials facilities in the County and submit that report to the Florida Division of Emergency Management (FDEM). These reports are required by the federal Super Fund Act of 1986, of which Title III is the Emergency Planning and Community Right-to-Know Act (EPCRA). The grant received is a fixed-fee award to the County for completion of the inspections and final report as per the contract scope of work.

II. Contribution to Result:

This is a base program, as these funds are strictly provided to the county based on the completion of required reports. The reports are the result of inspections of the designated hazardous materials sites located in the county, identifying the products on scene and developing a map of each of the facilities, depicting the location of the materials on site. Not only do these products become the report due to FDEM, but they are also made available to our first responders, so they can identify any hazardous materials and their storage locations should they have to respond to an incident at that facility.

This Program is: Not Mandated () **Mandated:** Federal (X) State () Local ()

III. Performance Objectives:

- 1 Data collection/updating of existing and new facilities. (Sect. V D1, D2a,c)
- 2 Complete hazard/risk/vulnerability analysis for each facility. (Sect. V A1a, A3)
- 3 File/distribute reports to each facility and appropriate response agencies as needed. (Sect. IV 2)

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of new facilities meeting requirements	1	5	5	5	5
# of existing facilities requiring site visits	1	94	120	125	125
# of facilities requiring hazard/risk/vulnerability analysis	2	99	120	120	120
# of copies of report to be filed/distributed	3	99	118	120	120
# of corrections requested by the State of Florida	3	0	0	0	0
Effectiveness Indicators:					
# of required site visits completed	1,2	99	120	125	125
# of hazard/risk/vulnerability analysis completed	2	99	120	120	120
# of reports file/distributed	3	99	120	120	120
Efficiency Indicators:					
% of required site visits completed	1,2	100%	100%	100%	100%
% of hazard/risk/vulnerability analysis completed	2	100%	100%	100%	100%
% of reports file/distributed	3	100%	100%	100%	100%
Personnel					
Full Time Equivalents		0.00	0.00	0.00	0.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants		58,033	0	0	0
Interfund Transfer		681	0	0	0
Intergovernmental		55,752	23,309	11,172	25,000
Total Program		114,466	23,309	11,172	25,000

SARA Title III Program

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants	114,466	23,309	11,172	25,000
Total Program	114,466	23,309	11,172	25,000
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Operating Expenses	84,548	0	0	0
Capital Expenses	29,918	23,309	11,172	25,000
Total Program	114,466	23,309	11,172	25,000

Significant Changes

There are no significant changes to this program in FY 16/17.

Radio Services

Program Number: 1242

Program Version: 9

Result Area: Safety

Division: Emergency Management

I. Program Offer Description:

Radio Services is responsible for the county's Emergency 800 MHz Radio System as well as other radio and microwave systems. These systems serve Polk County BoCC, the Sheriff's Office including the Joint Dispatch Center, and all cities except Lakeland as well as the Paging System, Fire Rescue Alerting System, Automatic Vehicle Location System and the Public Safety Data Network. It provides support for the various systems by maintaining the towers, supporting equipment located at the sites and the administrative requirements of the systems, including licensing of frequencies. Radio Services provides first echelon service and repair, including preventative maintenance on all subscriber radio equipment not otherwise covered by contract services.

II. Contribution to Result:

Radio Services contributes to the Safety Results area by:

RESPONSIVE SERVICES

- **Effective Communications System** - the 800 MHz radio system is the emergency communication system for all first responders throughout Polk County. Every firefighter, EMT/Paramedic and law enforcement officer communicates with his/her home base and any other agency representative across the county by means of this system. Radio Services is responsible not only for the upkeep of the radio system, which ensures optimal operation across the county through system design, licensing, maintenance and engineering. It is also responsible for the repair, replacement, installation, programming and preventative maintenance of more than 4,000 radios operated by BoCC agencies and the Sheriff's Office deputies. These functions are performed both in the Radio Shop and in remote, deployed locations in our mobile repair and programming capabilities. The radio system is also utilized by Public Works agencies for accurate communication and assignment of tasks. Radio Services also maintains ancillary communication systems, including satellite and long range HF equipment.

- **Rapid Response from Emergency Services and Efficient 9-1-1 System** - since the radio system is the primary means of communications from the Communications Center (where the 9-1-1 calls are processed and from where units are dispatched) to the field, where it is used to alert and dispatch emergency service units. These prompt and accurate emergency communications are fundamentally impacted by effective radio services.

Radio Services requires significant interagency coordination and operations, not only with BoCC departments and divisions, but also with the Sheriff's Office, Division of Forestry, the State Attorney's Office and all municipalities. This sole emergency radio system provides total coverage of the county and allows interoperability with all responding agencies. This all leads to a significant cost savings to the taxpayer by eliminating the need for duplicate radio systems for each agency.

Radio Services also impacts other results areas:

Both the Economic Development and Growth/Infrastructure results areas have purchasing strategies that refer to "maintaining adequate public safety" and "infrastructure to meet the demands of future business expansion," both of which will rely heavily on the county's radio system to be able to respond in a timely fashion for the safety of our citizens and our businesses.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Repair/replace non-functioning standardized radio equipment within 30 minutes.
- 2 Respond to critical off-site requests and repair or replace within four hours.
- 3 Acquire and maintain required Federal Communication Commission (FCC) licenses required for all systems.
- 4 Provide radio communications management, engineering, and services for 71 agencies.
- 5 Develop, implement, and manage maintenance contracts and services for all systems, sites, and subscriber's radios and network devices for the BoCC Departments and the Sheriff's Office in the most cost effective manner.
- 6 Provide 24/7 field communications support for major emergency incidents and special events.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of work orders/technician transactions	1,2	2,350	2,714	2,900	3,000
# of FCC licenses	3	38	39	38	38
# of agencies served	4	86	86	86	86
# of subscriber devices supported	5	6,109	6,995	6,995	7,200
# of towers and sites managed	5	201	206	206	210
# of emergency incidents supported	6	6	1	5	5
Effectiveness Indicators:					
% of work orders completed on time	1,2,4	73%	81%	85%	85%
% of FCC licenses in compliance	3	100%	100%	100%	100%
% of remote site inspections completed	5	30%	42%	60%	65%
% of emergency incident requests supported	6	100%	100%	100%	100%
Efficiency Indicators:					
Cost per work order processed	1,2	\$37.60	\$37.55	\$37.75	\$38.00
Cost per radio transmission	3,4,5	\$.11	\$.10	\$.09	\$.08
% of system busy signals	4	.050%	.010%	.008%	.008%
Personnel					
Full Time Equivalents		7.00	8.00	8.00	8.00

Radio Services

Funding Sources:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Radio Communications Funds	433,627	0	0	0
Cash/Fund Balance Forward	0	510,195	209,156	57,673
Charges for Services	1,238,700	1,242,744	1,215,480	1,215,480
Fines And Forfeitures	425,819	430,000	420,000	420,000
Interest	10,831	4,464	2,092	721
Interfund Transfer	0	96,125	605,000	805,000
Miscellaneous Revenue	141,165	121,720	144,400	144,400
Total Program	2,250,142	2,405,248	2,596,128	2,643,274
Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Radio Communications Funds	2,250,142	2,405,248	2,596,128	2,643,274
Total Program	2,250,142	2,405,248	2,596,128	2,643,274
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	487,797	705,934	711,549	732,724
Operating Expenses	1,619,268	1,266,001	1,717,535	1,726,419
Capital Expenses	110,692	96,125	30,000	30,000
Indirect Expense	32,385	32,385	109,186	109,186
Reserves	0	304,803	27,858	44,945
Total Program	2,250,142	2,405,248	2,596,128	2,643,274
Significant Changes				
1 FTE was added in FY 15/16: Engineer.				

Code Enforcement

Program Number: 34

Program Version: 10

Result Area: Safety

Division: Code Enforcement

I. Program Offer Description:

Provide enforcement of the Polk County Land Development Code, Structural Maintenance Ordinance, and Building Codes to insure Polk County neighborhoods are clean and safe by using Certified Investigators to perform investigations resulting in the enhancement of the quality of life for our citizens.

II. Contribution to Result:

The Code Enforcement Unit contributes to several results areas as follows: GOOD GOVERNMENT, GROWTH, ECONOMIC DEVELOPMENT, NATURAL RESOURCES, and SAFETY by:

I.

1. Purchasing Strategy #3 (Growth): Provide Clean and Safe Neighborhoods
2. Purchasing Strategy #3 (Safety): Offers that help attain and sustain low crime rates.
3. Purchasing Strategy #4 (Good Government): Enhance staff competency and performance to insure our employees have the understanding, training, and tools to succeed.

THE CODES UNIT PROVIDES SERVICES THAT ARE ESSENTIAL FOR MAINTAINING SAFE AND CLEAN NEIGHBORHOODS AND HELPING TO CREATE LIVABLE COMMUNITIES - PLACES TO LIVE, LEARN, WORK AND PLAY. Quickly responding to citizen complaints and proactively performing aggressive code sweeps throughout Polk County assures our neighborhoods of the quality of life they deserve. Certified Investigators understand the code enforcement mission and job duties required to identify code violations which if left unaddressed, will negatively affect safe, clean neighborhoods. Violations such as outside storage of junk can house rodents, insects and snakes and if water is standing, be a breeding ground for mosquitoes. Investigators uncover drug areas, homeless camps, prostitution areas while performing investigations. Outside storage becomes missiles in a high wind event. Overgrowth becomes a fire hazard and breeding ground for snakes and vermin. Substandard housing causes blight, unsafe and unsanitary neighborhoods. Vacant houses open to the public invite crime (drug houses). Substandard housing can be provided to unsuspecting tenants by errant slumlords. Code Enforcement deals with the slumlords and makes them provide safe housing.

II.

1. Purchasing Strategy #6 (Good Government): Promote intragovernment interaction to maximize employee efficiency across organizational lines.
2. Purchasing Strategy #4 (Growth): Identify citizen expectations through public involvement and public awareness communication.
3. Purchasing Strategy #5 (Growth): Provide leadership through intergovernmental coordination.

Code Enforcement Investigators are members of Florida Association of Code Enforcement (FACE) through which they achieve their certifications. Skills and CEUs are maintained and enhanced through yearly FACE conferences as well as the Polk Association of Code Enforcement (PACE) meetings each month. Investigators work closely with the Building Division, Land Development, Property Appraiser, Engineering, Sheriff's Office, and Health Dept. on potential code violations and remedies. Code Investigators speak at many community meetings each year educating citizens on matters relative to code enforcement.

III.

1. Purchasing Strategy #2 (Growth): Preserve our environment
2. Purchasing Strategy #3 (Natural Resources): Provide and maintain adequate recreation space for public use.

CODE ENFORCEMENT IS CRITICAL IN MAINTAINING COMMUNITY PARTNERSHIPS. PUBLIC SERVICES LIKE CODE ENFORCEMENT HELP TO PROVIDE AND MAINTAIN INFRASTRUCTURE. Our Code Investigators are called upon to work with Homeowner's Associations educating communities throughout our county regarding our environment and our role in helping to maintain it

IV.

Purchasing Strategy #2 (Economic Development): Ensure a skilled and educated workforce exists in Polk County to support business needs today and in the future.

An effective Code Enforcement operation promotes economic growth through attracting new business and prospective homeowners to Polk County by providing for safe communities and preservation of natural resources. Code Enforcement helps to ensure Polk County stays a "County of Choice".

This Program is: Not Mandated () Mandated: Federal () State () Local (X)

III. Performance Objectives:

1. Resolution of violation prior to going to Special Magistrate or having the nuisance abated by a County vendor.
2. Prioritize complaints which are most critical and affect issues of safety or welfare.
3. Work with communities to encourage participation in addressing code enforcement issues.

Code Enforcement

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of complaints cases opened annually	1	9,905	9,226	12,600	12,600
# of cases heard by Special Magistrate	1	1,512	1,400	1,765	1,765
# of minimum housing cases	2	801	503	1,008	1,008
# of community meetings	3	40	30	45	45
# of site inspections	1	39,620	36,904	50,400	50,400
Effectiveness Indicators:					
% of cases resolved prior to hearing	1	86%	85%	86%	86%
% of minimum housing cases to hearing	2	19%	25%	20%	20%
% of community meetings attended	3	95%	98%	98%	98%
Efficiency Indicators:					
Average # of days to initial site inspection	1	9	10	9	9
Average # of site inspections per investigator per day	1	21	21	21	21
Cost per case with out magistrate	1	\$96.50	\$97.00	\$96.75	\$97.00
Cost per Special Magistrate case	1	\$196.50	\$196.50	\$186.75	\$187.00
Cost per minimum housing case	2	\$141.50	\$152.00	\$141.75	\$142.00
Personnel					
Full Time Equivalents		22.00	26.00	26.00	26.00
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		616,757	866,828	1,062,839	1,147,773
Cash/Fund Balance Forward		0	180,000	24,616	12,850
Charges for Services		340,616	325,000	286,020	286,020
Fines And Forfeitures		711,648	510,000	484,710	484,710
Interfund Transfer		282,000	282,000	382,000	382,000
Miscellaneous Revenue		-442	15,600	46,300	46,300
Total Program		1,950,579	2,179,428	2,286,485	2,359,653
Revenue by Fund:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		1,950,579	2,179,428	2,286,485	2,359,653
Total Program		1,950,579	2,179,428	2,286,485	2,359,653
Appropriations:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		1,071,247	1,398,371	1,356,038	1,409,786
Operating Expenses		850,141	721,057	930,447	949,867
Capital Expenses		29,191	60,000	0	0
Total Program		1,950,579	2,179,428	2,286,485	2,359,653
Significant Changes					
<p>Midway through FY 14/15, we received approval to hire a new Code Investigator in addition to the already approved Field Investigation Supervisor position. This approval was due in part to contracted services as part of two Inter-local agreements with the Towns of Dundee and Lake Hamilton to provide Code Enforcement for those municipalities.</p>					

Code Enforcement

During FY 15/16, we received approval to hire two (2) new Code Investigator positions and a Code Enforcement Specialist as part of the budget process. An additional Inter-local agreement was reached with the City of Eagle Lake to provide code enforcement services. We then received approval to hire an additional Code Enforcement Specialist who would assist in providing support for the three (3) newly hired code investigators and would be a liaison for support services contracted with the City of Eagle Lake.

A change in the process for reduction of Code Enforcement fines/liens under the authority of the Special Magistrate has substantially increased the amount of revenue collected over previous years. The Amnesty Program was eliminated in FY 13/14. Further reductions of fines and/or liens of more than 50% by the Magistrate are now required to be approved by the BOCC. The reduction requests formerly presented to the Board were eliminated in FY 14/15 and replaced with the current process that states: "Any further reduction by more than 50% must be approved by the County Manager or his/her designee, based on amended Special Magistrate Ordinance 07-058, and then ordered by the Special Magistrate." Currently, revenues in this area are at 42% of the budgeted revenue for the fiscal year.

In the past few years, we were able to expand our list of violations for our nuisance abatement process, enabling our vendors to correct violations without having to take those cases before the Special Magistrate. We now have the authority to secure structures that are open to the public and we can also have our vendors apply address numbers on any residential or commercial structure where there are no numbers. This assists our Public Safety employees during emergencies. The costs for providing these services, if left unpaid for longer than thirty days, are applied to the tax roll as assessments.

YTD our office has received/generated \$388,000 in overall budgeted revenue. Each year, the revenue from our nuisance abatement cleanups that is over and above budgeted amounts is able to be recycled and utilized on future cleanups.

County Probation

Program Number: 43

Program Version: 10

Result Area: Safety

Division: County Probation

I. Program Offer Description:

County Probation programs enhance the quality of life for the citizens of Polk County by providing efficient and cost-effective alternatives to incarceration. Misdemeanor Probation and Electronic Monitoring not only help with jail overcrowding and collect fees to defray program costs, but they also save taxpayer money through the avoidance of jail days. Offenders are referred by County and Circuit Court Judges. At any given time, the two programs are supervising 2,400 individuals who were released from, or could have been sentenced to, jail. In FY 14/15, Misdemeanor Probation cost \$1.67 per day per offender, and Electronic Monitoring cost \$9.44 per day per offender, as compared to \$54.24 per day jail costs. Staff works closely with offenders to achieve successful completion of their Court orders and will notify the Judge promptly in cases of non-compliance.

II. Contribution to Result:

RFO #1 - "emergency responders are well trained..equipped"- Staff coordinates distribution of grant funds used by law enforcement for training and equipment.

RFO #2 - to "ensure effective early warning systems..." and RFO #4 "promote readiness for..natural disasters..."- Responsibilities include Special Needs Call Down which requires staff to notify over 1,050 disabled and elderly citizens of threatening events, determine safety vulnerability, and arrange transportation to shelters.

RFO #3 - "... proposals that ensure that the criminal justice system effectively deals with those arrested and...convicted of crimes" by:

- Effective monitoring of 3,200 misdemeanor/criminal traffic offenders referred by the Court in lieu of jail and 500 felony/misdemeanor inmates referred for release from detention for monitoring via Global Positioning System (GPS) technology

- Encouraging offenders to comply with all Court-ordered conditions to continue the successful termination rate of 60.5% in probation cases and 85% in electronic monitoring cases as compared to the 56.4% Statewide average

- Expedient notification to authorities in cases of non-compliance

- Conducting FDLE checks of all new cases to identify those in sex offender status to comply with Florida Statutes

- Providing direct assistance with jail overcrowding through the release of select inmates subject to verification of minute-by-minute activities via electronic means (balances jail overcrowding issues with safety concerns)

RFO #4 - "raise awareness of programs that help prevent crime..." Staff was instrumental in the creation of local Victim Impact Panels that educate 1,500 annually on the dangers of drunk driving.

Purchasing Strategy #2 - "Respond to unlawful conduct as efficiently as possible to protect the community, punish the offender, compensate the victims, and save tax dollars..." by:

- Collecting \$60,000 in victim restitution

- Completion of 85,000 work hours at non-profit/city/County sites to help pay back the community

- Collecting \$700,000 annually in supervision fees to reduce taxpayer costs for these programs

- Saving General Fund \$1,600,000 annually in direct jail costs through electronic monitoring and avoiding millions of dollars in potential jail costs through community supervision of 3,200 probationers

Special Consideration "promoting interagency partnership and collaborations". Program success requires close collaboration with the Court, State Attorney, Public Defender, Clerk of Court, Pretrial Services, Juvenile Justice system, Department of Corrections, Sheriff's Office, other local law enforcement, treatment providers, non-profit and for-profit businesses, victims, and citizens.

Additional contributions:

Basic Needs

RFO #1 - "unite the community in supplying services that meet basic needs and move vulnerable populations toward self-sufficiency" through County Probation partnering with DUI Drug Court, Post Adjudication Drug Court, and Behavioral Health Court - programs that address specific problems of offenders through intensive probation supervision and counseling and are instrumental in reducing recidivism.

RFO #3 - "... intervention regarding risky behaviors that include substance abuse..and violence" by arranging over 2,000 referrals to drug treatment, domestic violence programs, individual/group counseling, etc.

RFO #5 - "facilitate access to sources of income and promote self-sufficiency" through the initial avoidance of jail by 3,200 probationers and the release from jail of 370 adult inmates, giving all the opportunity to work and support their families.

Good Government RFO #7 - "Ensure sound fiscal management of public funds" as alternatives to the high cost of incarceration. Electronic Monitoring saves the General Fund over \$1,600,000 annually and County Probation avoids millions in potential jail costs through community supervision of 3,200 offenders.

This Program is: **Not Mandated** () **Mandated:** **Federal** () **State** (X) **Local** ()

County Probation

III. Performance Objectives:

1	Monitor offenders to judicial and agency standards.
2	Avoid 35,000 jail days by program participants.
3	Process accurate/thorough/timely notification in cases of non-compliance.
4	Achieve a successful termination/no additional incarceration rate equal to or higher than the Statewide average (56.4%)

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of files reviewed/#> standards	1	6568/6517	4000/3880	4000/3880	4000/3880
# of jail days avoided -- EM Program	2	35,777	19,000	20,000	35,000
# of violation documents/court testimony reviewed/#> standards	1,3	1724/1702	1500/1470	1500/1470	1500/1470
% of cases terminated w/no additional jail -- Probation/EM	1,4	60.5%/85%	52%/75%	52%/75%	56%/75%
Effectiveness Indicators:					
At least 97% of cases reviewed are monitored according to Judicial and agency standards.	1	99%	97%	97%	97%
% of goal to avoid 35,000 jail days achieved	2	179%	95%	95%	95%
At least 98% of all violation affidavits/hearings are properly executed	1,3	99%	98%	98%	98%
At least 56% of program terminations are successful and/or result in no additional incarceration	1,4	60.5%/85%	52%/75%	52%/75%	56%/75%
Efficiency Indicators:					
Daily probation cost per probationer	1,3,4	\$1.67	\$1.30	\$1.55	\$1.67
Daily electronic monitoring program cost per offender	1-4	\$9.44	\$12.00	\$12.00	\$11.00
Daily jail cost per inmate	1-4	\$54.24	\$54.24	\$54.24	\$55.80
Personnel					
Full Time Equivalents		39.00	39.00	39.00	39.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		1,700,243	2,078,706	2,144,509	2,238,168
Cash/Fund Balance Forward		0	1,200	0	0
Charges for Services		782,805	645,000	685,000	685,000
Total Program		2,483,048	2,724,906	2,829,509	2,923,168
Revenue by Fund:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund		2,483,048	2,724,906	2,829,509	2,923,168
Total Program		2,483,048	2,724,906	2,829,509	2,923,168
Appropriations:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses		2,085,356	2,194,489	2,247,411	2,317,504
Operating Expenses		397,692	529,217	580,898	605,664
Capital Expenses		0	1,200	1,200	0
Total Program		2,483,048	2,724,906	2,829,509	2,923,168

Significant Changes

Two new Electronic Monitoring Officer positions were requested by the Public Safety Coordinating Council and approved by the Board for FY 13/14 to be filled when necessary. Officers had been performing all of their own clerical duties until that point, so in 2014, one of the vacant positions was reclassified to a clerical position. This afforded the EM staff the time needed to safely

County Probation

supervise additional offenders while minimizing costs. By February 2016, the program had been significantly over capacity for months, and the formation of a waiting list was necessary. This affected the court, jail personnel, and Pretrial Services, as well as various other agencies within the criminal justice system. The decision was made to fill the remaining Officer position, and within days, 15 additional offenders were released from jail, bringing the total monitored by the Electric Monitoring program to 125. This not only eased the strain on the criminal justice system, but it also has saved the County \$44.80 per day (\$54.24 jail cost minus \$9.44 EM cost) for each offender who was no longer on the waiting list. Performance Objectives and Workload Indicators have been updated to reflect the increase in referrals. (20,000 avoided jail days increased to 35,000.)

During the economic downturn, officers were able to avoid filing violations on financially-strapped probationers by requesting the court's permission to allow them to work community service hours in lieu of the monies owed for fines and court costs. In 2015, an Administrative Order changed this option to allow only the discretionary portion of fines to be 'worked off,' requiring all mandatory portions to be paid. Since discretionary costs are such a small portion of the total fine amount, this change resulted in an increase in violations of probation. In turn, this impacted the successful termination rate, reducing it to 60.5% for FY 14/15.

Elected Officials

POLK COUNTY SHERIFF

MISSION

Mission: Pride in Service

Vision: Members will protect the community by proactively preventing crime and safely detaining those arrested.

Quality of life will be improved through innovation, education, teamwork, community partnerships, and exceptional customer service.

We will measure, benchmark, and create models to ensure professional, efficient, quality service is provided to those we serve.

Appropriations	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
Personal Services	60,563	58,379	60,566	62,498
Operating Expenses	1,051,065	1,014,127	1,493,029	1,614,064
Capital Expenses			380,000	120,000
Constitutional Officers - Budget Transfers	138,911,183	149,099,910	155,188,719	162,784,420
Total Operating Budget	141,072,811	151,187,416	157,322,314	164,780,982
Reserves	0	1,424,628	1,247,330	1,327,947
Total Department	141,072,811	152,612,044	158,569,644	166,108,929
Revenue Summary	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund Subsidy	133,744,510	143,425,856	147,416,876	157,254,994
Law Enforcement Trust Funds	105,097			
Community Cleanup Funds	27,984	25,000	25,000	25,000
Cash/Fund Balance Forward		4,167,130	6,835,212	4,536,379
Charges for Services	628,362	676,657	670,250	670,250
Fines and Forfeitures	617,664	345,613	351,892	351,892
Interest	23,467	315,366	318,159	318,159
Interfund Transfer	1,050,000	1,015,000		
Miscellaneous	100,152	0		
Others (Residuals)	4,787,610	2,550,000	2,550,000	2,550,000
Special Assesments/Impact Fees	1,138	91,422	402,255	402,255
Total Department	141,085,984	152,612,044	158,569,644	166,108,929
Revenue by Fund	Actual FY 14/15	Budget FY 15/16	Adopted FY 16/17	Plan FY 17/18
General Fund	139,345,622	150,279,349	156,390,549	164,028,667
Impact Fees	1,065,582	1,799,628	1,187,330	1,007,947
Law Enforcement Trust Funds	646,796	508,067	966,765	1,047,315
Community Cleanup Funds	27,984	25,000	25,000	25,000
Total Department	141,085,984	152,612,044	158,569,644	166,108,929
Personnel				
Full-Time Equivalents	1,772.78	1,792.23	1,804.98	1,804.98

POLK COUNTY SHERIFF'S OFFICE
Summary of Adopted Budget
Fiscal Year 2016-2017

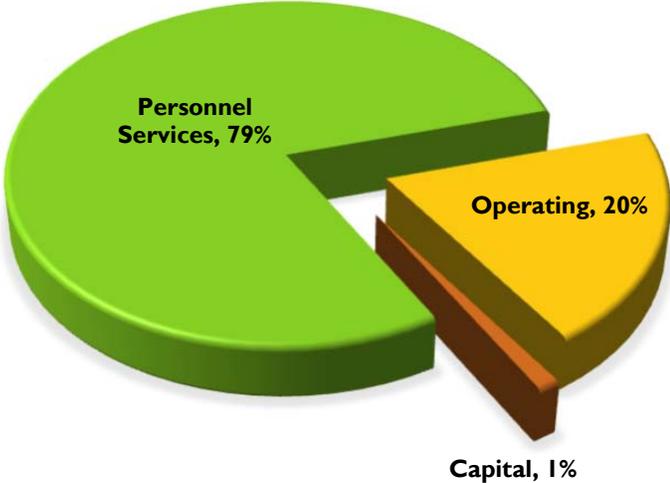
	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget	FY 2016-17 inc/(dec) over FY 2015-16	FY 2016-17 % inc/(dec) over FY 2015-16
LAW ENFORCEMENT				
Personnel Services before Indirect Costs	\$77,700,308	\$81,636,854	\$3,936,546	5.07%
<i>less Indirect Cost Allocation to other funds</i>	<i>(3,701,910)</i>	<i>(3,701,910)</i>	0	<i>(0.00%)</i>
Personnel Services	\$73,998,398	\$77,934,944	\$3,936,546	5.32%
Operating	12,825,967	13,316,756	490,789	3.83%
Capital	1,680,000	2,088,582	408,582	24.32%
Total Law Enforcement Fund	\$88,504,365	\$93,340,282	\$4,835,917	5.46%
DETENTION				
Personnel Services before Indirect Costs	\$32,224,254	\$33,089,614	\$865,360	2.69%
<i>plus Indirect Cost Allocation from Law Enf</i>	<i>3,453,259</i>	<i>3,453,259</i>	0	0.00%
Personnel Services	\$35,677,513	\$36,542,873	\$865,360	2.43%
Operating	14,955,177	15,537,559	582,382	3.89%
Capital	-	295,469	295,469	100.00%
Total Detention Fund	\$50,632,690	\$52,375,901	\$1,743,211	3.44%
COURT SECURITY				
Personnel Services before Indirect Costs	\$5,251,231	\$5,210,746	(\$40,485)	(0.77%)
<i>plus Indirect Cost Allocation from Law Enf</i>	<i>248,651</i>	<i>248,651</i>	0	0.00%
Personnel Services	\$5,499,882	\$5,459,397	(\$40,485)	(0.74%)
Operating	1,153,233	1,219,315	66,082	5.73%
Capital	-	4,925	4,925	100.00%
Total Court Security Fund	\$6,653,115	\$6,683,637	\$30,522	0.46%
SUBTOTAL				
Personnel Services	\$115,175,793	\$119,937,214	\$4,761,421	4.13%
Operating	\$28,934,377	\$30,073,630	\$1,139,253	3.94%
Capital	\$1,680,000	\$2,388,976	\$708,976	42.20%
TOTAL GENERAL FUND ADOPTED BUDGET	\$145,790,170	\$152,399,820	\$6,609,650	4.53%

* Includes G4S contract modification for parking garage security (\$86,428) and 2% health insurance rate increase (\$215,928)

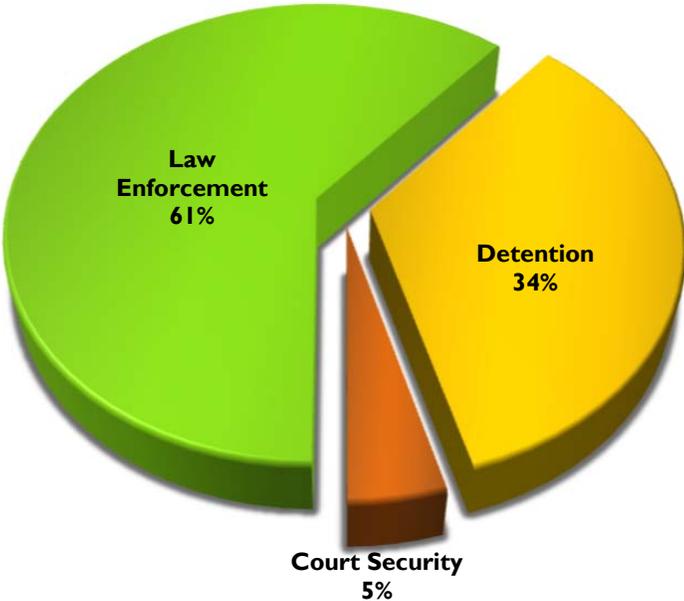
Note:

Amount required for contingency of off-site inmate medical expenditures is budgeted by the Board of County Commissioners.

**FY 2016-2017 ADOPTED BUDGET
BY CATEGORY**



**FY2016-2017 ADOPTED BUDGET
BY FUND**



POLK COUNTY SHERIFF'S OFFICE
PROGRAM BUDGET SUMMARY
FISCAL YEAR 2016-2017

Page	Program	Headcount		Funding Sources			
		FT FTE'S	PT FTE'S	2017 Adopted Budget	General Fund From BoCC	Other General Fund Revenue	Special (Restricted) Revenue Fund
1	Office of Legal Affairs	6.0	0.000	\$ 644,483	\$ 644,483	\$ -	\$ -
2	Strategic Planning Unit	2.2	0.000	183,624	183,624	0	0
3	Public Information Office	3.5	0.000	326,247	326,247	0	0
4	Crime Prevention	7.0	0.000	478,186	288,046	0	190,140
5	Volunteer Services	2.3	0.000	174,799	174,599	0	200
6	Chaplaincy	0.0	0.000	14,050	14,050	0	0
7	Accreditation	6.7	0.625	442,007	442,007	0	0
8	Property & Evidence	11.1	2.500	719,515	719,515	0	0
9	Administrative Investigations	7.0	0.000	570,980	570,980	0	0
10	Decentralized Community Patrol	484.1	4.375	39,623,848	35,125,925	4,251,147	246,776
11	Canine	21.5	0.000	1,866,392	1,863,992	0	2,400
12	Crime Scene Investigations	19.8	0.000	1,556,073	1,556,073	0	0
13	Major Crimes/Special Victims	51.0	1.875	4,685,045	4,685,045	0	0
14	Sexual Offender/Predator Tracking	2.1	0.000	168,716	168,716	0	0
15	Identification	12.5	0.625	961,037	961,037	0	0
16	Victim/Witness Advocacy Services	3.1	0.000	135,092	19,650	0	115,442
17	Strategic Investigation & Analysis Section	35.4	0.000	3,089,809	3,081,934	0	7,875
18	Internet Crimes	8.3	0.625	983,767	575,268	0	408,499
19	Narcotics Investigations	37.5	0.625	3,506,357	3,254,009	0	252,348
20	Technical Services	3.1	0.000	371,353	371,353	0	0
21	Safe Schools	37.9	0.000	3,486,524	817,130	2,322,586	346,808
22	Child Safety/School Crossing	2.3	44.604	1,173,294	1,173,294	0	0
23	Extra Duty Employment	1.1	0.000	61,820	0	61,820	0
24	Traffic	24.7	0.625	2,055,961	2,055,961	0	0
25	Agricultural Crimes	12.2	1.875	1,110,285	1,100,285	0	10,000
26	Aviation	10.0	0.000	1,758,212	1,758,212	0	0
27	Marine/Underwater Search/Recovery	2.2	0.000	235,088	235,088	0	0
28	Animal Control	48.6	9.375	3,082,992	3,043,304	0	39,688
29	Environmental	4.4	0.000	423,880	184,095	0	239,785
30	Emergency Communications Center	159.0	6.300	9,741,175	7,686,750	2,054,425	0
31	Emergency Operations Group	0.0	0.000	225,477	225,477	0	0
32	Honor Guard	0.0	0.000	36,744	35,744	0	1,000
33	Fiscal Services	17.4	0.000	1,279,644	1,279,644	0	0
34	Records	24.4	3.750	1,230,057	1,230,057	0	0
35	Warrants Administration	27.7	0.625	1,702,020	1,460,672	241,348	0
36	Information Technology	25.1	1.250	5,563,501	5,521,751	41,750	0
37	Facility Services	1.1	2.500	1,464,817	1,464,817	0	0
38	Purchasing	4.4	0.000	249,263	249,263	0	0
39	Document Services	0.0	0.000	226,250	226,250	0	0
40	Fleet	13.1	3.125	8,850,910	8,850,910	0	0
41	Central Supply	4.4	1.202	2,033,422	2,033,422	0	0
42	Benefits Administration/Member Records	4.3	0.000	1,593,365	1,593,365	0	0
43	Employment Services	7.5	3.125	884,711	874,711	0	10,000
44	Organizational Development	6.4	0.000	383,716	383,716	0	0
45	Academy and Member Development	17.3	1.750	2,269,583	1,381,869	575,514	312,200
46	Customer Service	8.6	0.000	532,812	532,812	0	0
47	Detention Security	312.1	0.000	23,829,664	23,423,982	41,357	364,325
48	Inmate Medical	0.0	0.000	9,800,280	9,800,280	0	0
49	Inmate Intake/Records & Classifications	77.2	0.000	5,061,161	5,061,161	0	0
50	Transportation	7.2	0.000	1,480,695	1,480,695	0	0
51	Food Service	26.9	0.000	3,867,929	3,757,733	0	110,196
52	Inmate Work Program	4.1	0.000	570,000	0	570,000	0
53	Service of Process	32.0	5.625	2,139,209	2,069,209	0	70,000
54	Court Security	59.9	0.000	6,381,608	6,381,608	0	0
55	Trusts	0.0	0.000	440,000	0	0	440,000
TOTALS		1,708.0	96.981	\$165,727,449	\$152,399,820	\$10,159,947	\$3,167,682

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Office of Legal Affairs (114000)

Core Services: Provide legal services and advice to Polk County Sheriff's Office members to support and enhance the Sheriff's Office mission to enforce the law and prevent, solve, displace and control crime.

II. Mission/Key Objectives:

Mission: To maximize citizen safety and protection by providing legal services and advice to the Sheriff and all Sheriff's Office members; deny criminals profits from their crimes, and enhance the ability of the Sheriff's Office to prevent, solve, and control crime through forfeiture of criminal assets.

Key Objectives:

1. Initiate and litigate required enforcement actions on forfeitures.
2. Defend Sheriff's Office civil claims and lawsuits.
3. Provide training to enhance members' knowledge, improve enforcement, and reduce liability.
4. Review, create and modify service contracts and other documents for legal sufficiency.
5. Work on special projects and propose new legislation as needed.
6. Process public records request for pending litigation.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY15-16	Adopted Budget FY16-17
Public Service Levels:					
# of civil legal claims processed/ litigated/settled (liaison capacity)	2	48/55	64/63	55/45	50/49
# of assists with civil discovery/coordinating witnesses	2	23/27	26/29	25/25	26/25
# of requests from agency members for legal opinion/memo	1,2,3	936	1,236	1,100	1,000
# of legal bulletins provided to sworn/certified personnel	1,2,3	7	4	10	10
# of public records request processed	6	1,030	730	700	725
# of special projects/ordinances	5	3	36	2	2
# of contracts created or entered/closed	4	33/69	36/65	30/45	25/30
# of contracts reviewed and modified for legal sufficiency	4	435	483	425	400
# of animal cruelty cases filed/closed	1	14/12	15/19	14/10	13/10
# of new forfeiture cases successfully closed (see note 1)	1	113	100	85	75
# of forfeitures submitted/processed (see notes 1 & 2)	1	89/89	92/92	90/90	85/85
# of forfeiture pleadings filed	1	1,659	1,473	1,400	1,350
# of miscellaneous pleadings filed	2	284	101	100	100
Outcome: Effectiveness Indicators:					
Forfeiture recoveries (local awarded)	1,3	\$211,667	\$433,448	\$200,000	\$205,000
Additional forfeiture currency recoveries for HIDTA Task Force (excluding PCSO's portion)	1,3	\$75,238	\$159,860	\$80,000	\$85,000
E-filings	1,2,5	1329	1,171	1,100	1,000
Closed animal cases currency collected	1	\$5,340	\$1,573	\$1,500	\$1,500
% of sworn/certified members receiving training	3	100%	100%	100%	100%
IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY15-16	Adopted Budget FY16-17
Funded Positions:					
Full-time		6.0	6.0	6.0	6.0
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Source:					
General Fund BoCC		\$560,197	\$588,274	\$631,961	\$644,483
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$560,197	\$588,274	\$631,961	\$644,483

Notes:

- 1) Cases often take over a year to litigate and overlap fiscal years.
- 2) Mulberry, Auburndale, Ft. Meade, Frostproof, Dundee, Eagle Lake, and Polk City cases are included.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Strategic Planning Unit (113000)

Core Services: Support the agency's mission by serving as its nexus for long-range planning and strategy development.

II. Mission/Key Objectives:

1. Enhance cost-effective allocation of taxpayer dollars through strategic and operation-specific planning and research.
2. Maximize public safety by analyzing, processing, and providing information for agency members.
3. Maximize taxpayer dollars through examination of funding sources and alternatives for operations/equipment.
4. Enhance public safety by researching and promoting multi-agency relationships, public/private partnerships, regional approaches, and other multi-jurisdictional activities.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY15-16	Adopted Budget FY16-17
----------------	-------------------	-------------------------	-------------------------	--------------------------------	------------------------------

Public Service Levels:

Review/evaluate benchmarks, standards, and trends for the agency	1, 2, 3	Ongoing	Ongoing	Ongoing	Ongoing
# of development reviews completed	1,3	3	0	1	3
# of grant applications submitted	3	18	15	16	16
# of citizen contact surveys conducted	4	1,524	1,524	1,524	1,524
Explore funding options to augment traditional funding sources to meet strategic planning goals and objectives for operations, and capital improvements.	1, 3	Ongoing	Ongoing	Ongoing	Ongoing
Coordinate agency strategic plan and capital needs program with the BoCC's strategic plan and capital improvements program, to maintain preferred level of services in a planned and predictable manner.	1, 2, 3	Ongoing	Ongoing	Ongoing	Ongoing
Promote multi-agency and regional approaches and relationships to maximize the protection and quality of life of Polk County citizens.	1, 2, 3, 4	Ongoing	Ongoing	Ongoing	Ongoing

Outcome: Effectiveness Indicators:

% of grants/value obtained	3, 4	84%/\$2.6M	87%/\$982K	90%/\$980K	90%/\$1M
Special revenue funds spent for agency	3	\$3.3M	\$3.8M	\$3.7M	\$3.2M
# of meetings attended to support multi-agency partnerships.	1, 2, 3, 4	48	40	40	40

IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY15-16	Adopted Budget FY16-17
----------------	--	-------------------------	-------------------------	------------------------------	------------------------------

Funded Positions:

Full-time		2.2	2.2	2.2	2.2
Part-time FTE's		0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC		\$149,764	\$171,360	\$177,158	\$183,624
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$149,764	\$171,360	\$177,158	\$183,624

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Public Information Office (110100)

Core Services: Provide public safety and critical incident information to the citizens of Polk County via the news media 24 hours per day, 365 days per year.

II. Mission/Key Objectives:

1. Meet the ever growing demand for Sheriff's Office related information by the news media and the public.
2. Maintain a positive and productive communication link to ensure quality distribution of information to the public.
3. Enhance the Polk County Sheriff's Office mission to prevent, displace, solve crime, and enforce the law.
4. Provide information to the public through mediums that are professionally produced.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of Crime Stoppers bulletins	1,2,3,4	219	252	250	250
# of news releases	1,2,3,4	393	439	430	430
# of contacts with the media	1,2,3	7,018	7,787	7,928	7,900
# of hours spent on photo assignments	3	258	277	295	275
# of news articles published & clipped	3	5,532	6,016	6,113	6,100
# of photos taken & uploaded*	3	8,302	35,420	35,142	35,000
# of internal newsletters sent	3	21,824	21,972	22,050	22,000
# of external newsletters sent**	2,3,4	93,443	104,265	111,335	111,500
Outcome: Effectiveness Indicators:					
% of positive media satisfaction (Annual Survey)	1,2,3,4	99.80%	100.00%	99.00%	99.00%
IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		3.5	3.5	3.5	3.5
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$297,821	\$307,963	\$319,501	\$326,247
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$297,821	\$307,963	\$319,501	\$326,247

* Includes all photographs. Change in procedures of storing and maintaining photographs contributed to the increase.

** Calendar year totals

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Crime Prevention (110700 & 816500)

Core Services: Educate children, senior citizens and all community members to prevent their victimization from crimes of violence, predators and theft. Empowering all Polk County residents to reduce their fear of crime and be proactive in the prevention of crimes.

II. Mission/Key Objectives:

1. To educate children in safety techniques such as "Stranger Danger", "Gun Safety", "Deputies Are Your Friends", "9-1-1 Emergency", "Drug Awareness", "McGruff the Crime Dog", "PC the Patrol Car", "Bicycle Safety", and "Buckling up in the Vehicle".
2. To educate adults in safety techniques: such as "Neighborhood Watch", "Home Security", "Operation Identification", "Reporting Suspicious Activity", "Personal Safety", "Internet Safety/Preventing Child Exploitation", "Methamphetamine and Clandestine Labs", "Identity Theft", "Prevent Auto Theft", "Crime Prevention Static Displays", "Mail Theft", "Child Safety Seat Installations", and "Women's Self-Defense".
3. To educate senior residents in safety techniques such as "Citizen's Assisted Patrol (CAP)", "Senior vs. Crime Project", "Neighborhood Watch", "Home Security", "Operation Identification", "Reporting Suspicious Activity", "Personal Safety", "Homeland Security", "Identity Theft", "Vial of Life", "Frauds and Scams", "Telephone Notification System (First Call)", and "Project Safe and Sound".
4. To educate business professionals in safety techniques such as: "Robbery Prevention", "Business Watch", "Security Survey" and "Crime Prevention Through Environmental Design (CPTED)".

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
Crime prevention program presentations	1,2,3,4	1,345	1,289	1,290	1,300
# of Citizens reached through presentations	1,2,3,4	91,576	66,319	75,000	85,000
# of Communicator Messages	1,2,3,4	117,124	250,599	210,000	200,000
Outcome: Effectiveness Indicators:					
Customer Surveys that indicate a satisfaction rating with services provided. (Calendar year basis)	1,2,3,4	97%	99%	99%	97%
Outcome: Efficiency or unit-cost ratio:					
Cost per attendee	1,2,3,4	\$4.59	\$6.66	\$6.56	\$5.63
IV. Resources:					
Funded Positions:					
Full-time		7.0	7.0	7.0	7.0
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$145,686	\$156,746	\$281,120	\$288,046
Other GF Revenue					
Special Revenue Fund*		\$331,474	\$285,028	\$210,615	\$190,140
Total Program costs		\$420,241	\$441,774	\$491,735	\$478,186

* There is a 29% reduction in funding from the court costs revenue received from the BoCC in FY 2015-16.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Volunteer Services (110250)

Core Services: Recruit, reward and retain quality volunteers to augment and supplement Law Enforcement, Detention, and support personnel in fulfilling the Polk County Sheriff's Office mission of fighting, reducing, displacing, suppressing and preventing crime.

II. Mission/Key Objectives:

1. To recruit Polk residents, 18 years and older, to become volunteers assisting with crime fighting efforts both internally and externally.
2. To train and retain adult volunteers to work in support of current positions, functions and missions to enhance agency productivity and effectiveness.
3. To train and retain adult volunteers to realize cost savings for the benefits of Polk County's taxpayers.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
--	-------------	-------------------	-------------------	---------------------------	-------------------------

Public Service Levels:

# of volunteers trained	2	384	381	410	400
# of civilian hours donated	1,2,3	140,816	136,887	135,000	140,000

Outcome: Efficiency or unit-cost ratio:

Cost savings from hours donated in excess of related general fund program costs*	1,2,3	\$2,826,133	\$2,764,192	\$2,745,895	\$2,853,945
--	-------	-------------	-------------	-------------	-------------

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	-------------------	-------------------	-------------------------	-------------------------

Funded Positions:

Full-time		2.3	2.3	2.3	2.3
Part-time FTE's		0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC		\$164,798	\$174,739	\$170,955	\$174,599
Other GF Revenue					
Special Revenue Fund		\$305	\$19,197	\$500	\$200
Total Program costs		\$164,798	\$193,936	\$171,455	\$174,799

* IndependentSector.org website cites \$21.61 as the most recent value for a volunteer hour in Florida, posted as of 4/12/2016.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Chaplaincy Program (110600)

Core Services: Provide on-call pastoral services to agency personnel, their families, and victimized citizens; provide grief counseling, spiritual guidance, and human crisis intervention to members and the public.

II. Mission/Key Objectives:

1. To assist agency members and their families in dealing with stressful situations; provide pastoral care, spiritual guidance and counseling to members and their families, as requested.
2. To assist the public by providing pastoral care, spiritual guidance, counseling, consultation and other forms of human crisis intervention to crime victims and their families, victims of traumatic events and circumstances, and other members of the public with whom Chaplains come into contact as a result of their Sheriff's Office related volunteer duties.
3. Decrease employee absenteeism resulting from stressful situations; improve member morale and job satisfaction.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of consultation/counseling sessions	1,2,3	337	251	267	300
# of ceremonies and events attended	1,2,3	171	204	220	225
# of donated hours	1,2	1,805	1,987	2,106	2,100
# of hospital visits	1,2,3	122	158	155	150
# of trauma/death notifications	1,2,3	97	69	72	85
Outcome: Efficiency or unit-cost ratio:					
Value of hours donated*	1,2,3	\$38,338	\$42,939	\$45,511	\$45,381
IV. Resources:					
		Actual FY FY 13-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		0.0	0.0	0.0	0.0
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$13,310	\$14,115	\$14,050	\$14,050
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$13,310	\$14,115	\$14,050	\$14,050

* IndependentSector.org website cites \$21.61 as the most recent value for a volunteer hour in Florida, posted as of 4/12/2016.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Accreditation Unit (112300)

Core Services: Maximize citizen safety and protection by assuring nationally recognized professional accreditation standards are achieved through compliance with the written directives and the delivery of day-to-day law enforcement and detention services to the citizens. Accreditation is an effective tool by which the Polk County Sheriff's Office can achieve organizational excellence, thereby reducing potential liability.

II. Mission/Key Objectives:

I. Achieve and maintain law enforcement, jail, jail medical, purchasing, academy and telecommunications accreditation processes to ensure nationally accepted policies and practices are in place and that accountability to the citizens of Polk County is continued.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
# accreditation assessments conducted*	1	2	3	2	0
# accreditation files maintained	1	1,296	1,418	1,418	1,414
# written directives processed*	1	239	491	580	303
# forms/publications processed*	1	448	301	188	366
# of responses to policy and procedural information requests	1	1,556	842	728	950
# staff inspections completed*	1	5	0	5	2
# of internal audits conducted	1	28	40	40	40
# agency lesson plans reviewed	1	54	43	30	54
Outcome: Effectiveness Indicators:					
% policy and procedural requests processed	1	100%	100%	100%	100%
# of agency accreditation programs	1	8	9	9	10
# of agency accreditation programs successfully maintained	1	8	9	9	10
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		6.7	6.7	6.7	6.7
Part-time FTE's		0.625	0.625	0.625	0.625
Funding Sources:					
General Fund BoCC		\$440,458	\$427,553	\$444,168	\$442,007
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$440,458	\$427,553	\$444,168	\$442,007

* Cyclical in nature.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Property & Evidence (112400)

Core Services: Enhance prosecution through accurate accountability, custody, and control of all property/evidence submitted by agency members and other local, state and federal law enforcement agencies.

II. Mission/Key Objectives:

I. Maximize citizen safety and protection by ensuring that evidence is properly stored and available for trial and/or laboratory analysis as necessary.

III. Measures:	Key Obj Num	Actual CY* 2014	Actual CY* 2015	Projected Actual CY* 2016	Adopted Budget CY* 2017
Public Service Levels:					
# of pieces of evidence received	1	52,450	56,078	53,005	55,910
# of pieces of evidence delivered to the State laboratory for analysis	1	1,963	2,580	2,321	2,554
# of pieces of evidence stored	1	281,786	299,739	307,281	315,013
Outcome: Effectiveness Indicators:					
Annual % of change in evidence inventory	1	6.3%	6.4%	2.5%	2.5%
Outcome: Efficiency or unit-cost ratio:					
Evidence accountability based on audit and inspection	1	100%	100%	100%	100%
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time**		10.1	10.1	10.1	11.1
Part-time FTE's		3.750	3.750	3.750	2.500
Funding Sources:					
General Fund BoCC		\$625,859	\$644,583	\$692,404	\$719,515
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$625,859	\$644,583	\$692,404	\$719,515

* Due to software conversion, measurement data only available on a calendar year basis.

** (2) part time clerical assistant positions were converted into (1) full time clerical assistant position during FY 2016

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Administrative Investigations (112100)

Core Services: Maintain and protect the integrity of the Polk County Sheriff's Office by providing a system to review and investigate all complaints and allegations against the agency and its members. Establish and maintain the confidence of the citizens of Polk County and protect the public from unprofessional conduct by Sheriff's Office members. Protect the integrity of the agency and rights of agency members, as a part of the agency's legal and ethical responsibility to its members and the citizens of Polk County.

II. Mission/Key Objectives:

1. Conduct fair and unbiased administrative investigations of alleged employee misconduct.
2. Review all protective action reports by detention deputies and law enforcement deputies, ensuring compliance with the agency General Orders and Florida State Statutes.
3. Conduct administrative investigations of all in-custody deaths, escapes and deputy involved use of deadly protective action.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
-----------------------	--------------------	--------------------------	--------------------------	----------------------------------	--------------------------------

Public Service Levels:

# of administrative investigations	1,3	26	22	30	26
# of administrative inquiries	1,3	72	52	85	70
# of law enforcement protective actions reviewed	2	141	117	139	132
# of detention protective actions reviewed	2	413	352	397	327
# of calls received from citizens	1	810	768	808	795

Outcome: Effectiveness Indicators:

% of administrative investigations completed	1,3	100%	100%	100%	100%
% of complaint referrals completed	1,3	100%	100%	100%	100%

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	--------------------------	--------------------------	--------------------------------	--------------------------------

Funded Positions:

Full-time		7.0	7.0	7.0	7.0
Part-time FTE's		0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC		\$477,657	\$496,875	\$529,002	\$570,980
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$477,657	\$496,875	\$529,002	\$570,980

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Decentralized Community Patrol (East and West Divisions) 216100 & 218100

Core Services: Protect lives, property, and rights of all citizens, maintain public peace and order, resolve conflicts, promote community confidence through effective response to all calls for assistance through proactive and innovative policing strategies in order to prevent, control, and suppress crime in partnership with the community. Provide effective and timely follow-up of property and persons crimes (felony and misdemeanor), that do not fall within the responsibility of the Criminal Investigations Division

II. Mission/Key Objectives:

1. Use Proactive Community Attack on Problems (PROCAP) as a tool to prevent, control, and suppress crime.
2. Investigate all incidents of reported crime with the goal of exceeding the average Federal UCR Crime Clearance Rate.
3. Enforce violations of state law by arresting those responsible for committing felony and misdemeanor crimes.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of UCR Part I Crimes	1,2	8,545	8,082	7,581	7,111
# of UCR Part I Crimes cleared (property)	1,2	1,424	1,420	1,366	1,312
# of UCR Part I Crimes cleared (general felony violent)	1,2	872	873	875	878
# of self-initiated activities	1	138,640	124,903	138,419	136,186
# of calls for service	1	167,020	149,703	144,043	139,650
Total call activity for LE contracted cities	1	38,159	40,491	38,025	37,132
# of misdemeanor arrests made	3	12,357	9,285	10,500	10,821
# of felony arrests made	3	7,304	6,883	8,000	7,094
Outcome: Effectiveness Indicators:					
Inc/(Dec) of UCR Part I Number of Crimes (+/-)	1,2	703	-463	-501	-470
Crime Rate (% of unincorporated population)	1,2	2.10%	1.96%	1.86%	1.76%
% of Part I non-violent crimes cleared	1,2	19.49%	20.91%	21.63%	22.35%
% of Part I general felony violent crimes cleared	1,2	70.49%	67.62%	67.70%	67.78%
% change in misdemeanor arrests made	3	9.60%	-24.86%	13.09%	3.06%
% change in felony arrests made	3	5.60%	-5.76%	16.23%	-11.33%
Outcome: Efficiency Indicators:					
\$ saved utilizing reserve deputies vs. entry level Deputy Sheriffs	1	\$436,097	\$401,087	\$410,383	\$438,662
\$ reimbursed for investigative costs	1,2	\$467,691	\$494,268	\$480,000	\$480,700
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time*		464.1	480.2	478.1	484.1
Part-time FTE's		6.250	3.750	3.750	4.375
Funding Sources:					
General Fund BoCC		\$28,155,196	\$29,140,545	\$33,111,906	\$35,125,925
Other GF Revenue (City Contracts)		\$4,049,706	\$4,196,964	\$4,338,146	\$4,251,147
Special Revenue Fund**		\$814,382	\$705,975	\$556,031	\$246,776
Total Program Costs		\$33,019,284	\$34,043,484	\$38,006,083	\$39,623,848

* The net increase of (6) full time positions is explained as follows:

- (10) new Deputy Sheriff positions are being added in FY 2017; (2) DS positions were transferred to K9 during FY 2015
- (1) DS position was transferred to Aviation unit during FY 2016; (1) DS position was deleted due to Eagle Lake contract reduction.

** Special Revenue Fund figure for FY 2016 and FY 2017 has decreased due to the expiration of some of the COPS Hiring Program (CHP) grant. Funding for those Deputy Sheriff positions has been included in the general fund request.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Canine Unit (216900)

Core Services: Maximize public safety by providing a canine unit (24 hours a day/365 days a year) to track, locate and apprehend law violators, to search for and locate missing/endangered children and adults, and support Homeland Security efforts by aiding in the detection of explosive devices and other hazardous materials. Canine teams also search and locate illegal narcotics.

II. Mission/ Key Objectives:

Mission: To maximize the public's safety by locating and apprehending law violators, locate missing/endangered children and adults, and locating evidence and contraband.

Key Objectives:

1. Respond to all requests for canine.
2. Respond to all requests for public education/demonstrations.
3. Respond to all requests for canine by outside agencies.
4. Maintain the highest level of performance for a canine team through training and proficiency testing.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of calls responded to for canine support, internal	1,2,4	2099	2593	2,700	2,700
# of calls responded to for canine support, external	1,2,4	452	432	500	500
# of canine demonstrations	2	104	105	105	105
# of narcotic finds	1,2,3,4	229	181	200	200
# of canine arrests without use of force	1,3,4	251	254	250	250
# of canine arrests with use of force	1,3,4	33	25	30	30
# of calls responded to for canine support- no deployment	1,2,3,4	8539	6921	7,000	7,000
Outcome: Effectiveness Indicators:					
Canine arrests without use of force at 80% or above	1,3,4	88%	91%	89%	89%
Maintain canine use of force ratio at 20% or below	1,3,4	12%	9%	11%	11%
Outcome: Efficiency or unit-cost ratio:					
Cost per annual proficiency certifications	4	\$305	\$320	\$320	\$320
Operating & capital cost per K-9 team ^	1,2,3,4	\$1,877	\$1,384	\$1,538	\$1,615
Cost of canine program per deployment	1,2,3,4	\$534	\$504	\$483	\$565
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time*		18.4	18.4	18.4	21.5
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$1,417,815	\$1,576,168	\$1,594,271	\$1,863,992
Other GF Revenue					
Special Revenue Fund		\$0	\$0	\$2,500	\$2,400
Total Program costs		\$1,417,815	\$1,576,168	\$1,596,771	\$1,866,392

^ Retroactively restated to include teams not assigned to patrol; added a team in FY 2014 and capital outlay for three teams & kennels during FY 2015.

* (3) Deputy Sheriff positions were re-located to the K9 unit during FY 2015; (2) from Patrol and (1) from BCI.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Crime Scene Investigations (231 100)

Core Services: Provide on scene evidence gathering for both Polk County Sheriff's Office and local police departments to include photographing crime scenes, collecting and preserving evidence, developing fingerprints and testifying in court.

II. Mission/Key Objectives:

1. Enhance public safety through the collection, preservation, and processing of evidence at Polk County Sheriff's Office crime scenes and other agencies' crime scenes.
2. Provide public service tours/demonstrations.
3. Provide ride-along opportunities to students, Polk County Sheriff's Office employees, and members of the public who are interested in becoming a Crime Scene Investigator.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of crime scene responses	1	1,502	1,632	1,312	1,600
# of public service tours/demonstrations	2	42	59	76	80
# of ride-alongs	3	86	88	68	90
# of other evidence cases processed-not collected by CSI*	1	113	103	524	600
Outcome: Efficiency or unit-cost ratio:					
Average cost per crime scene investigation	1	\$683	\$711	\$854	\$729
Percentage of time on crime scene investigations	1	75.20%	77.44%	75.00%	75.00%
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		19.8	19.8	19.8	19.8
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$1,364,006	\$1,498,842	\$1,494,488	\$1,556,073
Other GF Revenue					
Special Revenue Fund		\$4,770	\$0	\$0	\$0
Total Program costs		\$1,364,006	\$1,498,842	\$1,494,488	\$1,556,073

* Prior to December 2015, the Identification Section processed the evidence. As of December 2015, all of the requests are being handled by Crime Scene Investigations.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Major Crimes/Special Victims (231200 and 231400)

Core Services: To provide public safety services through the specialized investigation of criminal offenses relating to violent crimes including: homicide, robbery, sexual battery, kidnapping, child abuse and other crimes relating to missing persons, and elderly abuse. In addition; members of the Child Protection Referral Unit work with the Department of Children and Family Services to ensure the safety of children through joint investigations related to reports of abuse and neglect.

II. Mission/Key Objectives:

1. Conduct specialized follow-up investigations.
2. Identify persons involved in criminal activity and make arrests when appropriate.
3. Provide public safety services through the investigation of criminal activity after it has occurred to prevent future similar events. Vigorous investigation of crimes is essential to our overall crime reduction strategy.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
----------------	-------------------	-------------------------	-------------------------	---------------------------------	-------------------------------

Public Service Levels:

# of specialized investigations conducted	1	4,054	3,681	4,100	4,100
# of child abuse, neglect or abandonment cases jointly investigated by Child Protection Referral Unit and the Department of Children and Family Investigators	1	6,628	6,788	7,000	7,100

Outcome: Effectiveness Indicators:

According to National Standards/UCR:					
% of cases cleared in homicide (national avg 64.5%)*	1,2,3	100%	100%	80%	80%
% of cases cleared in robbery (national avg 29.6%)*	1,2,3	56%	51%	50%	50%
% of cases cleared in adult sex crimes (rape) (national avg 39.3% legacy definition, 38.5% revised definition)*	1,2,3	62%	59%	60%	60%

Outcome: Efficiency or unit-cost ratio:

Program cost per case/investigation	1,2,3	\$383	\$404	\$406	\$418
-------------------------------------	-------	-------	-------	-------	-------

IV. Resources:

IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
----------------	--	-------------------------	-------------------------	-------------------------------	-------------------------------

Funded Positions:

Full-time**		54.1	52.1	52.0	51.0
Part-time FTE's**		2.500	2.500	2.500	1.875

Funding Sources:

General Fund BoCC		\$4,040,643	\$4,229,059	\$4,511,262	\$4,685,045
Other GF Revenue					
Special Revenue Fund		\$46,678	\$0	\$0	\$0
Total Program costs		\$4,087,321	\$4,229,059	\$4,511,262	\$4,685,045

* National average figures are 2014 clearance rates per www.fbi.gov

** (1) DS position was transferred to K9 during FY 2015, and (1) part time clerical assistant was transferred to Internet Crimes.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Sexual Offender/Predator Tracking (231500)

Core Services: Increase the safety of Polk County's citizens and reduce the number of sexual assaults by tracking sexual offenders/predators to verify their addresses and to ensure they are complying with registration requirements, applicable laws, and court-ordered sanctions. To locate and arrest those individuals who have absconded, or otherwise failed to register or update their information with FDLE or the Sheriff's Office.

II. Mission/Key Objectives:

To reduce sexual assault by tracking the whereabouts of all sexual offenders and sexual predators living in Polk County by:

1. Verifying addresses of known sexual offenders/predators on a routine basis.
2. Partnering with Parole and Probation to ensure that offenders/predators are in compliance with laws and court ordered sanctions.
3. Accomplishing the sharing of intelligence with other agencies and members of the Sheriff's Office.
4. Providing community outreach and awareness programs.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
Arrest sexual offenders/predators for violations that result in criminal prosecutions*	1,2,3	92	113	124	124
Community outreach, education and awareness programs delivered	4	19	18	10	10
Sexual Predators/Offenders verified	1,2	1183	1225	1,250	1,250
Sexual Predators/Offenders monitored	1,2	1,194	1,233	1,250	1,250
Outcome: Effectiveness Indicators:					
% of goal achieved, i.e., actual numbers of arrests resulting in prosecution / target numbers = % of achievement*	1,2,3	167%	112%	131%	100%
# of offenders verified compared to number of offenders absconded	1,2	1039/11	1225/8	1200/10	1200/10
Verification success rate	1,2	99%*	99%	99%	99%
% of goal achieved, i.e., actual numbers of programs delivered / target numbers = % of achievement	4	95%	100%	100%	100%
IV. Resources:					
Funded Positions:					
Full-time		3.1	2.1	2.1	2.1
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$189,871	\$189,121	\$173,307	\$168,716
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$189,871	\$189,121	\$173,307	\$168,716

* corrected data

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Identification Section (231300)

Core Services: Provide scientific examinations and fingerprint database technology to identify fingerprints found at crime scenes. Ensure that all fingerprints of individuals arrested are entered in the fingerprint database to identify arrestees and those with outstanding warrants or those providing false identity information at time of arrest. To increase AFIS/AFIX submissions and positive identifications. To provide expert testimony in court.

II. Mission/Key Objectives:

1. Provide quality examination and evaluation of fingerprints received.
2. Complete all of the requests for evidence processing.
3. Ensure that all fingerprints are entered into the fingerprint database.
4. Identify all arrestees with outstanding warrants and/or providing false information at time of arrest.
5. Increase the number of AFIS/AFIX submissions and identifications.
6. Testify in court 100% of the time.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
--	-------------	-------------------	-------------------	---------------------------	-------------------------

Public Service Levels:

# of comparisons conducted	1	241,233	235,553	240,264	245,069
# of items of evidence processed	2	2,347	2,638	2,690	2,744
# of fingerprints entered in the database	3	81,475	57,205	58,349	59,516
# of fingerprints classified as false information	4	29,221	24,167	24,650	25,143
# of fingerprint and palm print cards filed	4	105,216	88,020	89,780	91,576
# of arrestee fingerprints examined	4	152,005	142,802	145,658	148,571
# of arrestees with outstanding warrants	4	21	36	43	52
# of arrestees providing false identity information	4	1,869	2,365	2,172	2,215
# of AFIS/AFIX submissions/identifications from book-in prints	5	1,876	1,915	1,953	1,992
# of requests for court testimony/complied with	6	149/149	391/391	348/348	355/355

Outcome: Effectiveness Indicators:

% of fingerprints examined and identified w/FDLE	1	100%	100%	100%	100%
% of evidence submitted that is processed	2	100%	100%	100%	100%
% of applicable fingerprints entered in database(s)	3	100%	100%	100%	100%
% of false information/previous arrest identifications	4	19%	17%	17%	17%
% of AFIS/AFIX identifications from crime scene prints submitted*	5	13%	23%	18%	18%

Outcome: Efficiency or unit-cost ratio:

Cost per print examined*	1 - 5	\$1.45	\$1.64	\$1.72	\$1.76
--------------------------	-------	--------	--------	--------	--------

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	-------------------	-------------------	-------------------------	-------------------------

Funded Positions:

Full-time**		10.4	10.4	11.4	12.5
Part-time FTE's		1.875	1.250	0.625	0.625

Funding Sources:

General Fund BoCC		\$840,202	\$859,688	\$920,625	\$961,037
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$840,202	\$859,688	\$920,625	\$961,037

* Reduction in quality of latent prints left at crime scene & commission of crime by first offenders reduces identifications.

** (1) full time Identification Technician position was added in FY 2017 budget.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Victim/Witness Advocacy Services (VOCA) (231470 & 817800)

Core Services: Provide support and comprehensive advocacy to victims of crime 24 hours per day, 7 days per week, 365 days per year, including crisis counseling, 911 emergency cellular telephone service and criminal justice assistance.

II. Mission/Key Objectives:

Mission: To enhance the quality of victim services by maximizing the range and availability of services so that each victim has the opportunity to understand and participate in the criminal justice system, therefore enhancing criminal prosecutions.

Key Objectives:

1. Provide criminal justice support and general advocacy to victims of crimes.
2. Provide assistance in filing victim compensation claims (core grant requirement).
3. Provide follow-up services to victims of crimes.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of services provided to victims of crime	1,2,3	5,268	6798	6,700	6,800
Outcome: Effectiveness Indicators:					
Actual number of violent crime victims served to target number = % achieved	1,2,3	3802/3400	3848/3400	3400/3400	3500/3500
Actual number of violent crime victims served to target number = % achieved	1,2,3	112%	113%	100%	100%
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		3.1	3.1	3.1	3.1
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$47,746	\$44,028	\$19,549	\$19,650
Other GF Revenue					
Special Revenue Fund		\$109,262	\$100,973	\$115,442	\$115,442
Total Program costs		\$157,008	\$145,001	\$134,991	\$135,092

POLK COUNTY SHERIFF'S OFFICE					
Program Title: Strategic Investigation and Analysis Section (232100)					
Core Services: Collect, store, analyze, and disseminate intelligence information related to criminal violations, subversive groups, terrorism, and Homeland Security to maximize the public's safety and enhance the quality of life. Conduct proactive investigations as required. Collect, store, and analyze crime data. Efficiently disseminate crime data analysis and projections to organizational components in support of crime prevention efforts.					
II. Mission/Key Objectives:					
1. Utilize tactical and strategic intelligence to prevent crime and reduce the effects of crimes.					
2. Provide crime data analyses to the agency's law enforcement components in support of their crime prevention efforts.					
III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
Intelligence investigations assigned or initiated	1	231	314	320	300
Intelligence reports/bulletins created	1	280	307	700	700
Inter-agency intelligence sharing meetings attended	1	137	166	200	200
Intelligence documents processed	1	1,241	959	3,000	3,000
Surveillance hours	1	302	251	350	350
Domestic Security Task Force hours	1	44	29	100	100
Requests for information processed	1	954	851	1,500	1,500
Crimestopper tips received	1	1,201	1,909	2,000	2,000
Homeland security tips investigated	1	40	16	50	50
Crime reports entered into database	2	10,812	12,320	12,500	12,500
Crime analysis reports produced/disseminated	2	4,381	5,054	5,000	5,000
Crime bulletins produced/disseminated **	2	1,531	569	600	600
# of vice investigations	2	455	447	750^	750
Outcome: Effectiveness Indicators:					
% of intelligence reports/RFI's processed within 24 hrs.	1	100%	100%	100%	100%
% of daily Homeland Security threat assessment distributed by 5:00 p.m. deadline.	1	100%	100%	100%	100%
% of assigned intelligence cases closed	1	98%	98%	98%	98%
% of monthly crime analysis reports completed on time	2	98%	98%	98%	98%
# of analytical requests received ***	2	N/A	1,702	2,000	2,000
IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
	Full-time	29.3	36.5	35.4	35.4
	Part-time FTE's	0.000	0.000	0.000	0.000
Funding Sources:					
	General Fund BoCC	\$2,884,421	\$2,889,598	\$2,998,621	\$3,081,934
	Other GF Revenue				
	Special Revenue Fund	\$24,725	\$713	\$7,575	\$7,875
	Total Program costs	\$2,909,146	\$2,890,311	\$3,006,196	\$3,089,809

** Decline due to technology that improved information sharing.

*** Started reporting in FY 2017 budget.

^ New DCF reporting guidelines has substantially increased number of human trafficking investigations.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Internet Crimes (232400)

Core Services: Increase the safety of Polk County's citizens by reducing crimes committed using a computer, especially crimes committed via the internet, through proactive law enforcement and strategic public awareness initiatives. Most importantly, protect Polk County's children from sexual predators who use the internet to stalk their victims.

II. Mission/Key Objectives:

Mission: To reduce computer crimes and to improve the ability to identify, apprehend and prosecute criminals who use computers to perpetrate crimes.

Key Objectives:

1. Conduct computer crime investigations.
2. Recover electronic forensic evidence.
3. Provide community outreach, education, and awareness.
4. Accomplish intelligence sharing.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
Conduct computer crime investigations	1,2,4	567	420*	600	600
Deliver training and awareness programs	3	8	9	15	15
Outcome: Effectiveness Indicators:					
% of goal achieved, i.e., actual numbers of criminal computer investigations / target numbers	1,2,4	142%	105%	100%	100%
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		8.36	8.34	8.34	8.33
Part-time FTE's**		0.000	0.000	0.000	0.625
Funding Sources:					
General Fund BoCC		\$476,548	\$506,970	\$524,069	\$575,268
Other GF Revenue					
Special Revenue Fund		\$521,116	\$390,602	\$413,000	\$408,499
Total Program costs		\$997,664	\$897,572	\$937,069	\$983,767

* More time devoted to forensics than investigations in FY15 due to the forensics backlog created by FY14 investigations. Projecting increase for cases coming from the districts.

** (1) part time clerical assistant was transferred from Major Crimes.

POLK COUNTY SHERIFF'S OFFICE

Program Title: Narcotics Investigations (232200)

Core Services: To conduct proactive law enforcement efforts, with an emphasis on quality of life offenses, relative to narcotics and organized crime. Accomplishing these efforts requires the talents and resources of federal, state and local law enforcement to identify and target the offenders and to successfully prosecute them.

II. Mission/Key Objectives:

1. Identify organizations/groups involved in the distribution of illegal narcotics and seize the drugs.
2. Maximize citizen safety and quality of life by proactively enforcing all vice-related crimes and successfully prosecuting the violators.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
----------------	-------------------	-------------------------	-------------------------	---------------------------------	-------------------------------

Public Service Levels/Workload Indicators

# of narcotic investigations	1	1587	1638	1,700	1,700
# of organized crime cases assigned	1	56	65	50	50
# of methamphetamine lab investigations	1	10	5	10	10

Outcome: Effectiveness Indicators:

Monetary value of assets seized	1,2	\$970,256	\$641,581	\$500,000	\$500,000
% of cases cleared by arrest	1,2	96%	96%	90%	90%

IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
----------------	--	-------------------------	-------------------------	-------------------------------	-------------------------------

Funded Positions:					
Full-time		36.6	36.5	37.5	37.5
Part-time FTE's		0.625	0.625	0.625	0.625

Funding Sources:					
General Fund BoCC		\$2,754,147	\$2,837,830	\$3,121,118	\$3,254,009
Other GF Revenue					
Special Revenue Fund		\$361,563	\$404,592	\$260,348	\$252,348
Total Program costs		\$3,115,710	\$3,242,422	\$3,381,466	\$3,506,357

POLK COUNTY SHERIFF'S OFFICE

Program Title: Technical Services Section (232300)

Core Services: Provide court ordered electronic surveillance expertise to federal, state, and local agencies as well as the Sheriff's Office, to support the Sheriff's Office mission to prevent, control, displace and solve crime and enforce the law.

II. Mission/Key Objectives:

1. Use court-ordered surveillance for the safety of all citizens.
2. Train law enforcement personnel in the use and application of surveillance equipment.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
-----------------------	--------------------	--------------------------	--------------------------	----------------------------------	--------------------------------

Public Service Levels:

# of court-ordered electronic surveillances	1	18	113	100	100
# of hours training personnel	2	201	62	100	100

Outcome: Effectiveness Indicators

% of successful court ordered surveillances	1	100%	100%	100%	100%
---	---	------	------	------	------

Outcome: Efficiency or Unit-cost Ratio

Labor dollars saved using electronic surveillance vs. physical tracking.	1	\$3.4M	\$3.5M	\$3.5M	\$3.5M
--	---	--------	--------	--------	--------

IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
-----------------------	--	--------------------------	--------------------------	--------------------------------	--------------------------------

Funded Positions:

Full-time		3.1	3.1	3.1	3.1
Part-time FTE's		0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC		\$318,656	\$353,192	\$356,115	\$371,353
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$318,656	\$353,192	\$356,115	\$371,353

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Safe Schools (225000, 226000, 225130, 226100, 226200)

Core Services: Maximize collaborative partnerships with primary, secondary and post-secondary institutions to provide safety services to students, staff and the related infrastructure by reducing levels of violence, crime, and disorder in and around those institutions and by providing crime prevention education.

II. Mission/Key Objectives:

Mission:

Enhance the safety of students, staff, and infrastructure.

Key Objectives:

1. To function as a liaison between primary, secondary and post-secondary institutions and the law enforcement community.
2. To educate 6th grade students about Substance Abuse and Violence Education (S.A.V.E.) and internet safety.
3. To provide safety leadership and ensure law enforcement services are provided to primary, secondary, and post-secondary institutions.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of calls for service (criminal unincorporated)	1,3	381	381	450	450
# of calls for service (non-criminal unincorporated) ^ ***	1,3	11,897	7,240	8,000	8,200
Total number of calls for service (unincorporated)***	1,3	12,278	7,621	8,450	8,650
Total number of calls for Resource Officer service (cities)***	1,3	2,241	904	1,100	1,150
# of school requests for presentations (i.e. Gang violence, substance abuse, conflict resolution, internet safety) (unincorporated)	1,3	72	78	75	150
# of school requests for presentations (i.e. gang violence, substance abuse, conflict resolution) (cities)	1,3	44	16	40	50
# of 6th grade students participating & graduating from the S.A.V.E. program (unincorporated)^	2	1,059	1,124	1,250	1,400
# of 6th grade students participating & graduating from the S.A.V.E. program (cities)	2	420	849	600	600
# of presentations delivered (unincorporated)^	1,3	113	126	150	150
# of presentations delivered (cities)	1,3	102	16	50	50
# of students enrolled in contracted post-secondary institutions	1,3	New in FY 2015	14,171	18,735	19,297
Outcome: Effectiveness Indicators:					
% of goal achieved, i.e., actual # of presentations delivered/Adopted presentations (unincorporated) ^	1,3	157%	162%	200%	100%
% of goal achieved, i.e., actual # of student attending the S.A.V.E. program/# of students eligible to attend the S.A.V.E. program (unincorporated)	2	100%	100%	100%	100%
Outcome: Efficiency or unit-cost ratio:					
Deputy/student ratio (unincorporated)**	1,2,3	1:2,136	1:2,453	1:2,411	1:2,500
Deputy/student ratio (Frostproof) ^^	1,2,3	1:1,821	1:1,883	1:1,800	1:1,800
Deputy/student ratio (Dundee) ^^	1,2,3	1:754	1:614	1:800	1:800
Deputy/student ratio (Mulberry) ^^	1,2,3	1:1,574	1:1,120	1:1,400	1:1,400
Deputy/student ratio (Ft. Meade) ^^	1,2,3	1:1,400	1:1,467	1:1,400	1:1,400
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
	Full-time*	19.8	20.8	35.8	37.9
	Part-time FTE's	0.156	0.000	0.000	0.000
Funding Sources:					
	General Fund BoCC	\$259,459	\$650,256	\$759,568	\$817,130
	Other GF Revenue	\$1,236,613	\$1,784,771	\$1,914,736	\$2,322,586
	Special Revenue Fund	\$0	\$12,973	\$392,872	\$346,808
	Total Program costs	\$1,496,072	\$2,448,000	\$3,067,176	\$3,486,524

* (1) Sergeant position was added during FY 2016, fully funded by Southeastern University, and (1) DS position was transferred from Training.

** Prior to FY 2015, counted only students in schools with deputy on site. Now counting all primary & secondary students.

*** Positive impact of Gang Resistance Intervention Program affecting discipline rate; automated reporting and standardized criteria could also be factors in decreased number of calls.

^ Primarily no services at Lake Marion middle school in FY 2014.

^^ Based on 60 day enrollment counts from School Board.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Child Safety/School Crossing (225110 and 225800; formerly 245110 and 245800)

Core Services: Ensure child safety and protection in school zones, while providing heightened awareness to motorists traveling in and near elementary school zones.

II. Mission/Key Objectives:

To safely cross elementary school age students to and from school at various locations, determined by the Polk County School Crossing Committee, throughout the county.

1. Provide standardized training as established by the Florida Department of Transportation to all part-time crossing guards.
2. Provide adult assistance to safely cross elementary students without incident or injury.
3. Provide adult assistance to children at locations throughout the county that have been identified by the School Crossing Committee as having possible hazards to children.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
Adults designated as guards and substitutes	1	199	207	210	215
Designated crossing locations	3	141	141	150	150
Outcome: Effectiveness Indicators:					
% adults receiving standardized training	1	100%	100%	100%	100%
# of elementary student injury reports	2	0	0	0	0
% of designated crossing locations having an adult guard to protect the children	3	100%	100%	100%	100%
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		2.2	2.4	2.3	2.3
Part-time FTE's		50.621	46.323	44.604	44.604
Funding Sources:					
General Fund BoCC		\$1,115,888	\$1,073,968	\$1,184,749	\$1,173,294
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$1,115,888	\$1,073,968	\$1,184,749	\$1,173,294

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Extra Duty Employment (246120)

Core Services: Provide off-duty deputy sheriffs to citizens, businesses, and other governmental agencies in Polk County to enhance public safety, crime prevention, and enforcement of the law.

II. Mission/Key Objectives:

Mission: Contract with citizens, businesses, and other governmental agencies in Polk County to provide professional law enforcement officers to maximize the public's safety and enhance the agency's mission.

Key Objectives:

1. To fill 90% of requests for off-duty details.
2. To fill 95% of requests for funeral escorts.
3. To provide deputies for approved inmate funeral requests.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of businesses and individuals served	1	1199	1,203	1,308	1,400
# of hours worked on extra duty	1,2,3	57,911	56,300	59,088	60,000
# of assignments	1,2,3	11,017	11,692	11,408	11,500
# of funeral assignments	2	972	1,083	1,084	1,100
# of hours worked on extra duty for inmate funerals	3	18	14	0	20
Outcome: Effectiveness Indicators:					
% of extra duty requests filled	1	100%	99%	100%	100%
% of funeral requests filled	2	100%	100%	100%	100%
% of inmate funeral requests filled	3	100%	100%	100%	100%
Outcome: Efficiency or unit-cost ratio:					
Private compensation received by deputies	1,2,3	\$1,448,141	\$1,492,857	\$1,455,064	\$1,500,000
Savings to taxpayers for contracted funerals	2	\$97,100	\$108,200	\$75,136	\$100,000
Savings to taxpayers for contracted inmate funerals	3	\$561	\$399	\$0	\$500
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		1.1	1.1	1.1	1.1
Part-time FTE's		0.156	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$0	\$0	\$0	\$0
Other GF Revenue		\$48,432	\$45,726	\$58,561	\$61,820
Special Revenue Fund					
Total Program costs		\$48,432	\$45,726	\$58,561	\$61,820

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Traffic Unit (246140)

Core Services: Maximize the safety of children and adults traveling on Polk County roadways by minimizing the occurrence of injuries and deaths caused by motor vehicle crashes, through proactive traffic law enforcement and crash investigation services.

II. Mission/Key Objectives:

Mission: Maximize citizen safety and protection by providing traffic safety through proactive law enforcement, engineering, and education, 24 hours a day/365 days a year.

Key Objectives:

1. Respond to all serious injury/fatal motor vehicle crashes on local and county roads upon notification, due to inadequate state staffing.
2. Respond to special requests for vehicle escorts, parades, other special events, traffic safety education at schools and civic groups and for traffic law enforcement complaints.
3. Increase Driving Under the Influence (DUI) enforcement.
4. Enforce State of Florida traffic laws to increase public safety.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of crashes investigated	1	309	197	150	250
# of hours spent investigating crashes	1	8,577	9,367	10,248	11,000
# of traffic safety education requests fulfilled	2	41	35	20	30
# of DUI's investigations	3	302	192	248	350
# of citations issued	4	6,983 [^]	9,171	7,820	10,000
Outcome: Effectiveness Indicators:					
# of fatal traffic crashes in unincorporated Polk County	1	74	62	80	80
Outcome: Efficiency or unit-cost ratio:					
\$ value of traffic fines issued	3,4	\$1,002,625	\$1,056,740	\$1,467,180	\$1,500,000
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		25.3	22.6	24.7	24.7
Part-time FTE's		0.3125	0.625	0.625	0.625
Funding Sources:					
General Fund BoCC		\$1,747,493	\$1,827,904	\$1,984,739	\$2,055,961
Other GF Revenue					
Special Revenue Fund		\$22,270	\$0	\$0	\$0
Total Program costs		\$1,769,763	\$1,827,904	\$1,984,739	\$2,055,961

[^] Short staffing and high number of crashes diminishes resources available to devote to citations.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Agricultural Crimes (246210)

Core Services: Maximize public safety and protection by providing patrol services, call response, and specialized investigations (24 hours a day/365 days a year) to protect and preserve agricultural/mining lands and businesses within Polk County.

II. Mission/Key Objectives:

Provide the only full-time Agricultural Unit in Polk County to:

1. Enforce the laws, especially laws relating to animal abuse and agriculture related crimes
2. Handle loose livestock and livestock impounds.
3. Educate the public on issues relating to animal abuse and agriculture related crimes.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
# of calls for agricultural crimes	1	1421 [^]	1,508	1,264	1,264
# of animal abuse investigations	1	443 [^]	402	380	380
# of educational requests	1	58	52	36	36
# of calls for loose animals	1,2	549 [^]	545	508	508
# hours spent on impounds	2	280 [^]	110	276	276
# hours spent on animal abuse investigations	1	998 [^]	833	848	848
# of acres of agricultural land *	1,2	520,899	520,899	520,899	520,899

Outcome: Effectiveness Indicators:

% agricultural crimes call responded to	1	100%	100%	100%	100%
% animal abuse investigations cleared	1	100%	100%	100%	100%
% educational requests attended	3	100%	100%	100%	100%
% loose animals impounded	2	80%	67%	80%	80%

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	-------------------------	-------------------------	-------------------------------	-------------------------------

Funded Positions:

Full-time		12.3	12.3	12.3	12.2
Part-time FTE's		1.875	1.875	1.875	1.875

Funding Sources:

General Fund BoCC		\$962,752	\$1,001,172	\$1,111,844	\$1,100,285
Other GF Revenue					
Special Revenue Fund		\$2,686	\$0	\$10,000	\$10,000
Total Program costs		\$965,438	\$1,001,172	\$1,121,844	\$1,110,285

* Farm Bureau Source:USDA-NASS, 2012 Census of Agriculture (census is taken every ten years).

[^] FY 2013-14 retroactively corrected.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Aviation Unit (246220)

Core Services: Provide aviation patrol and response necessary to support the crime prevention, crime control, and law enforcement mission of the agency, and other county, state, and federal agencies within Polk County, 24 hours a day/365 days a year.

II. Mission/Key Objectives:

Mission: Maximize citizen safety and protection by providing the only advanced air support in unincorporated Polk County and all municipalities.

Key Objectives:

1. Respond to at least 80% of requests for airborne services within 15 minutes.
2. Target 100% equipment availability for airborne missions.
3. Respond to 80% of requests for public crime prevention education.
4. Respond to 100% of requests for airborne support during critical incidents and missing or endangered children or adults.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# calls for service	1,3,4	1,283	2,049	2,704	2,704
# public crime prevention education requests	3	1	20	16	16
# requests for airborne support during missing and endangered children or adults incidents**	4	116	191	386	348
Outcome: Effectiveness Indicators:					
% flights initiated within 15 minutes of request	1	100%	100%	100%	100%
% responses for air support requests (weather permitting)	1,3,4	100%	100%	100%	100%
% responses to critical incidents	4	100%	100%	100%	100%
% missing/endangered persons located	4	84%	59%	75%	75%
% educational requests flown/completed	3	100%	100%	100%	100%
% time aviation equipment is available for response	2	100%	100%	100%	100%
Outcome: Efficiency or unit-cost ratio:					
Program costs per flight hour (excludes price of new aircraft)^	1,2,3,4	\$967	\$795	\$910	\$1,066
# of flight hours ^	1,2,3,4	1,333	1,620	1,650	1,650
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
	Full-time*	7.8	7.8	8.9	10.0
	Part-time FTE's	0.000	0.000	0.000	0.000
Funding Sources:					
	General Fund BoCC	\$4,196,451	\$1,288,559	\$1,501,460	\$1,758,212
	Other GF Revenue				
	Special Revenue Fund				
	Total Program costs	\$4,196,451	\$1,288,559	\$1,501,460	\$1,758,212

* (1) DS position was transferred from Patrol to Aviation during FY 2016; reclassified as DS-Pilot Trainee.

** Increase attributed to new database/tracking system and process change.

^ Corrected FY 2014

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Marine Unit / Underwater Search and Recovery Team (246230)

Core Services: Maximize public safety on Polk County's lakes and waterways with a specialized Marine Investigative Unit to conduct boating safety education, emergency response for waterborne search and rescue boating accident investigations, evidence search/recovery, and timely response to aid in the recovery of drowning victims.

II. Mission/Key Objectives:

Mission: Enhance boating safety for children and adults through public education/awareness programs, conduct safety inspections, enforce boating laws, and provide emergency response to critical waterborne incidents.

Key Objectives:

1. Patrol lakes and waterways and enforce boating safety laws.
2. Perform boating safety inspections and educate the public on safe boating.
3. Respond to all critical waterborne incident calls.
4. Assist other agencies when requested.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of routine marine calls	1,3,4	61	80	40	40
# of education requests	1	11	30	56	56
# of hours safety patrol & inspections *	1,2,4	932	1,058	800	800
# of critical waterborne calls	3	4	4	0	0
# of requests from other agencies	4	7	8	4	4
# of vessels inspected*	2	1428	1382	636	636
# of registered boats in Polk County	1,2	27,486	28,032	28,000	28,000
Outcome: Effectiveness Indicators:					
% of marine calls responded	1,3,4	100%	100%	100%	100%
% of educational request attended	1	100%	100%	100%	100%
Outcome: Efficiency or unit-cost ratio:					
Cost per marine response	1,3,4	\$135	\$140	\$279	\$319
Cost per number of registered boats	1,2,3,4	\$7.41	\$7.48	\$7.34	\$8.40
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		2.2	2.2	2.2	2.2
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$203,808	\$209,816	\$205,473	\$235,088
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$203,808	\$209,816	\$205,473	\$235,088

* 100% turnover has constrained services in FY 2016.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Animal Control (246250)

Core Services: To maximize public safety by providing animal control services to include responding to nuisance, cruelty/neglect and stray animal complaints by Polk County citizens. Provide cat and dog adoption and sterilization services. Protect Polk County residents by ensuring that all cases of suspected exposure to rabies are investigated. Investigate all incidents which may lead to a declaration of a dog as dangerous. Enforce the running at large and licensing provision of the Animal Control Ordinance.

II. Mission/Key Objectives:

1. Respond to citizen complaints and cases of animal cruelty and neglect.
2. Provide adoption and sterilization services in order to reduce the number of animals euthanized and prevent pet overpopulation.
3. Investigate all cases of animal bites/exposure and monitor and enforce rabies quarantine.
4. Classify and confiscate abused animals and dangerous dogs.
5. Sell animal licenses.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of complaints responded to per year	1	39,505	38,157	34,964	40,000
# live animals impounded	1	20,547	21,532	16,692	20,000
# animal licenses sold	1, 5	40,336	44,249	38,000	39,000
# animals adopted	2	4,484	4,376	4,146	4,500
# of animal bite/exposure cases	3,4	1,834	1,352	1,804	1,800
# of animals euthanized	2	14,550	13,624	10,500	16,000

Outcome: Effectiveness Indicators

% of complaints responded to within 2 hours	1	55%	51%	55%	50%
% of pets adopted or redeemed	2	33%	30%	37%	40%
% of animals euthanized	2	68%	63%	63%	60%

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
	Full-time*	45.4	46.6	46.6	48.6
	Part-time FTE's*	7.500	7.500	11.250	9.375
Funding Sources:					
	General Fund BoCC	\$2,516,842	\$2,788,590	\$2,917,617	\$3,043,304
	Other GF Revenue				
	Special Revenue Fund	\$20,771	\$35,809	\$40,000	\$39,688
	Total Program costs	\$2,537,613	\$2,824,399	\$2,957,617	\$3,082,992

* During FY 2016, (3) part time Animal Control Enforcement Officers were converted to (2) full time Animal Control Enforcement Officers.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Environmental Unit (246240)

Core Services: Provide 24 hours a day/365 days a year law enforcement and prevention relating to illegal dumping, animal abuse, and restricted water usage laws/ordinances to enhance the quality of life for the citizens of Polk County.

II. Mission/Key Objectives:

1. Educate the public on issues relating to illegal dumping, animal abuse, and restricted water usage law/ordinances.
2. Enforce the laws relating to illegal dumping, animal abuse, and restricted water usage laws/ordinances.
3. Conduct investigations relating to illegal dumping, animal abuse, and restricted water usage laws/ordinances.
4. Assist other agencies when requested on issues relating to illegal dumping, animal abuse, and restricted water usage laws/ordinances.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
----------------	-------------------	-------------------------	-------------------------	---------------------------------	-------------------------------

Public Service Levels:

# of calls for illegal dumping investigations	2,3,4	314	251	256	256
# of calls for animal cruelty investigations	2,3,4	17	6	4	4
# of educational requests	1	18	11	8	8
# of calls for violations of water usage restrictions	2,3,4	N/A	0	0	0
# of requests from other agencies	4	58	37	20	20

Outcome: Effectiveness Indicators:

% of calls for illegal dumping cleared	2,3,4	100%	100%	100%	100%
% of animal cruelty investigations cleared	2,3,4	100%	100%	100%	100%
% of educational requests attended	1	100%	100%	100%	100%

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	-------------------------	-------------------------	-------------------------------	-------------------------------

Funded Positions:

Full-time		4.5	4.5	4.5	4.4
Part-time FTE's		0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC		\$140,919	\$147,685	\$148,312	\$184,095
Other GF Revenue					
Special Revenue Fund		\$220,963	\$239,785	\$259,382	\$239,785
Total Program costs		\$361,882	\$387,470	\$407,694	\$423,880

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Emergency Communications Center (247900)

Core Services: Provide rapid and efficient service call processing and dispatch of Law Enforcement, Fire, and EMS services to maximize citizen safety and protection 24 hours per day, 365 days per year.

II. Mission/Key Objectives:

1. Process incoming 911 emergency and non-emergency calls for service.
2. Offer pre-arrival instruction and comfort to victims of crimes.
3. Dispatch law enforcement officers to crimes/incidents.
4. Coordinate response of primary and support units.
5. Coordinate response with outside agencies/entities.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
# of 911 emergency calls answered	1	416,911	426,954	408,800	429,240
# of non-emergency calls answered	1	403,652	430,259	434,272	455,986
# of total calls received	1	820,563	857,213	843,072	885,226

Outcome: Effectiveness Indicators:

Average service call to dispatch time (minutes)	1	3:13**	2:44	2:47	2:39
---	---	--------	------	------	------

Outcome: Efficiency or unit-cost ratio:

Telecommunicator ratio/call	1-5	1 per 5,332 calls	1 per 5,391 calls	1 per 5,299 calls	1 per 5,564 calls
% of surveyed citizens satisfied*	1-5	100%	100%	100%	100%

IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
----------------	--	-------------------	-------------------	-------------------------	-------------------------

Funded Positions:

Full-time		153.9	159.0	159.1	159.0
Part-time FTE's		6.300	6.300	6.300	6.300

Funding Sources:

General Fund BoCC		\$5,892,119	\$6,036,866	\$6,937,374	\$7,686,750
Other GF Revenue		\$2,319,884	\$2,382,885	\$2,436,681	\$2,054,425
Special Revenue Fund					
Total Program costs		\$8,212,003	\$8,419,751	\$9,374,055	\$9,741,175

* Based on contact surveys - no complaints received.

** Dispatch time increased in FY 2013-14 due to the change in process for handling unconfirmed emergencies.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Emergency Operations Group: (248000)

Core Services: Provide specialized law enforcement services (24 hours a day/365 days a year) in unincorporated Polk County and all municipalities, in response to critical incidents or special events.

II. Mission/Key Objectives:

Mission: Maximize citizen safety and protection by providing 24 hour response to critical incidents or special events in the form of SWAT Team, Crisis Negotiation Team, Protective Service Team, Mounted Enforcement Team, Tactical Medic Team, Mobile Field Force and Critical Incident Stress Management Team, to ensure the safety and protection of citizens, regardless of cost.

Key Objectives:

1. Respond to 100% of requests for services during critical incidents, special events and public education.
2. Maintain/reduce liability judgments resulting from critical incidents or special events.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of calls for EOG services pertaining to critical incidents	1	8	12	12	12
# of calls for EOG services pertaining to special events	1	1	10	15	15
# of requests for public education	1	32	25	30	30
Outcome: Effectiveness Indicators:					
% of responses to requests for EOG services pertaining to critical incidents	1	100%	100%	100%	100%
% of EOG responses related to special events	1	100%	100%	100%	100%
% of operations completed without injuries to the public *	1	NA	100%	100%	100%
% of potential liability judgments filed *	2	NA	0%	0%	0%
% of responses for public education events	1	100%	92%	100%	100%
Outcome: Efficiency or unit-cost ratio:					
Liability judgments as a result of EOG actions	2	0	0	0	0
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
	Full-time	0.0	0.0	0.0	0.0
	Part-time FTE's	0.000	0.000	0.000	0.000
Funding Sources:					
	General Fund BoCC	\$ 156,789	\$ 283,803	\$ 193,202	\$ 225,477
	Other GF Revenue				
	Special Revenue Fund				
	Total Program costs	\$ 156,789	\$ 283,803	\$ 193,202	\$ 225,477

* Started reporting in FY 2017 budget.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Honor Guard (248100)

Core Services: To represent the Polk County Sheriff's Office in a professional manner and to provide Honor Guard Services to the Law Enforcement community.

II. Mission/Key Objectives:

Mission:

Ensure the agency is represented professionally at funerals and ceremonies.

Key Objectives:

1. To honor and respect Sheriff's Office members and other members of the law enforcement community who have been killed in the line of duty.
2. To provide Honor Guard services for memorials, ceremonies, post/presentation of colors in community events.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
----------------	-------------------	-------------------------	-------------------------	---------------------------------	-------------------------------

Public Service Levels:

# Law Enforcement funerals notifications/requests (in county)	1,2	11	3	5	5
# Law Enforcement funerals notifications/requests (out of county in FL)	1,2	4	2	3	4
# Law Enforcement funerals attended	1,2	10	5	8	8
# of requests for graduations	2	6	4	5	5
# of requests for ceremonies	2	15	23	25	25

Outcome: Effectiveness Indicators:

% of Law Enforcement funerals attended-killed in the line of duty	1,2	100%	100%	100%	100%
% of graduations attended	1,2	100%	100%	100%	100%
% of ceremonies attended	1,2	100%	100%	100%	100%

Outcome: Efficiency or unit-cost ratio:

Avg. cost per Honor Guard service	2	\$818	\$532	\$589	\$782
-----------------------------------	---	-------	-------	-------	-------

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	-------------------------	-------------------------	-------------------------------	-------------------------------

Funded Positions:

Full-time		0.0	0.0	0.0	0.0
Part-time FTE's		0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC		\$37,498	\$19,682	\$26,074	\$35,744
Other GF Revenue					
Special Revenue Fund		\$111	\$0	\$1,000	\$1,000
Total Program Costs		\$37,609	\$19,682	\$27,074	\$36,744

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Fiscal Services (320000)

Core Services: Financial policy setting, inmate banking, inmate accounts receivable, accounts payable, budgeting, financial analysis, general accounting, payroll, cash management, grant accounting, and employee reimbursements in support of the law enforcement, detention, and court security missions of the agency.

II. Mission/Key Objectives:

To enhance the allocation and management of taxpayer dollars and to preserve the integrity of the financial records by:

1. Preparing a budget and acquiring funding consistent with the strategic plan.
2. Providing consistent, reliable, and timely oversight of spending.
3. Continuously improving an appropriate accounting system with suitable controls.
4. Complying with legal and professional requirements.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
Develop budget consistent with strategic plan	1	FY 15 Budget	FY 16 Budget	FY 17 Budget	FY18 Budget
# of monthly interim forecasts prepared	2,3,4	7	7	5	7
# of invoices paid	2	20,940	22,015	21,500	22,000
average # of active grants & city contracts	1,2,4	60	59	60	60
# of pay checks & notices of deposit	2	48,535	48,300	50,125	50,436
Outcome: Effectiveness Indicators:					
# of responses prepared / # of repeat items in external auditor's management letter	3,4	0/0	0/0	0/0	0/0
% invoices paid without interest or late charges	2	100%	100%	100%	100%
Outcome: Efficiency or unit-cost ratio:					
Inmate copayments collected per clerk	2,3	\$674,174	\$730,752	\$736,000	\$740,000
Ratio of payroll staff to # of FT & PT budgeted headcount	2	1:485	1:384	1:386	1:389
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
	Full-time	16.3	16.4	17.4	17.4
	Part-time FTE's	0.9135	0.9135	0.000	0.000
Funding Sources:					
	General Fund BoCC	\$1,057,108	\$1,137,309	\$1,225,685	\$1,279,644
	Other GF Revenue				
	Special Revenue Fund				
	Total Program costs	\$1,057,108	\$1,137,309	\$1,225,685	\$1,279,644

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Records Section (311100)

Core Services: Serve as official custodian of public records including offense reports, crime scene photographs, field interview reports, pawn transaction records, false alarm citations, criminal histories, traffic citations, inmate records, and booking photos. Maintain and provide accurate, official documents upon request by internal or external customers.

II. Mission/Key Objectives:

Mission: Maximize citizen safety and serve the public efficiently by providing Adopted information expeditiously.

1. Timely data entry of offense reports to ensure Uniform Crime Report (UCR) PART 1 crime reports are completed within 10 working days of receipt.
2. Data entry of offense reports to ensure UCR PART 2 crime reports are completed within 20 working days of receipt.
3. Data entry of offense/incident reports to ensure all other reports are completed within 30 working days of receipt.
4. Process all traffic citations to ensure they are delivered to the Clerk of Court within 24 hours of receipt.
5. Enhance customer service by increasing the percentage of transactions provided at district offices.
6. Timely processing of all agency digital images to ensure capture media is returned to districts within 24 hrs.
7. Process requests from the public.

III. Measures:	Key Obj #	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of offense/incident reports*	1,2,3	57,387	72,740	74,195	75,680
# of traffic citations processed	4	20,144	21,749	22,184	22,630
# of transactions at district offices	5	3,827	4,799	4,895	4,995
# of digital images processed	6	220,833	301,426	307,454	313,600
# of requests from the public	7	46,288	54,518	55,608	56,720
Outcome: Effectiveness Indicators:					
% of citations delivered within 24 hours	4	100%	100%	100%	100%
% of requests processed in district offices	5	8%	9%	9%	9%
% of media returned within 24 hours	6	100%	100%	100%	100%
Outcome: Efficiency or unit-cost ratio:					
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
	Full-time	22.7	22.8	24.4	24.4
	Part-time FTE's**	2.789	2.789	2.500	3.750
Funding Sources:					
	General Fund BoCC	\$1,058,547	\$1,178,220	\$1,242,139	\$1,230,057
	Other GF Revenue				
	Special Revenue Fund				
	Total Program costs	\$1,058,547	\$1,178,220	\$1,242,139	\$1,230,057

* Process modified in FY 2015 to include all reports (originals and supplements), not just originals.

** (2) part time Clerical Assistant positions were added during FY 2015 and FY 2016.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Warrants Administrative Unit (311200)

Core Services: As required by F.S.S. 30.15, maintain accurate and actionable FCIC/NCIC** records

Provide accurate and actionable records to citizens, law enforcement, and courts as requested, 24 hours a day, 365 days a year.

II. Mission/Key Objectives:

Mission: Maximize citizen safety by maintaining and providing accurate and actionable FCIC/NCIC** records.

1. Process felony warrants issued within 24 hours of receipt.
2. Process all other warrants issued within 7 business days of receipt.
3. Answer all telephone and teletype calls, whether internal or external, in a timely manner.
4. Maintain at least a 95% error free rating for FDLE's audit of validation procedures.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
----------------	-------------	-------------------	-------------------	---------------------------	-------------------------

Public Service Levels:

# of felony warrants served	1	5,601	5732	5,747	5,860
# of felony warrants processed	1	12,491	12,960	13,228	13,490
# of other warrants processed	2	15,387	14,179	14,463	14,750
# of CIC transactions***	3	1,037,289	1,116,982	1,139,322	1,162,108

Outcome: Effectiveness Indicators:

Average time to process felony warrant	1	30 min	30 min	30 min	30 min
Average # days to process other warrants	2	1 day	1 day	1 day	1 day
Tri-annual FDLE audit efficiency (error-free rate)^	1,2,4	97.3%	No audit	No audit	100.0%

Outcome: Efficiency or unit-cost ratio:

# of warrants processed per day (365 days)	1,2	76	74	76	77
# of CIC transactions per day (365 days)	3	2,841	3,060	3,121	3,184

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	-------------------	-------------------	-------------------------	-------------------------

Funded Positions:

Full-time		28.1	29.3	27.7	27.7
Part-time FTE's		0.625	0.625	0.625	0.625

Funding Sources:

General Fund BoCC		\$1,314,724	\$1,291,939	\$1,378,718	\$1,460,672
Other GF Revenue		\$219,327	\$227,003	\$234,949	\$241,348
Special Revenue Fund					
Total Program costs		\$1,534,051	\$1,518,942	\$1,613,667	\$1,702,020

** FCIC - Florida Crime Information Center NCIC - National Crime Information Center.

*** Increasing volume dependent on city contracts, deputy workload, operations conducted, and better tracking.

^^ Audit dates may vary and not fall within the three year fiscal cycle.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Information Technology (313400 & 313500)

Core Services: Enhance crime prevention and law enforcement efforts through design, development, and support of information technology solutions for frontline members; maximize the public's safety by providing and updating information on the agency's website; maximize agency security by maintaining restrictive access to buildings and systems; and provide support, including network design, installation and maintenance for all agency units, including communication systems.

II. Mission/Key Objectives:

Support the agency's efforts to maximize citizen safety and protection through computer hardware and software maintenance.

1. Install and service all computers and network components.
2. Complete all software projects and maintain existing software.
3. Maintain and enhance existing website (polksheriff.org).
4. Issue and track door I.D. cards for building security.
5. Coordinate, install and repair communication network.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of Service Calls	1	14,738	15,607	14,740	15,500
# of computers supported	1	2,232	2,086	2,077	2,100
# of hardware work orders received	1	4,488	3,949	3,140	4,300
# of address verifications completed	2	10,155	29,891	35,232	36,000
# of map updates completed	2	45,854*	19,179	13,988	25,000
# of I.D. cards issued	4	683	694	412	400
# of cellular phones, phone, & pager work orders completed	5	816	863	425	800
Outcome: Efficiency or unit-cost ratio:					
Support staff ratio to service calls (hardware & software)	1	1:617	1:780	1:641	1:674
Support staff ratio to hardware work orders	1	1:898	1:988	1:785	1:860
Support Staff ratio to cards issued	4	1:342	1:347	1:206	1:200
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		24.9	24.0	25.1	25.1
Part-time FTE's		2.500	0.625	1.250	1.250
Funding Sources:					
General Fund BoCC		\$5,286,550	\$5,596,871	\$5,095,727	\$5,521,751
Other GF Revenue		\$46,300	\$69,227	\$41,750	\$41,750
Special Revenue Fund**		\$0	\$53,952	\$0	\$0
Total Program costs		\$5,332,850	\$5,720,050	\$5,137,477	\$5,563,501

* Initial years of implementation high; annual updates based upon number of updates done by the County E911 department.

** Inmate medical software funded by SCAAP revenue.

POLK COUNTY SHERIFF'S OFFICE					
I. Program Title: Facility Services (314200)					
Core Services: Provide support services through the planning, development, maintenance, and operation of county owned facilities and leased facilities occupied by the Polk County Sheriff's Office, and security at the Sheriff's Operation Center, at minimal cost to the taxpayers of Polk County.					
II. Mission/Key Objectives:					
1. Provide timely, efficient and effective facilities services.					
2. Process requests for service/repair within 24 hours of receipt .					
3. Complete all service/repair requests involving county, detention and other PCSO facilities within 30 days of request.					
III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
Service/Repair requests completed	1,3	656	504	600	650
Outcome: Effectiveness Indicators:					
% of requests processed in 24 hours	2	91%	91%	95%	95%
IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		1.1	1.1	1.1	1.1
Part-time FTE's		2.500	2.500	2.500	2.500
Funding Sources:					
General Fund BoCC*		\$2,051,637	\$1,318,473	\$1,447,635	\$1,464,817
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$2,051,637	\$1,318,473	\$1,447,635	\$1,464,817

* FY 2014 Actual includes driving pad construction.

POLK COUNTY SHERIFF'S OFFICE					
I. Program Title: Purchasing (314400)					
Core Services: Obtain agency goods and services in the most efficient manner possible, ensuring cost effectiveness for the taxpayers of Polk County in support of law enforcement and detention missions.					
II. Mission/Key Objectives:					
1. Utilize the buying power of the Sheriff's Office in a manner that will yield maximum cost savings. When possible, coordinate purchases with other governments to yield increased savings.					
2. Procure goods and services at the lowest possible cost while meeting the quality, quantity, delivery, and safety requirements of the agency.					
III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of requisitions processed	1,2	2,729	2,771	2,700	2,800
# of purchase orders issued	1,2	2,526	2,598	2,600	2,700
# of formal bids	1,2	17	15	18	16
# of quotations	1,2	1,399	1,190	1,200	1,200
Outcome: Effectiveness Indicators:					
% of Purchase Orders issued within 3 days	1,2	100%	100%	100%	100%
% of Request for quotes issued within 30 days	1,2	100%	100%	100%	100%
% of Formal Bids issued within 45 days	1,2	100%	100%	100%	100%
Outcome: Efficiency or unit-cost ratio:					
Savings achieved through competitive bidding*	1,2	\$480,491	\$351,667	\$500,000	\$500,000
IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		5.4	4.4	4.4	4.4
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$237,750	\$247,239	\$256,555	\$249,263
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$237,750	\$247,239	\$256,555	\$249,263

* Mix of bid items, number of items bid, # of vendors competing, type of items bid. Savings from purchases made directly from manufacture or state contract excluded.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Document Services (314500)

Core Services: Maximize taxpayer dollars by assuring that document services, copier maintenance and repair services and document production equipment is professionally prepared, routinely maintained, and rapidly repaired, to ensure consistent operations with minimal lost time.

II. Mission/Key Objectives:

1. Provide timely, efficient and cost effective copier services.
2. Complete in house copy center print requests within 24 hours of receipt.
3. Keep all convenience copiers at an operating level of 99% or higher.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
--	-------------------	-------------------------	-------------------------	---------------------------------	-------------------------------

Public Service Levels:

# of copies made	1,2	12,328,729	11,680,021	11,500,000	11,000,000
# of service/repair requests	3	341	345	350	325
# in house copy center print requests	1,2	363	355	375	400

Outcome: Effectiveness Indicators:

% of copiers available	3	99%	99%	98%	98%
% of in house copy center job requests completed in 24 hours	1,2	98%	95%	95%	95%

Outcome: Efficiency or unit-cost ratio:

Program Cost per copy made	1	\$0.020	\$0.020	\$0.021	\$0.021
----------------------------	---	---------	---------	---------	---------

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	-------------------------	-------------------------	-------------------------------	-------------------------------

Funded Positions:

Full-time		0.0	0.0	0.0	0.0
Part-time FTE's		0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC		\$247,933	\$232,946	\$244,200	\$226,250
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$247,933	\$232,946	\$244,200	\$226,250

POLK COUNTY SHERIFF'S OFFICE					
I. Program Title: Fleet Maintenance (314600)					
Core Services: Provide for the responsive, effective, and efficient delivery of fleet services to agency vehicles at minimal cost to the taxpayers of Polk County, in support of the law enforcement mission.					
II. Mission/Key Objectives:					
1. Maximize vehicle readiness at the highest level possible.					
2. Ensure that fleet vehicles and equipment remain safe, reliable, and function effectively.					
3. Provide timely, responsive and efficient vehicle repairs.					
4. Continually strive for improved fuel efficiency and economy through best fuel purchasing practices and improved vehicle technologies.					
III. Measures:					
	Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of labor hours spent	1,2,3	11,187	12,479	13,000	13,200
# of repair orders	1,2,3	7,280	7,943	8,000	8,200
# of vehicles converted & fueled with propane	4	14	50	105	145
Gallons of fuel purchased	4	1,082,131	1,115,869	1,100,000	1,200,000
Outcome: Effectiveness Indicators:					
% of service repairs made within 24 hours	3	84%	75%	75%	75%
% of Fleet availability	1	95%	95%	95%	95%
Outcome: Efficiency or unit-cost ratio:					
Savings per mile driven on propane vs gas***	4	\$.107/mile	\$.078/mile	\$.078/mile	0.135/mile
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		13.0	13.1	13.1	13.1
Part-time FTE's*		0.625	1.250	2.500	3.125
Funding Sources:					
General Fund BoCC		\$7,498,684	\$7,778,342	\$8,277,873	\$8,850,910
Other GF Revenue					
Special Revenue Fund**		\$0	\$58,047	\$0	\$0
Total Program costs		\$7,498,684	\$7,836,389	\$8,277,873	\$8,850,910

* (1) part time Fleet Paraprofessional position was added during FY 2016.

** One time capital purchase of Mobile Eye crash avoidance systems through JAG grants.

*** Uses a fleet standard of 14mpg for unleaded fuel and 11.2 mpg for propane and an IRS alternative fuel tax credit.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Central Supply (314700)

Core Services: Stock and distribute supplies necessary to support the law enforcement and detention mission of maximizing public safety.

II. Mission/Key Objectives:

1. Provide sound inventory and warehouse management program to minimize the inventory investment and operating costs while ensuring adequate supplies to meet the demands.
2. To maintain accurate accountability for all agency owned fixed asset equipment.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
--	-------------------	-------------------------	-------------------------	---------------------------------	-------------------------------

Public Service Levels:

# of supply requisitions processed	1	6,902	7,295	7,100	7,200
# of deliveries received and processed	1	8,307	8,597	8,500	8,600

Outcome: Effectiveness Indicators:

% of fixed assets & weapons physically inventoried	2	100%	100%	100%	100%
% requisitions processed within 24 hours of receipt	1	94%	97%	93%	91%

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	-------------------------	-------------------------	-------------------------------	-------------------------------

Funded Positions:

Full-time		4.3	4.4	4.4	4.4
Part-time FTE's		1.827	2.452	2.452	1.202

Funding Sources:

General Fund BoCC		\$1,900,982	\$2,046,970	\$1,908,625	\$2,033,422
Other GF Revenue					
Special Revenue Fund		\$7,479	\$0	\$0	\$0
Total Program costs		\$1,908,461	\$2,046,970	\$1,908,625	\$2,033,422

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Benefits Administration and Member Records (340100 and 340500)

Core Services: Administer member benefits, including health, dental, vision, prescription drug, and mental health plans and employee assistance program (EAP); coordinate other insurance benefit options available and long term disability; manage Family Medical Leave, and Workers' Compensation; provide information and coordinate retirement options, and ensure that all benefit information is accessible to members; work with supplemental vendors/financial institutions to provide supplemental policies and financial education.

II. Mission/Key Objectives:

1. Increase cost effectiveness for members through administration of benefits and wellness programs to minimize costs to taxpayers.
2. Communicate and coordinate benefits with agency members, retirees, and dependents.
3. Manage benefits under the Family Medical Leave Act, and provide education to supervisors and members.
4. Direct members through the resignation and retirement process.
5. Manage Worker's Compensation and safety programs to ensure good care for members, a safe environment, and controlled costs.
6. Provide each visitor with an identification badge and ensure they are escorted when entering the business area.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of contracts in Health	1,2	1,426	1,443	1,450	1,480
# of contracts in Dental	1,2	1,296	1,311	1,325	1,350
# of contracts in Vision	1,2	1,056	1,087	1,100	1,125
# of contracts in Flexible Spending	1,2	314	350	375	375
# of contracts in Sup. Life/Dep Life	1,2	2,197	2,560	2,600	2,650
# of contracts in Long-Term Disability	1,2	498	486	500	510
# of changes to all plans	1,2,5	263	165	200	200
# FMLA applications	1,2,3	376	343	400	450
# Worker's Comp Reports	1,5	2,411	371	500	500
# fitness for duties scheduled	1,2	28	20	30	35
Termination payouts *	4	\$1,445,795	\$1,932,739	\$1,831,294	\$1,269,935
# of Vendor applications processed	6	655	419	500	600
# of Vendor applicants fingerprinted	6	374	467	425	425
# of Vendors Registered for Online Security Training	6	397	344	400	400

Outcome: Effectiveness Indicators:

% of PCSO Work Comp. Returned to work	1,2	99%	99%	100%	100%
---------------------------------------	-----	-----	-----	------	------

Outcome: Efficiency or unit-cost ratio:

Ratio benefits staff to benefit plan contracts	1,2	1 to 1697	1 to 1806	1 to 1810	1 to 1825
--	-----	-----------	-----------	-----------	-----------

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		4.3	4.3	4.3	4.3
Part-time FTE's		0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC		\$1,698,560	\$2,189,516	\$2,125,329	\$1,593,365
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$1,698,560	\$2,189,516	\$2,125,329	\$1,593,365

* FRS laws changed in 2011, prompting members to enter DROP & terminate by FY 2016.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Employment Services (340300)

Core Services: Hire the most qualified applicants consistent with the agency's mission of preventing crime and providing outstanding public safety, through a fair and unbiased recruiting process.

II. Mission/Key Objectives:

1. Manage and coordinate recruitment programs.
2. Manage pre-employment, hiring, and employment functions.
3. Manage and maintain applicant investigational process.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of applications processed	1, 2	2,091	1,830	1,921	1,975
# of prescreens processed	1,2	2,172	1,886	1,980	2,000
# of interviews	1, 2	528	389	415	435
# of new hires	1, 2	192	179	188	197
# of background investigations processed	3	325	349	366	384
# of pre-employment testing conducted	1, 2	1,904	1,603	1,683	1,800
Outcome: Effectiveness Indicators:					
Avg # of days from application to hire*	2	54	105	100	45
% of applicants hired within 45 days*	1,2	40%	14%	21%	90%
% of background investigations completed in 15 working days	3	94%	95%	100%	100%
# of minority pre-screenings	1,2	New in FY15	776	815	835
# of minority applications	1,2	903	762	793	800
# of minority applicants hired	1,2	62	73	77	82
Outcome: Efficiency or unit-cost ratio:					
Average Cost of pre-employment per applicant	1,2,3	\$66	\$59	\$56	\$60
Ratio: FT Employment Services staff to applicants	1,2,3	1:299	1:261	1:274	1:275
Program cost per applicant processed	1,2,3	\$576	\$415	\$415	\$448
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
	Full-time	7.5	7.5	7.5	7.5
	Part-time FTE's**	2.500	2.500	2.500	3.125
Funding Sources:					
	General Fund BoCC	\$797,178	\$753,283	\$786,969	\$874,711
	Other GF Revenue				
	Special Revenue Fund	\$10,658	\$6,259	\$11,000	\$10,000
	Total Program costs	\$807,836	\$759,542	\$797,969	\$884,711

* Varies by size of applicant pool.

** (1) part time paraprofessional position was added during FY 2015.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Organizational Development (340200)

Core Services: Manage and develop member talent to support and enhance the agency's ability to provide safety and crime prevention services.

II. Mission/Key Objectives:

1. Utilize needs assessment survey to determine organization and member training needs for the continued ability to provide quality service to the community.
2. Promote education goals of agency to ensure members are prepared to service the growing needs of a diverse community through onsite degree program(s).
3. Develop and coordinate in-house supervisor/leadership training.
4. Successfully track and maintain administrative documents on member development.
5. Process public records requests and maintain personnel files.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of needs assessment surveys conducted	1	NA	0	0	0
# of training courses provided per survey result	2	NA	0	0	0
# of on-site degree programs sponsored on-site	2	2	2	1	1
# of members attending on-site degree program(s)	2	102	42	65	65
# of leadership training courses conducted	3	120	125	120	125
# of members graduating from on-site programs*	2	51	7	0	65
# of personnel orders processed	4	1,400***	2,272	2,000	2,500
# of personnel actions processed	4	57	45	50	50
# of evaluations processed (annual/probationary)	4	2,770	2,600	2,575	2,500
# of transfers processed	4	749	725	718	750
# of surveys/reports completed	4	22	26	24	25
# of separations	5	228	246	230	230
# of documents scanned	5	108,297**	116,633	94,000	80,000
# of public records/subpoena requests	5	520	654	600	619
# of education reimbursements paid	4	481	295	460	500
# of requests for transfers processed	4	683	947	700	735
# of Master Deputy applications completed	4	11	23	15	15
Outcome: Effectiveness Indicators:					
% of supervisory knowledge before training	1,3	74%	no class	70%	70%
% of increased supervisory knowledge after training	1,3	94%	no class	95%	95%
IV. Resources:					
Funded Positions:					
	Full-time	7.5	6.4	6.4	6.4
	Part-time FTE's	0.000	0.000	0.000	0.000
Funding Sources:					
	General Fund BoCC	\$328,768	\$334,951	\$361,179	\$383,716
	Other GF Revenue				
	Special Revenue Fund				
	Total Program costs	\$328,768	\$334,951	\$361,179	\$383,716

* Cyclical with Certified Public Manager graduating classes.

** Volunteers were used to scan files of former members.

*** Different nature of pay adjustments.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Academy and Member Development (340600, 110500)

Core Services: To enhance the safety of the citizens of Polk County by providing progressive and professional training in crime prevention to the Polk County Sheriff's Office and other public safety agencies.

II. Mission/Key Objectives:

1. To maximize citizen safety and protection by developing, coordinating, and facilitating professional in-service training for agency members and other public safety agencies, for improved competencies.
2. To improve citizen's ability, as the viewer/listener, to understand and recall and implement educational materials prepared for crime prevention purposes.
3. To enhance the effectiveness and quality of internal communications.
4. To enhance the public's understanding, knowledge, and the image of the Polk County Sheriff's Office's professionalism, efficiency/effectiveness and mission.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
----------------	-------------	-------------------	-------------------	---------------------------	-------------------------

Public Service Levels:

# of instructional units delivered to Polk County Sheriff's Office personnel	1	3,928	3,939	4,000	4,000
# of instructional units delivered to Federal, State, County, and Municipal public safety agencies^^	1	1,439	1,851	1,900	1,900
# of mandatory & in-service training courses received	1	5,794	7,073	7,000	7,000
# of videos completed	1,2	103	104	108	107
# of SNN (Sheriff's News Network) hours	3	140	128	141	140
# of production hours created	1,2,3,4	1,460	1,413	1,360	1,370

Outcome: Effectiveness Indicators:

# of online classes taken & passed by members**	1	18,464	23,491	20,000	20,000
Internal feedback of satisfaction regarding the quality and professionalism of AV productions	1,3	100%	100%	100%	100%

Outcome: Efficiency or unit-cost ratio:

# of Instructors (in pool) per # of members	1	1:8	1:8	1:8	1:8
Multi-media program cost/ production hour	1,2,3,4	\$77.13	\$79.97	\$104.22	\$102.73

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	-------------------	-------------------	-------------------------	-------------------------

Funded Positions:

Full-time^	18.2	19.4	18.3	17.3
Part-time FTE's	1.250	1.750	1.750	1.750

Funding Sources:

General Fund BoCC*	\$2,165,556	\$2,154,311	\$1,675,592	\$1,381,869
Other GF Revenue	\$565,076	\$466,083	\$464,168	\$575,514
Special Revenue Fund	\$297,840	\$262,721	\$341,000	\$312,200
Total Program costs	\$3,028,472	\$2,883,115	\$2,480,760	\$2,269,583

* Salaries or stipends for members sponsored at the academy are funded from attrition savings; no budget.

** Implemented Police One training.

^ During FY 2015, (1) DS position was transferred to Safe Schools Division, SRO Unit.

^^ In FY 2015 increased use by federal agencies.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Customer Service Unit (340700)

Core Services: Provide exceptional customer service through personal contact or by telephone to citizens, law enforcement, and the courts. Process incoming telephone calls and all agency mail in an expeditious and courteous manner, while directing citizens to the correct department, division or section.

II. Mission/Key Objectives:

Maximize citizen safety and serve the public efficiently by providing expeditious and knowledgeable first contact service.

1. Act as a focal point for knowledge of all agency activities.
2. Maintain a security log of all visitors to the Sheriff's Operation Center.
3. Provide each visitor with an identification badge and ensure they are escorted when entering the business area.
4. To the best of our ability, ensure that each customer we assist is completely satisfied with the service provided.

III. Measures:

	Key Obj #	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of phone calls received - switchboard	1	142,868	131,618	140,000	145,000
# of walk-up information requests	1,2,3,4	25,655	20,378	25,000	26,000
# of fingerprints taken	2,4	1,186	1,443	1,600	1,800
# of mail processed incoming	1,4	53,206	49,609	55,000	55,000
# of mail processed outgoing	1	166,210	233,149*	235,000	235,000

Outcome: Effectiveness Indicators:

Average duration of each call (seconds)	4	24	23	24	24
Average time to answer each call (seconds)	4	4	4	4	4

IV. Resources:

		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	--	-------------------------	-------------------------	-------------------------------	-------------------------------

Funded Positions:

Full-time		7.5	8.6	8.6	8.6
Part-time FTE's		0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC		\$445,018	\$458,345	\$507,958	\$532,812
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$445,018	\$458,345	\$507,958	\$532,812

* Indigent inmate mail increased from 13,903 to 82,614 pieces.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Detention Security (511000 and 516000)

Core Services: To operate all county jail housing facilities in the most efficient and cost effective manner. To provide inmate support functions mandated by state standards applicable to jail operations, and to provide cost saving trusty labor force.

II. Mission/Key Objectives:

1. Provide service and protection for the citizens of Polk County and Detention staff.
2. Provide for the care, custody, and control of those incarcerated in Polk County Detention facilities.
3. Manage inmate work program, entitling inmates to gain time, pursuant to Florida Statutes, Chapter 951
4. Provide commissary to inmates, pursuant to Florida Model Jail Standards, Chapter 10.
5. To provide U.S. Postal Services to inmates, pursuant to Florida Model Jail Standards, Chapter 9.
6. To provide due process procedures to inmates given disciplinary reports, pursuant to Florida Model Jail Standards Chapter 13.

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
Tons of laundry serviced	2	1,127	1,052	1,090	1,139
Inmate personal visits received	2	61,707	61,068	62,211	62,587
Inmate professional visits received	2	36,951	34,110	31,218	35,661
Inmate recreation hours	2	69,507	65,350	64,014	69,603
Rated capacity	1,2	2,576	2,576	2,576	2,576
Annual average daily inmates housed	1,2	2,456	2,438	2,427	2,548
Average # of trusty's working per day (CCJ & SCJ) **	3	261	257	250	273
# of pieces of mail processed (CCJ) **	5	293,377	275,232	275,334	317,210
# of Disciplinary Review Board Hearings (SCJ) **	6	1,984	1,369	1,344	1,748
# of trusty labor hours worked	3	546,053	533,080	538,440	557,000
Outcome: Effectiveness Indicators:					
Escapes	1	0	0	0	0
Inmate deaths (other than natural causes)	1	0	1	0	0
Inmate suicides	1	0	0	0	0
Inmate on inmate assaults	1	387	539	477	660
Inmate on staff assaults	1,2	56	60	54	91
Protective actions	1,2	410	390	372	380
% of eligible trusty's worked	3	87%	87%	89%	92%
Outcome: Efficiency or unit-cost ratio:					
General Fund cost per avg. daily inmate	2	\$22.58	\$23.65	\$25.10	\$25.19
Labor \$ avoided per trusty hour worked (at min. wage plus FICA and retirement)	3	\$9.09	\$9.22	\$9.25	\$9.27
Total \$ value of savings in Millions	3	\$5.0	\$4.9	\$5.0	\$5.2
Commissary commission earned	4	29% & 38%	38%	38%	38%
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		311.2	311.2	312.2	312.1
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$20,239,154	\$21,047,984	\$22,294,473	\$23,423,982
Other GF Revenue		\$31,496	\$39,324	\$38,969	\$41,357
Special Revenue Fund		\$290,915	\$303,379	\$365,267	\$364,325
Total Program costs		\$20,561,565	\$21,390,687	\$22,698,709	\$23,829,664

** CCJ - Central County Jail, SCJ - South County Jail

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Inmate Medical (517000)

Core Services: Contract with private medical service provider to ensure all inmate medical, dental, and pharmaceutical needs are met.

II. Mission/Key Objectives:

1. Provide medical care for inmate population.
2. Obtain discounted emergency services for outpatient medical needs.
3. Operate medical departments at three facilities in accordance with the accreditation mandates of the National Commission on Corrections Health Care, Florida Model Jail Standards, and Florida Corrections Accreditation Commission.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of inmates attending sick call	1,2,3	28,011	23,628	21,920	25,000
# of inmates receiving medication	1,2,3	18,228	18,698	18,632	21,750
# of inmates receiving off-site treatment	1,2,3	251	600	624	612
# of inmates receiving dental care	1,2,3	13591*	13,498	14,004	14,634
Average daily inmate population	1,2,3	2,456	2,438	2,427	2,548
Outcome: Efficiency or unit-cost ratio:					
On-site medical cost per inmate per day	1,2,3	\$9.36	\$9.36	\$9.69	\$9.54
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		0.0	0.0	0.0	0.0
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$9,117,496	\$9,189,465	\$9,382,058	\$9,800,280
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$9,117,496	\$9,189,465	\$9,382,058	\$9,800,280

* FY2014 actual typo retroactively corrected.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Inmate Intake/Inmate Records and Classification (552100 & 552200)

Core Services: Responsible for the processing of all individuals who are legally arrested within the geographic area of Polk County, regardless of which agency makes the arrest. Create and maintain an accurate electronic and hard copy record for each individual arrested within the geographic area of Polk County; process all arrest documentation to the courts, following all directions issued by the courts; assess each inmate's custody level so they may be assigned to an appropriate housing area.

II. Mission/Key Objectives:

1. To legally and safely receive inmates into the Polk County Jail.
2. To legally and safely release inmates from the Polk County Jail after they have complied with the court's incarceration instructions.
3. To accept cash and/or surety bonds to allow inmates to legally bond out of jail.
4. To operate all booking functions while maintaining custody and control of all persons in Booking.
5. To maintain a record of each inmate's court proceedings during incarceration.
6. To assess/re-assess inmates that are incarcerated in the Polk County Jail to determine their custody level.
7. To meet registration requirements for convicted felons and sex offenders.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of inmates received in Booking and booked in	1,4	27,399	25,863	26,652	26,493
# of pre-adjudicated youth inmates received in Booking and booked in	1,4	1,214	1,269	1,208	1,381
# of inmates released from Booking and booked out	2,3	26,892	25,646	26,272	27,464
# of pre-adjudicated youth inmates released in Booking and booked out	2,3	981	1,004	1,076	1,062
\$ received for bonds	3	\$43.8M	\$42.5M	\$46.3M	\$45.4M
# of bonds posted to bond inmates out of jail	2,3	24,341	22,771	25,184	24,324
# of protective actions in Central Booking	1, 2, 4	48	29	24	37
# of assessments for custody level	6	12,091	8,683	5552*	10,743
# of reassessments for custody level	6	7,126	5,315	5,311	7,678
# of felony and sex offender registrations	4,7	6,625	7,193	6,914	7,815
# of first appearance files checked	5,6	19,559	18,698	13,562	19,487
# of court files posted	5,6	19,541	18,001	15,254	19,355

Outcome: Effectiveness Indicators:

% of protective actions to Book Ins/Outs	1,2,4	0.08%	0.05%	0.04%	0.07%
% of records returned for modification	5	4.5%	6.0%	3.6%	4.8%

Outcome: Efficiency or unit-cost ratio:

Program cost per inmate processed	1,2	\$81.95	\$88.43	\$92.16	\$89.74
-----------------------------------	-----	---------	---------	---------	---------

IV. Resources:

	Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
--	-------------------------	-------------------------	-------------------------------	-------------------------------

Funded Positions:

Full-time	77.3	77.2	77.2	77.2
Part-time FTE's	0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC	\$4,628,936	\$4,756,034	\$5,088,047	\$5,061,161
Other GF Revenue				
Special Revenue Fund				
Total Program Costs	\$4,628,936	\$4,756,034	\$5,088,047	\$5,061,161

* Severe staffing shortage resulted in under-reporting of data.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Transportation (553100)

Core Services: Secure transport for all inmates for court, medical, and other purposes, within the county and statewide, 24 hours per day, 7 days per week, 365 days per year, as required by law.

II. Mission/Key Objectives:

1. To provide safe transportation for incarcerated inmates and pre-adjudicated youth for all court purposes 100% of the time.
2. To provide safe transportation for incarcerated inmates and pre-adjudicated youth for all medical reasons 100% of the time.
3. To provide safe transportation for incarcerated inmates and pre-adjudicated youth for all other purposes such as state prison transfers, other county transfers and state prison returns, and move lists 100% of the time.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of inmates transported for court purposes	3	33,967	36,536	36,712	36,641
# of inmates transported for medical purposes & psychological evaluations	2	615	743	636	796
# of inmates transported for other purposes	1	11,583	6,982	12,018	10,971
# of miles driven transporting inmates	2	521,911	517,532	516,482	530,162
Outcome: Effectiveness Indicators:					
# of inmate escapes	1,2,3	0	1	0	0
# of vehicle accidents with inmates as passengers	1,2,3	3	4	9	0
Outcome: Efficiency or unit-cost ratio:					
Program costs per mile driven	1,2,3	\$2.48	\$2.63	\$2.68	\$2.79
Program costs per inmate driven	1,2,3	\$28.00	\$28.12	\$27.99	\$30.59
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		7.2	7.2	7.2	7.2
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$1,292,770	\$1,361,375	\$1,381,734	\$1,480,695
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$1,292,770	\$1,361,375	\$1,381,734	\$1,480,695

POLK COUNTY SHERIFF'S OFFICE

Program Title: Food Service (553300)

Core Services: Provide nutritionally balanced meals, including medically ordered diet meals, to the inmate population as directed by Florida Model and Accreditation Jail Standards, in a cost effective manner.

II. Mission/Key Objectives:

1. To provide three nutritionally balanced meals to each inmate daily.
2. To ensure that each meal not only satisfies caloric and nutritional requirements, but is also provided in a cost effective manner.
3. To ensure that medical diets are served as prescribed.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
----------------	-------------------	-------------------------	-------------------------	---------------------------------	-------------------------------

Public Service Levels:

# of inmates that were served	1	1,006,004	1,010,036	1,022,238	1,058,500
# of meals served	2	3,018,011	3,030,109	3,066,714	3,175,500
# of special diet meals served	3	133,168	182,665	232,760	243,000
Annual average daily inmates served*	1,2	2,756	2,837	2,793	2,900

Outcome: Effectiveness Indicators:

% of inmates fed	1,2,3	100%	100%	100%	100%
------------------	-------	------	------	------	------

Outcome: Efficiency or unit-cost ratio:

Program cost per meal ^	1,2	\$1.21	\$1.23	\$1.27	\$1.22
-------------------------	-----	--------	--------	--------	--------

IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
----------------	--	-------------------------	-------------------------	-------------------------------	-------------------------------

Funded Positions:

Full-time		26.9	26.9	26.9	26.9
Part-time FTE's		0.000	0.000	0.000	0.000

Funding Sources:

General Fund BoCC		\$3,557,665	\$3,576,501	\$3,777,224	\$3,757,733
Other GF Revenue		\$0	\$0	\$0	\$0
Special Revenue Fund		\$92,789	\$164,686	\$106,800	\$110,196
Total Program costs		\$3,650,454	\$3,741,187	\$3,884,024	\$3,867,929

* Annual average daily inmates served includes intakes that are released and not housed.

^ FY 2014 corrected.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Inmate Work Program (552400)

Core Services: Administer county-wide a court ordered inmate work release program as an alternative to incarceration and to provide tangible benefits to the citizens of Polk County.

II. Mission/Key Objectives:

1. Provide a work program for inmates sentenced by the courts as an alternative to incarceration.
2. Complete projects within Polk County, such as trash pick-up and beautification along county and state roads.
3. Provide inmate labor for charitable, municipal, and county entities.

III. Measures:

	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
Total inmates sentenced to the work program	1-3	2,638	2,336	2,004	2,376
Total hours of labor worked by inmates in program	1-3	309,408	317,351	259,984	324,144
Outcome: Effectiveness Indicators:					
# of projects completed for charitable, municipal, and county entities	1-3	344	363	360	384
# of bags of refuse collected*	1-3	48,012	28,648	22,044	28,516
# of tires collected from roadside*	1-3	4,478	3,190	1,948	2,328
# of miles cleaned along roadside	1-3	5,698	4,599	3,460	5,196
Outcome: Efficiency or unit-cost ratio:					
Labor \$ saved per inmate hour worked	3	\$9.09	\$9.25	\$9.25	\$9.25
Value of free services at minimum wage plus FICA and retirement	3	\$2,799,785	\$2,924,894	\$2,407,452	\$2,998,332
Value of free services as % of total program cost	3	402%	425%	422%	526%
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
	Full-time	4.1	4.1	4.1	4.1
	Part-time FTE's	0.000	0.000	0.000	0.000
Funding Sources:					
	General Fund BoCC	\$17,122	\$23,941	\$0	\$0
	Other GF Revenue	\$678,690	\$664,106	\$570,000	\$570,000
	Special Revenue Fund				
	Total Program costs	\$695,812	\$688,047	\$570,000	\$570,000

* Bags of refuse and tire collection decreased with diversion of labor to other type projects.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Service of Process (553900)

Core Services: The timely and accurate service of all mandated legal process originating from the Supreme Court, Circuit Court, County Court, and other governmental agencies.

II. Mission/Key Objectives:

1. Maximize efficiency through electronic methods of tracking judicial process papers received and served.
2. Enhancing the consistency and accuracy in the service of process by implementing more accountability measures.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
# of serviceable papers received	1,2	52,227	54,241	50,944	54,228
# of serviceable papers served	1,2	45,561	46,924	43,204	46,868
# of serviceable papers withdrawn & carried over	1,2	1,775	869	850	1,492
Fees collected *	1,2	\$524,908	\$481,267	\$407,989	\$511,820
Outcome: Effectiveness Indicators:					
Percentage of serviceable papers served	1,2	90.30%	87.92%	86.25%	88.87%
Outcome: Efficiency or unit-cost ratio:					
Average cost of each paper processed (net of fees)*	1,2	\$26.08	\$26.65	\$33.54	\$30.01
# of pieces of process handled per clerk	1,2	5,223	5,424	5,094	5,423
\$ Saved utilizing reserve deputies	1,2	\$47K	\$44K	\$44K	\$47K
IV. Resources:					
Funded Positions:					
Full-time		32.0	32.0	32.0	32.0
Part-time FTE's		5.625	5.625	5.625	5.625
Funding Sources:					
General Fund BoCC		\$1,824,675	\$1,855,990	\$2,059,902	\$2,069,209
Other GF Revenue					
Special Revenue Fund		\$62,462	\$70,844	\$57,000	\$70,000
Total Program costs		\$1,887,137	\$1,926,834	\$2,116,902	\$2,139,209

* Decline in fees/increased cost is related to Title IV-D papers served for Dept. of Revenue at reduced mandated rate.

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Court Security (700100)

Core Services: Staff bailiffs for all court hearings to maintain orderly courtroom operations and security for all judges and the public pursuant to Florida law.

II. Mission/Key Objectives:

1. To provide court security for judges and all citizens within all courtrooms located within Polk County.
2. To operate all court functions while maintaining the custody and control of all persons detained for trial in criminal courts.
3. To supervise security of all security stations for the Polk County Courthouses.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
Public Service Levels:					
Total inmates processed for court	1,2	49,602	49,806	48,834	50,640
Total court cases heard	1,2	254,607	244,807	239,530	248,392
DNA Samples Submitted to FDLE	2	1,615	1,003	1,464	1,518
Quick Release inmates to Booking	2	801	789	916	949
Protective Actions	1	4	5	12	12
Remanded individuals to Polk County Jail	2	1,118	1,033	912	945
Outcome: Effectiveness Indicators:					
# of injuries to judges or civilians	1,2	0	0	0	0
# of escapes while in court custody	1,2	0	0	0	0
# of arrests resulting from the security stations	1,2,3	2	1	8	8
# of visitors to pass through security at courthouse	1,3	1,223,961	1,195,932	1,130,604	1,215,816
Outcome: Efficiency or unit-cost ratio:					
Program cost per court case	1,2	\$21.80	\$24.01	\$25.95	\$25.69
Ratio of Bailiffs per judge/hearing officer	1	0.84	0.78	0.78	0.78
IV. Resources:					
		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		59.9	59.9	59.9	59.9
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC		\$5,550,906	\$5,877,114	\$6,216,487	\$6,381,608
Other GF Revenue					
Special Revenue Fund					
Total Program costs		\$5,550,906	\$5,877,114	\$6,216,487	\$6,381,608

POLK COUNTY SHERIFF'S OFFICE

I. Program Title: Trusts (1130 & 1160 & 1164 & 1264)

Core Services: To provide for the protection of Polk County citizens by converting forfeited property used in the commission of crime, as well as other unclaimed property to law enforcement use in accordance with federal and state requirements governing these trust funds.

II. Mission/Key Objectives:

I. To meet eligible equipment or other non-recurring needs that could not be met by local funding, thereby putting forfeited and unclaimed funds to work in crime prevention, for the taxpayer.

III. Measures:	Key Obj Num	Actual FY 2013-14	Actual FY 2014-15	Projected Actual FY 15-16	Adopted Budget FY 16-17
# of projects funded	1	4	6	6	4
9/30 Cash Balance @ BoCC in LETF & Unclaimed Trust	1	\$502,759	\$215,419	\$400,000	\$297,000
9/30 Cash Balance @ BoCC in Domestic Violence Trust	1	\$85,982	\$122,146	\$142,000	\$112,000
9/30 Cash Balance Fund 1130,1160,1164 at PCSO	1	\$448,340	\$548,861	\$366,600	\$300,000
IV. Resources:		Actual FY 2013-14	Actual FY 2014-15	Adopted Budget FY 15-16	Adopted Budget FY 16-17
Funded Positions:					
Full-time		0.0	0.0	0.0	0.0
Part-time FTE's		0.000	0.000	0.000	0.000
Funding Sources:					
General Fund BoCC					
Other GF Revenue					
Special Revenue Fund*		\$41,880	\$636,936	\$600,000	\$440,000
Total Program costs		\$41,880	\$636,936	\$600,000	\$440,000

* FY 2015 increase related to \$372K for 500 Collision Avoidance Systems; \$154K Scanner system; \$50K Robot.

DCF Juvenile Substance Abuse

Program Number: 274

Program Version: 10

Result Area: Safety

Division: Courts

I. Program Offer Description:

Juvenile Drug Court is a diversionary program that provides drug treatment services for juveniles between the ages of 11-17.

II. Contribution to Result:

The DCF Juvenile Substance Abuse program contributes to Safety purchasing strategy #3 through prevention of incidence of crime, loss of life, fire damage, and improved citizen perception of safety. This grant-funded program sponsored by the Department of Children and Families (DCF) is a diversionary program for juveniles ages 11 - 17 wherein offenders participate in a 4-6 month drug treatment program with the goal of decreasing recidivism of juvenile offenders.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Expand program client load from 50 to 75 clients.
- 2 Maintain program retention rate of Drug Court clients that is no less than 90%.
- 3 Complete 90% assessments within 14 days of client referral.
- 4 Complete admission process within 30 days of 90% of client referrals.
- 5 Complete 100% of all treatment plans within 30 days of admission.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of defendants referred to program	1	55	55	55	65
# of client assessments conducted	1	50	50	50	55
# of days between referral and assessment	1,3	14	14	14	14
# of days between assessment and admission determination	3	0	0	0	0
proportion of clients remaining in program at the end of the month	2	98%	98%	98%	98%
# of treatment plans not completed within 30 days of admission	5	0	0	0	0
Effectiveness Indicators:					
# of defendants referred vs. # of eligible referrals	1	100%	100%	100%	100%
# of assessments conducted relative to # of clients referred	3	100%	100%	100%	100%
average # of days between referral and assessment	3	14	14	14	14
average # of days between assessment and admission	4	0	0	0	0
proportion of clients remaining in program at the end of the month	2	98%	98%	98%	98%
proportion of treatment plans completed within 30 days of admission	5	100%	100%	100%	100%
Ratio of program drops to participants	2	1/9	1/9	1/9	1/9
average # of days per client from referral to admission	4	14	14	14	14
Efficiency Indicators:					
Personnel					
Full Time Equivalents		2.00	2.00	2.00	2.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants		1	0	0	0
Interfund Transfer		43,056	6,645	0	0
Intergovernmental		150,864	128,355	136,462	141,610
Others (Centrl I/D Inkind/Othr)		-40,643	6,645	6,645	6,645
Total Program		153,278	141,645	143,107	148,255

DCF Juvenile Substance Abuse

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants	153,278	141,645	143,107	148,255
Total Program	153,278	141,645	143,107	148,255
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	68,476	74,771	108,382	113,504
Operating Expenses	39,333	60,229	28,080	28,106
Transfers	43,056	0	0	0
InKind Expense	2,413	6,645	6,645	6,645
Total Program	153,278	141,645	143,107	148,255
Significant Changes				
There are no significant changes for FY 16/17 & FY 17/18.				

Justice Assistance Grant (JAG)

Program Number: 273

Program Version: 10

Result Area: Safety

Division: Courts

I. Program Offer Description:

Adult Drug Court is a program that provides drug treatment services for adult misdemeanor defendants with the assistance of JAG grants.

II. Contribution to Result:

The Justice Assistance Grant program contributes to Safety purchasing strategy #3 of prevention of incidence of crime, loss of life, fire damage, and improved citizen perception of safety. This grant-funded program sponsored by the Department of Justice, Edward Byrne Memorial program is a diversionary program for both adult misdemeanor and felony defendants wherein they participate in a 6 month drug treatment program with the goal of decreasing recidivism.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Expand program client load from 50 to 75 clients.
- 2 Maintain program retention rate of Drug Court clients that is no less than 90%.
- 3 Complete 90% assessments within 14 days of client referral.
- 4 Complete admission process within 30 days of 90 percent of client referrals.
- 5 Complete 100% of all treatment plans within 30 days of admission.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of defendants referred to program by State Attorney's Office	1	50	50	50	50
# of client assessments conducted	1,3	48	48	48	48
# of days between referral and assessment	3	14	14	14	14
number of days between assessment and admission determination	4	0	0	0	0
proportion of clients remaining in program at the end of the month	2	98%	98%	98%	98%
number of treatment plans not completed within 30 days of admission	5	0	0	0	0
Effectiveness Indicators:					
average # of days between referral and assessment	3	14	14	14	14
# of defendants referred vs. # of eligible referrals	1	100%	100%	100%	100%
# of assessment conducted relative to # of clients referred	3	90%	90%	90%	90%
average # of days between assessment and admission	4	0	0	0	0
proportion of clients remaining in program at the end of the month	2	98%	98%	98%	98%
proportion of treatment plans completed within 30 days of admission	5	100%	100%	100%	100%
Efficiency Indicators:					
ratio of program "drops" to "participants"	2	10%	10%	10%	10%
average # of days per client from referral to admission	4	14	14	14	14
Personnel					
Full Time Equivalents		1.00	1.00	1.00	1.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants		2,427	0	0	0
Interest		16	0	0	0
Intergovernmental		43,405	45,712	56,932	59,776
Total Program		45,848	45,712	56,932	59,776

Justice Assistance Grant (JAG)

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Special Revenue Grants	45,848	45,712	56,932	59,776
Total Program	45,848	45,712	56,932	59,776
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	45,848	45,712	56,932	59,776
Total Program	45,848	45,712	56,932	59,776
Significant Changes				
Current JAG grants are being used to assist with funding of Post Adjudication Drug Court Misdemeanor Program.				

Pretrial Services

Program Number: 269

Program Version: 10

Result Area: Safety

Division: Courts

I. Program Offer Description:

PTR supervises all released defendants under normal conditions as well as others that are released and mandated by court order to undergo drug evaluations, random urinalysis, psychological evaluations, house arrest, anger management classes, etc.

II. Contribution to Result:

The Pretrial Services program contributes to Safety purchasing strategy #3 of prevention of incidence of crime, loss of life, fire damage, and improved citizen perception of safety. The Pretrial Services program supervises, from the interview process to final disposition, all released defendants as well as those that are released and are mandated by court order to undergo evaluations, random urinalysis, psychological evaluations, house arrest, anger management classes, etc.

The Pretrial Services program also contributes to the Good Government purchasing strategy #7 of ensuring sound fiscal management of public funds. By recommending nearly 5,000 defendants enter the Pretrial Release program on an annual basis, citizens are able to avoid the cost of housing these defendants in the Polk County Jail at \$54.55 per night.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

1 Maintain the efficiency and productivity as needed for the system to work, from interview process to final disposition.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of defendants interviewed as determined by arrest	1	30,000	30,000	22500	23500
# of defendants placed on supervised release	1	5,250	5,250	3800	3900
# of communications received/validated with defendants	1	75,000	75,000	75000	75000
# of bond reduction hearings investigated	1	2,000	2,000	900	1000
Effectiveness Indicators:					
# of defendants placed on Pre-Trial release	1	5,250	5,250	3800	3900
average # of days defendants on PTR	1	63	63	63	63
cost avoidance based on new releases @ \$54.55 per night in PCJ	1	\$18.5 mil	\$18.5 mil	\$18.5 mil	\$13.8 mil
Personnel					
Full Time Equivalents		23.00	23.00	23.00	23.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		904,652	957,129	1,002,875	1,055,228
Charges for Services		127,144	136,473	126,743	126,743
Total Program		1,031,796	1,093,602	1,129,618	1,181,971

Pretrial Services

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	1,031,796	1,093,602	1,129,618	1,181,971
Total Program	1,031,796	1,093,602	1,129,618	1,181,971
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	977,865	1,043,602	1,077,618	1,129,971
Operating Expenses	52,720	48,000	50,000	50,000
Capital Expenses	1,211	2,000	2,000	2,000
Total Program	1,031,796	1,093,602	1,129,618	1,181,971
Significant Changes				
There are no significant changes for FY 16/17, 17/18.				

Teen Court

Program Number: 267

Program Version: 10

Result Area: Safety

Division: Courts

I. Program Offer Description:

Teen Court is a juvenile prevention program for offenders who have committed misdemeanor or minor felony offenses. Each case is heard before a jury of high-school aged volunteers who assign sanctions to the defendant. Teen Court also acts as a provider of services to the larger juvenile justice community by sponsoring numerous appropriate courses free of charge to juvenile offenders throughout the juvenile court system.

II. Contribution to Result:

The Teen Court program contributes to Safety purchasing strategy #3 of prevention of incidence of crime, loss of life, fire damage, and improved citizen perception of safety. This program is a juvenile prevention program for offenders who have committed misdemeanor or minor felony offenses. Recidivism of juvenile offenders is able to decrease because the defendants receive appropriate sanctions by a jury of high school-aged volunteers and are also offered appropriate preventative courses free of charge.

This Program is: Not Mandated () **Mandated:** Federal () State () Local (X)

III. Performance Objectives:

- 1 Increase or Maintain number of referrals from law enforcement.
- 2 Increase or Maintain number of volunteers recruited during each school year.
- 3 Maintain or Decrease recidivism rate of Teen Court defendants over the next two fiscal years.
- 4 Maintain or Decrease number of days from receiving of case to trial.

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of referrals	1	1,400	1,400	1,400	1,400
# of volunteers recruited	2	150	150	150	150
# of speeches at county high schools	2	15	15	15	15
# of meeting with school staff	1&2	20	20	20	20
# of patrol briefings attended	1	30	30	30	30
Total # of Teen Court sessions held	2&4	50	50	50	50
# of Anger Management courses	3	6	6	6	6
# of Consequences of Crime courses	3	24	24	24	24
average # of cases managed by one coordinator	4	130	130	130	130
# of Traffic Safety Courses	3	6	6	6	6
Effectiveness Indicators:					
average # of days from intake to trial	4	25	25	25	25
% of recidivism of Teen Court defendants	3	19%	19%	19%	19%
Number of new volunteers recruited	2	50	50	50	50
# of referrals	1	1,400	1,400	1,400	1,400
Average # of PCs replaced/upgraded each year	2	50	50	50	50
Personnel					
Full Time Equivalents		4.00	4.00	5.00	5.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		73,897	0	0	0
Cash/Fund Balance Forward		0	82,355	32,412	21,783
Charges for Services		0	0	38,969	38,969
Fines And Forfeitures		183,626	209,000	176,644	176,644
Total Program		257,523	291,355	248,025	237,396

Teen Court

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	257,523	291,355	248,025	237,396
Total Program	257,523	291,355	248,025	237,396
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	223,329	233,375	207,589	217,953
Operating Expenses	34,194	57,980	40,436	19,443
Total Program	257,523	291,355	248,025	237,396

Significant Changes

There were no significant changes to this program during the FY 16/17 & FY 17/18 budget process.

Drug Court

Program Number: 270

Program Version: 10

Result Area: Safety

Division: Courts

I. Program Offer Description:

On-site laboratory is equipped with a chemistry analyzer for performing urinalysis tests for Drug Court clients and other referring agencies.

II. Contribution to Result:

The Polk County Drug Court program contributes to Safety purchasing strategy #3 of prevention of incidence of crime, loss of life, fire damage, and improved citizen perception of safety. The Drug Court is a process by which substance abusers entering the court system are placed into treatment and proactively monitored by the case judge and a team of justice system and treatment professionals. The program employs effective drug testing and graduated sanctions and incentives with the goal of decreasing recidivism of clients.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Maintain turn-around time of 24 hours or less on 95% of all specimens tested.
- 2 Maintain/decrease the cost of preventive maintenance from \$55

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of specimens tested	1	36,000	36,000	36,000	36,000
# of specimens tested that exceed 24 hour turn-around time	1	0	0	0	0
# of chain-of-custody forms completed	1	36,000	36,000	36,000	36,000
Effectiveness Indicators:					
% of specimens with turn-around time that exceeds 24 hours	1	0%	0%	0%	0%
Efficiency Indicators:					
average cost to complete one preventive maintenance		\$55	\$55	\$55	\$55
Personnel					
Full Time Equivalents		13.00	13.00	13.00	13.00
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund Subsidy		23,626	0	0	0
Cash/Fund Balance Forward		0	258,780	237,724	117,661
Charges for Services		569,309	530,789	509,950	509,950
Fines And Forfeitures		6,300	7,364	5,130	5,130
Intergovernmental		0	5,000	0	0
Miscellaneous Revenue		2,691	17,347	1,122	1,122
Total Program		601,926	819,280	753,926	633,863

Drug Court

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	601,926	819,280	753,926	633,863
Total Program	601,926	819,280	753,926	633,863
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	403,516	505,277	501,435	526,468
Operating Expenses	198,410	305,358	250,491	105,395
Capital Expenses	0	2,000	2,000	2,000
Transfers	0	6,645	0	0
Total Program	601,926	819,280	753,926	633,863
Significant Changes				
There were no significant changes to this program during the FY 16/17 & FY 17/18 budget process.				

DUI Court

Program Number: 1060

Program Version: 10

Result Area: Safety

Division: Courts

I. Program Offer Description:

DUI Court is a diversionary program that provides drug treatment services for DUI defendants.

II. Contribution to Result:

The DUI Court program contributes to Safety purchasing strategy #3 of prevention of incidence of crime, loss of life, fire damage, and improved citizen perception of safety. The DUI Court program works in conjunction with the County Probation program to reduce DUI recidivism by using a coordinated approach including on-going judicial supervision, intensive community supervision, substance abuse treatment, alcohol screening, and community involvement. The assigned probation officer supervises all standard conditions of probation, as well as those specific to DUI Court offenders.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Complete 100% of all treatment plans within 30 days of admission
- 2 Complete 90% of assessments within 20 days of client referral
- 3 Complete admission process within 30 days of 90% of client referral

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of defendants referred	2	50	50	50	55
# of assessments conducted	2	48	48	48	50
# of days between the referral and assessment	2,3	14	14	14	14
# of treatment plans not completed within 30 days	1	0	0	0	0
Effectiveness Indicators:					
Average # of days between referral and assessment	2	14	14	14	14
Average # of days between assessment and admission	2,3	0	0	0	0
Proportion of treatment plans completed within 30 days	1	100%	100%	100%	100%
Personnel					
Full Time Equivalents		5.00	5.00	5.00	5.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Cash/Fund Balance Forward		0	45,740	48,285	52,798
Charges for Services		120,472	118,750	87,533	87,533
Total Program		120,472	164,490	135,818	140,331

DUI Court

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	120,472	164,490	135,818	140,331
Total Program	120,472	164,490	135,818	140,331
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	107,018	86,337	85,983	90,274
Operating Expenses	712	78,153	49,835	50,057
Total Program	107,730	164,490	135,818	140,331

Significant Changes

There are no significant changes for FY 16/17 & FY 17/18.

Post Adjudication Drug Court

Program Number: 1451

Program Version: 8

Result Area: Safety

Division: Courts

I. Program Offer Description:

Post Adjudication Drug Court is a drug treatment program for felony defendants that have already pled guilty or have violated the terms of their probation.

II. Contribution to Result:

The Post Adjudication Drug Court program contributes to Safety purchasing strategy #3 of prevention of incidence of crime, loss of life, fire damage, and improved citizen perception of safety. The Post Adjudication Drug Court program is a process for felony defendants that have already pled guilty or have violated terms of their probation. The substance abusers entering the program are placed into treatment and proactively monitored by the case judge and a team of justice system and treatment professionals. The program employs effective drug-testing and graduated sanctions and incentives with the goal of decreasing recidivism of clients.

This Program is: **Not Mandated** (X) **Mandated:** **Federal** () **State** () **Local** ()

III. Performance Objectives:

- 1 Maintain program retention rate of Drug Court clients that is no less than 90%
- 2 Complete 90% assessments within 14 days of client referral
- 3 Complete 100% of treatment plans within 30 days of admission

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Workload Indicators:					
# of clients assessments conducted	2	100	100	100	100
# of days between referral and assessment	2	14	14	14	14
proportion of clients remaining in program after 30 days	1	98%	98%	98%	98%
# of treatment plans not completed within 30 days of admission	3	0	0	0	0
Personnel					
Full Time Equivalents		4.00	4.00	4.00	4.00
Funding Sources:					
		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Cash/Fund Balance Forward		0	104,030	146,372	117,824
Charges for Services		15,246	13,016	5,906	5,906
Intergovernmental		73,601	0	0	0
Miscellaneous Revenue		221,502	496,608	492,713	492,713
Total Program		310,349	613,654	644,991	616,443

Post Adjudication Drug Court

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
General Fund	236,748	117,046	152,278	123,730
Special Revenue Grants	73,601	496,608	492,713	492,713
Total Program	310,349	613,654	644,991	616,443
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personal Services Expenses	88,578	175,854	172,455	172,617
Operating Expenses	206,051	437,800	472,536	443,826
Total Program	294,629	613,654	644,991	616,443
Significant Changes				
There are no significant changes to the post adjudication program for FY 16/17 and FY 17/18.				

Debt Service Program

Program Number: 90

Program Version: 10

Result Area:	Growth/Infrastructure
Division:	Board of County Commissioners Division

I. Program Offer Description:

--

II. Contribution to Result:

Please see attached Debt Service Details - "Debt Service Schedule" and "Summary of Debt Service"									
This Program is:	Not Mandated	(X)	Mandated:	Federal	()	State	()	Local	()

III. Performance Objectives:

--

IV. Measures:

	Key Obj.	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Personnel					
Full Time Equivalents					
Funding Sources:		Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Public Facilities Rev Bonds 2005		190,064	0	0	0
Public Facilities Rev Ref Bonds, Series 2014 (Ref 2005)		27,841	0	0	0
Cash/Fund Balance Forward		0	17,244,758	17,579,030	16,219,080
Interest		151,149	22,333	24,547	20,307
Interfund Transfer		7,946,000	8,990,439	7,376,265	7,031,454
Intergovernmental		7,067,130	7,175,000	7,175,000	7,175,000
Taxes		1,332,000	0	0	0
Total Program		16,714,184	33,432,530	32,154,842	30,445,841

Debt Service Program

Revenue by Fund:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Const Tax Rev Improv & Refund Bds, S2006	3,913,143	6,679,376	3,352,915	293,773
Public Facilities Rev Bonds 2005	2,135,438	2,156,336	0	0
Capital 2010	2,891,564	7,466,412	7,536,031	7,574,018
Transportation 2010	4,400,708	10,876,840	10,984,346	11,041,536
Public Facilities Rev Ref Bonds, Series 2014 (Ref 2005)	3,373,331	6,253,566	8,439,832	8,485,532
Public Facilities Rev Ref Note, Series 2015 (Ref CFT 2006)	0	0	1,841,718	3,050,982
Total Program	16,714,184	33,432,530	32,154,842	30,445,841
Appropriations:	Actual FY14/15	Budget FY 15/16	Adopted FY16/17	Plan FY 17/18
Debt Service	16,168,873	16,149,616	15,924,356	14,102,262
Transfers	0	10,439	11,265	11,454
Reserves	0	17,272,475	16,219,221	16,332,125
Total Program	16,168,873	33,432,530	32,154,842	30,445,841
Significant Changes				

SUMMARY OF SERVICES AND FACILITIES FY 16/17

While there is no statutory limitation on the amount of debt that can be incurred by Florida counties, the relationship between debt and debt capacity is, perhaps, best demonstrated by bond ratings. Polk County's latest rating was Fitch AA and S & P's A+.

The following list provides information on the active long-term debt outstanding included in this program. The last section of this program details Polk County's Debt Service for the next 10 years.

Constitutional Fuel Tax Revenue Refunding Bonds Series 2006 (21600): On November 8, 2006, the Board approved a resolution authorizing the issuance of the Constitutional Fuel Tax Revenue Refunding Bonds. The debt proceeds were deposited in the Polk Harden CRA – Construction (31800) Fund for road construction projects. On November 3, 2015 the Board approved a resolution authorizing the issuance of Public Facilities Revenue Refunding Note Series 2015. After the refinancing, the outstanding balance of this bond issue as of September 30, 2016 is \$3,200,000. Annual debt service payments are to be made through December 2017. Interest ranges from 4% to 5.0%. The Constitutional Fuel Tax discussed in the Revenue section of this book, serves both as collateral for the issue and the County's source of funds to service the debt.

Public Facilities Revenue Refunding Rev Note, Series 2015 (23700): On November 3, 2015, the Board adopted a resolution to issue debt in the amount of \$19,000,000 in order to refinance a portion of the 2006 Constitutional Fuel Tax Revenue Refunding debt and take advantage of lower interest rates. The outstanding balance is \$18,157,000. Annual debt service payments are to be made through December 2026. Coupon interest is approximately 2.14%. The Revenue Sharing Money serves as both collateral and a source of funds for the issue.

Public Facilities Revenue Refunding Bonds, Series 2014 (23500): In FY 13/14, the Board approved a resolution authorizing the partial refinancing of the Public Facilities Revenue Bonds, Series 2005 (23000). The original debt proceeds were for the purpose of financing the planning, engineering, acquisition, construction, and expansion of certain jails, public safety, and operational facilities of the County. The outstanding balance of this \$71,510,000 bond issue as of September 30, 2016 is \$71,405,000. Annual debt service payments are to be made through December 2035. Interest ranges from 3.0 % to 5.0%. The Revenue Sharing Money serves as both collateral and a source of funds for the issue.

SUMMARY OF SERVICES AND FACILITIES FY 15/16 (Continued)

Capital Improvement Revenue Refunding Bonds Series 2010 (23300): In FY 03/04, the Board approved a resolution authorizing the partial refinancing of the Capital Improvement Revenue Bonds Series 2000 (22500) bonds. The original debt proceeds were deposited in the South County Jail (12/99 Purchase) (32500) Fund for the purchase of a new jail located near Frostproof, Florida. In FY 10/11, the Board approved a resolution authorizing the refinancing of the Capital Improvement Revenue Bonds Series 2004 (22900) bonds. The outstanding balance of this \$32,265,000 bond issue as of September 30, 2016 is \$24,260,000. Annual debt service payments are to be made through December 2026. Interest ranges from 3.0% to 5.0% (steps). The Local Government Half-Cent Sales Tax, discussed in the Revenue section of this book, serves both as collateral for the issue and the County's source of funds to service the debt.

Transportation Improvement Revenue Refunding Bonds Series 2010 (23400): In FY 03/04, the Board approved a resolution authorizing the partial refinancing of the Transportation Improvement Revenue Bonds, Series 2000 (22700). The original debt proceeds were deposited in the Road Projects (Long Term) (31700) Fund for road construction projects. In FY 10/11, the Board approved a resolution authorizing the refinancing of the Transportation Improvement Revenue Bonds, Series 2004 (22800). The outstanding balance of this \$53,035,000 issue as of September 30, 2015 is \$43,090,000. Annual debt service payments are to be made through December 2029. Interest ranges from 2.50% to 5.00% (steps). A portion of the Public Service Tax and Second Local Option Gas Tax serve as collateral for the issue. The Second Local Option Gas tax serves as the County's source of funds to service the debt.

POLK COUNTY - ADOPTED FY 16/17
Ten Year Debt Service Schedule

(In Thousands)

Bond Issue	Prior Payments	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future Payments	Total
Constitutional Fuel Tax Revenue Refunding Bonds (Fund 21600)													
Series 2006 - 38,670,000 (Partially Refunded in 2015)													
Purpose: Road construction projects													
Principal	18,095.00	2,975.00	225.00									-	21,295.00
Interest	13,300.32	83.38	4.50									-	13,388.19
Total	31,395.32	3,058.38	229.50									-	34,683.19
Public Facilities Revenue Refunding Note S2015 (23700);													
Series 2015 - 18,157,000													
Purpose: Construction and renovation of Public safety facilities													
Principal		206.00	1,242.00	1,572.00	1,672.00	1,730.00	1,790.00	1,855.00	1,921.00	1,987.00	2,053.00	2,129.00	18,157.00
Interest	210.47	386.36	370.86	340.75	306.04	269.64	231.98	192.97	152.57	110.76	67.53	22.78	2,662.71
Total	210.47	592.36	1,612.86	1,912.75	1,978.04	1,999.64	2,021.98	2,047.97	2,073.57	2,097.76	2,120.53	2,151.78	20,819.71
Public Facilities Revenue Bonds S2005 (23000);													
Series 2005 - 88,885,000 (Partially Refunded in 2014)													
Purpose: Construction and renovation of Public safety facilities													
Principal		17,635.00											-
Interest		34,009.44											17,635.00
Total		51,644.44											34,009.44
Public Facilities Revenue Refunding Bonds, S2014 (23500)													
Series 2014 - 71,510,000													
Purpose: Construction and renovation of Public safety facilities													
Principal	105.00	2,280.00	2,375.00	2,495.00	2,595.00	2,720.00	2,835.00	2,915.00	3,030.00	3,180.00	3,340.00	43,640.00	71,510.00
Interest	6,541.81	3,121.30	3,016.33	2,907.05	2,792.28	2,673.00	2,576.08	2,475.25	2,341.20	2,185.95	2,022.95	9,870.08	42,523.26
Total	6,646.81	5,401.30	5,391.33	5,402.05	5,387.28	5,393.00	5,411.08	5,390.25	5,371.20	5,365.95	5,362.95	53,510.08	114,033.26
Capital Improvement Revenue Refunding Bonds S2010 (23300)													
Series 2010 - 32,265,000													
Purpose: Jail acquisition													
Principal	8,005.00	1,770.00	1,845.00	1,925.00	2,025.00	2,110.00	2,215.00	2,290.00	2,370.00	2,455.00	2,580.00	2,675.00	32,265.00
Interest	6,699.68	975.00	896.00	808.00	714.00	616.00	528.56	452.49	369.46	265.13	155.38	53.50	12,533.18
Total	14,704.68	2,745.00	2,741.00	2,733.00	2,739.00	2,726.00	2,743.56	2,742.49	2,739.46	2,720.13	2,735.38	2,728.50	44,798.18
Transportation Improvement Refunding Revenue Bond S2010 (23400)													
Series 2010 - 53,035,000													
Purpose: Transportation related projects													
Principal	9,945.00	2,240.00	2,355.00	2,470.00	2,585.00	2,690.00	2,825.00	2,970.00	3,115.00	3,270.00	3,435.00	15,135.00	53,035.00
Interest	11,894.22	1,877.88	1,763.00	1,647.80	1,537.10	1,415.48	1,277.60	1,132.73	980.60	820.98	674.82	1,258.04	26,280.23
Total	21,839.22	4,117.88	4,118.00	4,117.80	4,122.10	4,105.48	4,102.60	4,102.73	4,095.60	4,090.98	4,109.82	16,393.04	79,315.23
Debt Service Program Total	126,440.93	15,914.91	14,092.69	14,165.60	14,226.42	14,224.12	14,279.21	14,283.44	14,279.83	14,274.81	14,328.67	74,783.40	345,294.00
Utility System Revenue Bonds													
Series 2010 - 46,360,000													
Purpose: Funded water and waste water capital improvement projects													
Principal	-	-	-	-	-	-	-	-	-	-	-	46,360.00	46,360.00
Interest	16,638.73	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	31,945.14	76,098.54
Total Fund	16,638.73	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	2,751.47	78,305.14	122,458.54
Utility System Revenue Bonds													
Series 2012 - 43,815,000 (Refunding of Series 2003)													
Purpose: Funded water and waste water capital improvement projects													
Principal	-	-	2,815.00	2,955.00	3,100.00	3,225.00	3,320.00	3,490.00	3,660.00	3,845.00	4,035.00	13,370.00	43,815.00
Interest	7,573.39	2,001.75	2,001.75	1,861.00	1,713.25	1,589.25	1,492.50	1,326.50	1,152.00	969.00	776.75	1,078.25	23,535.39
Total	7,573.39	2,001.75	4,816.75	4,816.00	4,813.25	4,814.25	4,812.50	4,816.50	4,812.00	4,814.00	4,811.75	14,448.25	67,350.39

POLK COUNTY - ADOPTED FY 16/17
Ten Year Debt Service Schedule

(In Thousands)

Bond Issue	Prior Payments	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future Payments	Total
Utility System Revenue Refunding Bonds													
Series 2013 - 53,630,000 (Refunding of 2004A bond)													
Purpose: Funded water and waste water capital improvement projects													
Principal	1,115.00	575.00	815.00	835.00	855.00	880.00	910.00	935.00	975.00	1,020.00	680.00	44,035.00	53,630.00
Interest	6,929.13	2,469.06	2,451.81	2,435.51	2,416.72	2,391.07	2,364.67	2,332.82	2,301.26	2,252.51	2,201.51	32,074.48	62,620.53
Total	8,044.13	3,044.06	3,266.81	3,270.51	3,271.72	3,271.07	3,274.67	3,267.82	3,276.26	3,272.51	2,881.51	76,109.48	116,250.53
Utility System Revenue Refunding Bonds													
Series 2014 - 41,740,000 (Refunding Series A, B, and C)													
Purpose: Funded water and waste water capital improvement projects													
Principal	2,945.00	2,960.00	-	-	-	-	-	-	-	-	445.00	35,390.00	41,740.00
Interest	4,079.28	1,570.53	1,534.13	1,534.13	1,534.13	1,534.13	1,534.13	1,534.13	1,534.13	1,534.13	1,534.13	8,952.65	28,409.59
Total	7,024.28	4,530.53	1,534.13	1,534.13	1,534.13	1,534.13	1,534.13	1,534.13	1,534.13	1,534.13	1,979.13	44,342.65	70,149.59
Utilities Fund Total	39,280.53	12,327.81	12,369.15	12,372.10	12,370.56	12,370.91	12,372.76	12,369.91	12,373.85	12,372.11	12,423.86	213,205.51	376,209.05
Interlocal Agreements and Other Tourism Tax Debt													
City of Lakeland													
Purpose: Contribution towards Lakeland Center renovations													
Principal*	\$4,860.11	317.48	-	-	-	-	-	-	-	-	-	-	5,177.59
Interest*	\$4,294.03	3.27	-	-	-	-	-	-	-	-	-	-	4,297.30
Total	9,154.14	320.75	-	-	-	-	-	-	-	-	-	-	9,474.89
*Principal and Interest Payments for prior payments are estimated per a % breakdown as the original agreement required a set annual payment.													
City of Lakeland - \$2,000,000													
Purpose: Contribution towards Joker Marchant Stadium Renovations													
Principal	\$2,000.00	-	-	-	-	-	-	-	-	-	-	-	\$2,000.00
Interest	\$600.23	-	-	-	-	-	-	-	-	-	-	-	\$600.23
Total	2,600.23	-	-	-	-	-	-	-	-	-	-	-	2,600.23
City of Lakeland - \$13,616,000													
Purpose: Contribution towards Joker Marchant Stadium Renovations 2016													
Principal and Interest	\$0.00	470.90	488.39	506.54	525.36	544.89	565.13	586.13	607.91	630.50	653.93	8,036.32	\$13,616.00
Interest	\$0.00	573.66	556.17	538.02	519.20	499.67	479.43	458.43	436.65	414.06	390.63	2,409.30	\$7,275.22
Total	-	1,044.56	1,044.56	1,044.56	1,044.56	1,044.56	1,044.56	1,044.56	1,044.56	1,044.56	1,044.56	10,445.62	20,891.22
City of Auburndale													
Purpose: Contribution towards soccer and baseball combined													
Principal	\$5,865.00	795.00	805.00	830.00	850.00	875.00	915.00	-	-	-	-	-	10,935.00
Interest	\$2,276.73	142.62	125.11	104.14	79.98	51.91	18.30	-	-	-	-	-	2,798.78
Total	8,141.73	937.62	930.11	934.14	929.98	926.91	933.30	-	-	-	-	-	13,733.78
City of Auburndale - \$4,500,000													
Purpose: Expansion of Lake Myrtle Sports Complex													
Principal	\$0.00	160.00	165.00	175.00	180.00	185.00	190.00	195.00	205.00	210.00	220.00	2,615.00	4,500.00
Interest	\$115.40	147.85	142.68	136.73	130.79	124.68	118.41	111.97	105.28	98.34	91.15	460.87	1,784.15
Total	115.40	307.85	307.68	311.73	310.79	309.68	308.41	306.97	310.28	308.34	311.15	3,075.87	6,284.15
Tourism Tax (106) Fund Total	20,011.50	2,610.78	2,282.35	2,290.43	2,285.33	2,281.15	2,286.27	1,351.53	1,354.84	1,352.90	1,355.71	13,521.49	52,984.28
Grand Total	185,732.96	30,853.49	28,744.18	28,828.13	28,882.30	28,876.18	28,938.24	28,004.88	28,008.52	27,999.81	28,108.24	301,510.40	774,487.33

This schedule excludes future debt obligations for transportation projects detailed in the NorthRidge and Polk/Harden CRA Plans. Additionally, it excludes possible future debt obligations which may be requested as a part of the Road and Park Infrastructure Gap Reduction plan. The planned borrowing for the parking garage debt is excluded. The debt instruments are not known at this time.

This schedule excludes debt service fund reserves and includes other types of liabilities from other funds - Notes Payable, Capitalized Lease Obligations, etc. However, it does not include loans between County Funds.

COMMUNITY INVESTMENT PROGRAM

Polk County's Capital Improvement Program, otherwise known as the Community Investment Program (CIP), is a five-year plan for capital/infrastructure projects. The program identifies anticipated projects, schedules, costs, revenue sources, comprehensive plan information, and future operating impacts.

Community Investment Program Project Establishment

CIP is a planning, budgetary, and prioritizing tool that reflects Polk County's infrastructure needs through a list of capital projects for a five-year timeframe. While the first two years of the CIP is budgeted, the following three years are based on identified funding sources with projected revenues. Based on the Board's policy direction, divisions prioritize work to be completed. Cost estimates are generated to gain the true cost of a project, then allocated over the five-year CIP. This process is completed every year to update the CIP with new priorities or to adjust for revenue shortfalls or increases, depending on future analysis.

Community Investment Program Costs

Capital project costs include all expenditures related to land acquisition, planning, design, construction, project management, legal expenses, and mitigation of damages. Divisions estimate project costs but consider operating impacts as well, including start-up and recurring costs. Start-up costs refer to one-time initial costs to be funded from the operating budget at the time the facility comes online. Recurring costs are annual costs borne from the operating budget that cover personnel and operating expenses related to the facility. Start-up and recurring cost details are broken down by project and submitted with the proposed capital project list to the Board for review and consideration. In this manner, decision makers can readily recognize the true costs of a potential CIP project and the funding impact once a project is completed and becomes online. Operating cost estimates provide information that is useful in preparing the County's operating budget.

Community Investment Program Process

The process begins during the second quarter of each fiscal year with a meeting between Budget and Management Services and other County divisions that maintain direct management responsibility for capital projects. Instructions for required data and proposed schedules are discussed and revised, and preliminary revenue estimates are disseminated.

Following the meeting, division managers, constitutional officers, and Polk County citizens identify initial proposed revisions to the CIP. Typically, there are insufficient funds to provide for all of the projects identified. Preliminary lists are reviewed to determine if projects meet the requirements of the Comprehensive Plan. (The Comprehensive Plan was prepared in response to the 1985 Florida Growth Management Act, which provides the basis of County planning and infrastructure requirements of the future.) Once the review is completed, the County Manager reviews revised project lists, and a "balanced CIP" is prepared. In balancing the CIP, projections of revenues from existing sources are compared to requested capital projects. If there are adequate revenues to fund all requested projects, the program is balanced. If the program is not balanced, projects must be revised to reduce costs, postponed to a future time period, or eliminated from the program. Alternative financing, such as long-term debt, may be proposed in order to provide sufficient revenues to fund requested capital projects. The current fiscal year funding for the approved CIP is incorporated in the proposed budget prepared in August. After receiving direction from the Board and implementing any resulting changes, the CIP is adopted at Public Hearings held in September of each year.

Overall, the CIP, with its five-year time frame, gives a fair indication of the County's foreseeable infrastructure needs. There may be bona fide reasons why a project is needed or desired in the immediate future; however, a project may be deferred because resources are unavailable. The CIP helps to structure this decision-making by reviewing capital project

requests, as well as the operational impact from the implementation of the program. Polk County's CIP is a dynamic program, whereby the program changes as identified projects require funding adjustments during the fiscal year, and occasionally, from year to year. Any amendment to the program must follow the Board adopted policy as shown at the end of the Process and Policy section of this book. Each division maintains daily control of its projects, and Budget and Management Services is responsible for the overall monitoring of the CIP process. The CIP document can be viewed in its

entirety at www.polk-county.net under the "Your Government"/ Budget Tab. The website is updated with the Adopted CIP in early October. In early January, the website is again updated with data that includes all expenses incurred for the last three months of the fiscal year, known as "True-Up."

Sample Capital Project Detail Page

PROJECT # 1700003										Page #		2								
FY2016 Community Investment Budget / FY2017 - FY2021 Project Detail										Project No.										
GENERAL PROJECT DATA:		COMPREHENSIVE PLAN INFORMATION:			PROJECT NEED CRITERIA		PROJECT SCHEDULE		FY17		FY18		FY19		FY20		FY21			
Project Title: Hyperion Budget Module Software		Project listed in CIE? No			Safety		Design/Arch		1	2	3	4	1	2	3	4	1	2	3	4
Functional Area: Information Technology		Comp. Plan reference:			Mandate		Land/ROW													
Department: Information Technology		LOS/Concurrency Related: No			Replace		Construct													
Location: Bartow, Florida					Growth		Equipment													
PROJECT DESCRIPTION:										PROJECT RATIONALE (Include Additional LOS Detail, if necessary):										
Upgrade to the Oracle Business Suite to replace the current budget module.										Oracle project module will no longer be supported, therefore a replacement module has to be installed.										
FUND / COST CENTER: 52011.170308136										REPLACEMENT COUNTY PROPERTY NO.: NA										
OPERATING BUDGET IMPACT:																				
Annual subscription as noted below in Operating Budget Impact.																				
	Prior	Budget	CF	FY17	FY18	FY19	FY20	FY21	FUTURE	TOTAL										
EXPENDITURE PLAN																				
Design/Arch/Eng																				
Land (or ROW)																				
Construction																				
Other																				
Equipment/software	0	0	0	500,000						500,000										
Total Project Cost	0	0	0	500,000	0	0	0	0	0	500,000										
FUNDING PLAN																				
IT Capital Software	0	0	0	500,000	0	0	0	0	0	500,000										
Total Funding	0	0	0	500,000	0	0	0	0	0	500,000										
OPERATING BUDGET IMPACT																				
Personal Svc.																				
Non-personal				0	61,000	61,000	61,000	61,000	61,000	244,000										
Capital																				
Total Operating	0	0	0	0	61,000	61,000	61,000	61,000	61,000	0	244,000									



Summary of Community Investment Program

The following sections describe the County's CIP funding sources, an overall view of the program through a summary of each division's CIP budget, a summary table of the five-year program, and highlights of some of the projects.

Funding Sources

Each of the County's eight divisions that

maintain a Capital Program is unique as it relates to its sources of funding CIP Projects. The following is a list and description of revenue sources:

General Capital Improvement Fund (Non-Public Works & Non-Enterprise)

The General Capital Improvement Fund maintains accounts for the County's non-enterprise funded projects. Typical projects include parks, recreation centers, governmental offices, stormwater improvements, and

Constitutional Officer Facilities. The primary sources of revenue for the Capital Improvement Fund are debt proceeds, inter-fund transfers, State revenue sharing, and interest.

Ad Valorem Taxes

The Board of County Commissioners and the Constituents of Polk County adopted a millage of 1.1000, known as the Transportation Millage for Roads, to be used for Transportation infrastructure projects. Additionally, there is a Stormwater MSTU millage of 0.1000 to be used for stormwater projects to meet national water quality standards throughout the County. The Parks MSTU of 0.5619 mills is used to fund daily operations and projects associated with the County parks. There is currently no millage rate levied to fund any other capital improvements.

Tourism Taxes

Tourism tax proceeds are derived from a 5% tax on all short-term accommodations of six months or less. In FY 08/09, 50% of the tourism tax fund was budgeted for advertising, promotion, research, marketing, special events, operating costs, and contingency reserves; 50% was budgeted to fund tourist related infrastructure commitments including reserves to benefit tourism in Polk County.

Federal, State, and Local Source Grants

The County also receives grant funds for specific programs or activities.

Interest

Interest earned on the cash balances of the Capital Improvement funds is projected and budgeted as revenue.

Fund Balance

Fund balance represents unexpended monies from the prior fiscal year, which may be allocated to projects. Fund balance may be uncommitted (prior year reserves) or committed to provide funding for specific projects.

Constitutional Gas Tax

The Constitutional Gas Tax is a two-cent tax on motor fuels (5th and 6th cents). The distribution to counties is based upon a formula composed of three factors: county area, population, and gas tax revenue collection. The formula is updated annually. This fund pays for Debt Service associated with CIP Projects.

Second Local Option Gas Tax

There is a County imposed levy of five cents on every gallon of motor fuel sold at retail. These monies are allocated between Polk County and the municipalities within the County. The amounts the County and cities receive are net of the State's deduction for administrative and dealer collection fees. This tax is usually associated with Pavement Management and Debt Service.

Impact Fees

In October 1989, the Board of County Commissioners enacted Ordinance 89-40 establishing three classes of impact fees. These impact fees are Emergency Medical Services, Correction Facilities, and Transportation. Impact Fees for Parks were implemented in 2005. The motivation to levy impact fees was, and is, related directly to the rate of growth in the County and the burden that the countywide development places on the County's service delivery system. According to the original ordinance creating impact fees, these funds are restricted exclusively for capital improvements and equipment needed to service any new development. Under a new resolution passed in April 2015, a two-phase reinstatement of impact fees will begin with Phase 1 on January 1, 2016 and Phase 2 on January 1, 2017. See Impact Fee Rate Changes chart in the Budget Summaries Section.

Landfill Closure Fund

This funding source is generated through tipping fees imposed on incoming garbage tonnage and recycling. The revenue is used to create and close landfill cells in the County.

Utilities Connection/Rate Fees

The Utilities Division Charges for Water, Wastewater in addition to connection fees for first time hook-up for residential and commercial users of the Utility.

Fire Assessments

Fire assessments are revenue generated from residential and commercial annual tax bills. This revenue is used to build and update fire stations throughout the County based on growth. Additionally, this revenue purchases major apparatus.

Revenue Bonds

Revenue bonds are sold to construct specific CIP Projects determined by the Board. The bonds must be supported by a dedicated revenue source to pay debt service and associated interest.

Public Service Tax

On April 23, 1999, the Board of County Commissioners voted to impose a 2% Public Service Tax on public service providers of electricity, telecommunications, natural and propane gas, and water to customers in unincorporated areas of Polk County. The amount of \$2.6 million of this revenue is currently designated for Transportation Community Investments in addition to another \$1.3 million for debt service. On May 18, 2005, the Board of County Commissioners adopted an amendment, which increased the tax to 10%.

There are other potential financing sources for projects that may be included within the Community Investment Program. These include the lease-purchase of facilities, financing through Municipal Services Benefit Units (MSBU), and utilization of the Commercial Paper Program.

Municipal Services Benefit Units

A Municipal Services Benefit Unit (MSBU) may be established within a designated geographic area to provide a service to those property owners within the area. This assessment district is a legal entity, which may use assessments from property owners to provide a service or infrastructure to meet the needs of those individuals within the prescribed area.

Commercial Paper

Commercial Paper is generally defined as short-term, unsecured promissory notes issued by organizations or recognized credit quality. Polk County participates in the Florida Association of Counties Tax Exempt Commercial Paper Program supported by a credit line. Access to the pooled Commercial Paper Program is quarterly. Monies are used for payment of construction expenses.

Developer Funding

This funding is pledged through development agreements throughout the County. If a future project benefits a developer or the developer requests modifications to projects, the developer contributes to the cost of the construction either through cash or right-of-way contributions.

Operating Impacts from Capital Projects

A detailed account of operating impacts to specific projects can be seen in the table below. They can also be viewed at www.polk-county.net under the “Your Government” Tab: Budget/FY 16/17: FY 2017-2021 Adopted Community Investment Program.”

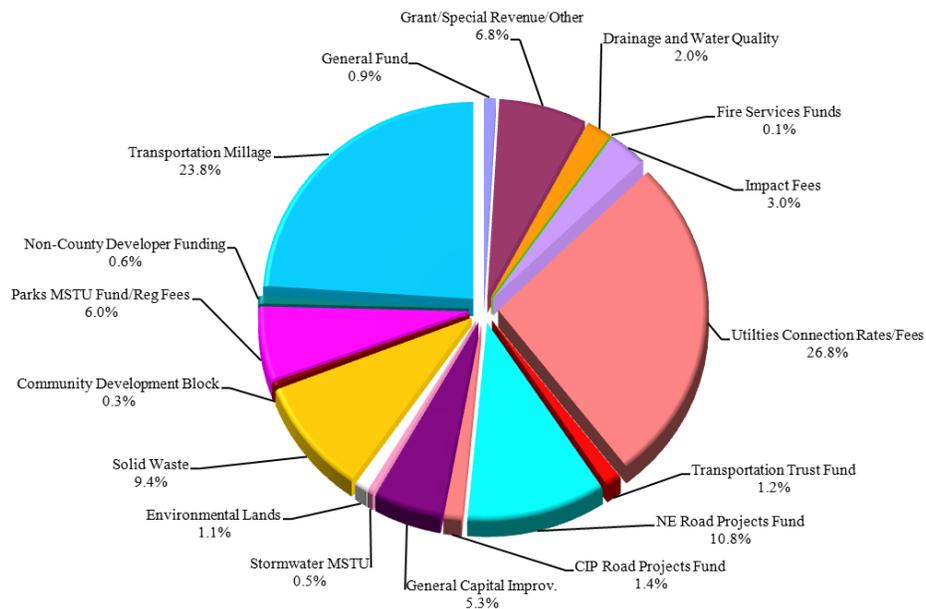
FY 2017-2021 CAPITAL INVESTMENT PROJECT OPERATING COSTS

Division	Project Name	Project Description	2017	2018	2019	2020	2021	5 Year Total
Waste and Recycling	Leachate Disposal Facility	Pre-treatment of leachate product	\$75,000	\$75,000	-	-	-	\$ 150,000
	Gas Collection System PH III	To Collect methane gas from North Central Landfill	\$103,000	\$106,090	\$109,273	\$112,551	\$115,928	\$ 546,842
Parks and Natural Resources	Saddle Creek Water Quality	Improvements to watershed to include design permit	-	-	-	\$2,000	\$2,000	\$ 4,000
	Circle B Bar/Lake Hancock	Design and construction of park and trail improvements	\$69,128	\$72,429	\$75,904	\$79,563	\$83,415	\$ 380,439
	Nature Discovery Center	Outdoor Environmental Education Center	\$318,950	\$336,108	\$354,242	\$373,411	\$393,675	\$ 1,776,386
	Lake Low ery Corridor	Land acquisition and fencing	\$3,060	\$3,152	\$3,246	\$3,344	\$3,445	\$ 16,247
	Keen/Walk-in-Water Creek	Land acquisition and fencing	\$12,208	\$12,642	\$13,093	\$13,562	\$14,049	\$ 65,554
	Crooked Lake West	Surface water storage and aquifer recharge	\$67,860	\$70,199	\$72,628	\$75,149	\$77,766	\$ 363,602
	South Lake Walk-in-Water	Land acquisition	-	\$3,000	\$3,000	\$3,000	\$3,000	\$ 12,000
	Bone Valley Off-Highw ay Vehicle Park	Design and construction of park expansion and improvements	\$278,143	\$285,309	\$294,101	\$303,180	\$312,556	\$ 1,473,289
	Loyce E Harpe Park	Additions to park amenities	\$10,684	\$10,899	\$11,118	\$11,340	\$11,567	\$ 55,608
	Northeast Regional Park	Additions to park amenities	\$183,792	\$186,965	\$190,210	\$193,528	\$196,922	\$ 951,417
	ADA Boat ramp and Docks	ADA compliant upgrades	\$25,910	\$25,910	\$25,910	\$25,910	\$25,910	\$ 129,550
	Lake Gw yn Park Design/Dvlpmnt	Design and new construction	-	\$47,624	\$48,682	\$50,142	\$51,646	\$ 198,094
	Lake Gw yn Park Eastern	Design and new construction	-	-	-	\$23,000	\$23,000	\$ 46,000
	Lake Gw yn Western	Design and new construction	\$23,000	\$23,230	\$23,462	\$23,697	\$23,934	\$ 117,323
Roads and Drainage	CR559A and Berkley RD PH 4	Widen from 2 to 4 Lanes	-	\$37,835	\$38,563	\$39,306	\$41,063	\$ 156,767
	Ernie Caldwell Blvd	Construct new 4 Lane roadway	\$32,746	\$32,746	\$32,746	\$32,746	\$32,746	\$ 163,730
	Bartow Northern Connector	Construct new 4 Lane roadway	\$31,465	\$31,465	\$31,465	\$31,465	\$31,465	\$ 157,325
	Rifle Range Rd @ Eloise Loop	Signalization of intersection	-	\$1,000	\$1,000	\$1,000	\$1,000	\$ 4,000
	Northridge Trail Phase 3	Construct new 2 lane road	-	\$13,200	\$13,200	\$13,200	\$13,200	\$ 52,800
	Ronald Reagan Pky @ CR 547	Signalization of intersection	-	\$1,000	\$1,000	\$1,000	\$1,000	\$ 4,000
	US 17/92 @ Bates Road	Additional Turn Lane	-	\$1,000	\$1,000	\$1,000	\$1,000	\$ 4,000
	Lake Wilson Rd Alignment	Study for widening road	-	\$1,000	\$1,000	\$1,000	\$1,000	\$ 4,000
	Forestview Estates Outfall	Stormwater Improvement	-	\$7,500	\$7,500	\$7,500	\$7,500	\$ 30,000
	Moss/Jones Road Drainage	Stormwater Improvement	-	\$5,000	\$5,000	\$5,000	\$5,000	\$ 20,000
	Reynolds Rd & Maine Ave Drainage	Stormwater Improvement	-	\$720	\$720	\$720	\$720	\$ 2,880
	Northw est Quadrant Trail	Construct new 2 lane road	-	\$586	\$586	\$586	\$586	\$ 2,344
Information Technology	ACCELA Cloud Software	Replace Hansen Asset Software	\$128,038	\$256,076	\$256,076	\$256,076	\$256,076	\$ 1,152,342
	Hyperion Budget Software	Replace Oracle Budget Module	-	\$61,000	\$61,000	\$61,000	\$61,000	\$ 244,000
Fire Rescue	Marion Creek Fire/EMS Station	Construct new station	-	\$230,000	\$230,000	\$230,000	\$230,000	\$ 920,000
TOTAL:			\$ 1,362,984	\$ 1,938,685	\$ 1,905,725	\$ 1,974,976	\$ 2,022,169	\$ 9,204,539

ADOPTED Community Investment Program - Division Summary Fiscal Year 2016/2017 through Fiscal Year 2020/2021

	Proposed FY16/17	Planned FY17/18	Planned FY18/19	Planned FY19/20	Planned FY20/21	Total FY17-21 CIP	Percent of 5-Year CIP
Utilities							
Expansion	23,024,164	37,708,701	14,606,001	5,417,938	6,537,000	87,293,804	22.38%
Renewal & Replacement	10,312,225	8,755,100	10,420,000	3,330,600	7,872,700	40,690,625	10.43%
Waste and Recycling							
Closure	-	-	-	-	-	-	0.00%
Operations	11,655,800	21,754,850	12,510,100	7,292,200	381,000	53,593,950	13.74%
Natural Resources							
Water Resources	910,596	1,241,000	4,200,000	1,650,000	1,485,000	9,486,596	2.43%
Env. Lands Acquisition	2,167,847	544,328	300,000	200,000	224,711	3,436,886	0.88%
Parks	11,766,410	140,000	130,000	130,000	130,000	12,296,410	3.15%
Roads and Drainage	53,709,427	22,278,850	23,906,257	21,173,443	21,448,647	142,516,624	36.54%
Facilities Management	5,509,899	7,130,000	2,710,000	2,710,000	2,710,000	20,769,899	5.32%
Fire Rescue	2,200,129	-	-	-	-	2,200,129	0.56%
Information Technology	1,976,002	-	-	-	-	1,976,002	0.51%
Office of Planning/Development	805,000	2,650,000	7,085,000	5,250,000	-	15,790,000	4.05%
TOTAL	124,037,499	102,202,829	75,867,358	47,154,181	40,789,058	390,050,925	100%

FY 16/17 Community Investment Program Funding Sources



FY 2016/2017 5-YEAR ADOPTED CAPITAL BUDGET

Project Name	Budget FY16/17	Budget FY17/18	Budget FY18/19	Budget FY19/20	Budget FY20/21	Budget FY16/17 - 20/21
--------------	-------------------	-------------------	-------------------	-------------------	-------------------	------------------------------

Utilities – Capital Expansion

Reclaimed Water Projects						
Northw est Effluent Disposal (50 acres)	1,236,493	0	0	0	0	1,236,493
Gus Stew art Conversion to Reclaim Water	1,626,772	500,000	0	0	0	2,126,772
FDC Grove Rd RWM Improvements	150,000	802,500	0	0	0	952,500
US 17/92 RWM Improvements	175,000	1,520,000	0	0	0	1,695,000
US27 Posner RWM Upgrade	325,000	0	0	0	0	325,000
Ernie Caldwe ll RWM Phase 1	0	2,163,000	0	0	0	2,163,000

Water Treatment and Storage Facility						
Miscellaneous Developers Agreements	486,440	3,100,000	0	0	0	3,586,440
Sherw ood Lakes WPF Improvements	0	0	1,050,000	0	0	1,050,000
Cherry Hill WPF	262,500	525,000	0	0	0	787,500
Country Class WPF Improvements	353,168	0	0	0	0	353,168
Turner Road WPF H2S Treatment	836,554	0	0	0	0	836,554
Waverly w ater System Eval	105,000	0	0	0	0	105,000
CRUSA Regional WPF	2,934,350	10,281,600	3,776,063	2,342,813	0	19,334,826
Gibson Oaks WPF	1,059,851	1,060,063	6,759,563	957,625	0	9,837,102
Water Treatment Facility SCADA Upgrades	1,150,000	525,000	0	0	0	1,675,000
Cypress Lake	501,091	2,128,750	735,000	787,500	2,887,500	7,039,841
Dinner Lake South Storage and Booster Station	934,711	1,764,000	427,875	0	0	3,126,586
SE Well Field SFWMD	151,525	0	0	0	0	151,525

Wastewater Treatment and Disposal						
Sun Ray WWTP Expansion and Effluent Disposal	125,678	0	0	0	0	125,678
Bartow 's Capital Payback	372,072	305,000	305,000	305,000	305,000	1,592,072

Water Distribution System Projects						
Spirit Lake Rd WM Upgrades	200,000	1,000,000	525,000	0	0	1,725,000
Water Main W13 Lakeland Highlands Road	83,791	0	0	0	0	83,791
Lakeland Bartow PCU Potable Water Interconnect	105,000	525,000	0	0	0	630,000
Bimini Bay Utility Imp	100,000	1,300,000	0	0	0	1,400,000
Island Club West Utility Imp	100,000	1,500,000	0	0	0	1,600,000
CRUSA Water Imp WI and WJ	684,660	708,788	0	0	0	1,393,448
540A 12in WM Ext to Old HWY 37	314,015	0	0	0	0	314,015

Wastewater Collection System Projects						
Const. LS No. 20 & 99 and Force Main Upgrades	224,421	0	0	0	0	224,421
Const. LS No. 35 and Force Main Upgrade	3,733,725	0	0	0	0	3,733,725
Lake Thomas Sanitary Sew er Improvements	500,000	0	0	0	0	500,000
Upgrade LS 106 NEWWTF	1,215,231	0	0	0	0	1,215,231
Lift Station SCADA Upgrades	187,147	0	0	0	0	187,147

Project Name	Budget FY16/17	Budget FY17/18	Budget FY18/19	Budget FY19/20	Budget FY20/21	Budget FY16/17 - 20/21
--------------	----------------	----------------	----------------	----------------	----------------	------------------------

Utilities – Capital Expansion (cont.)

General Engineering Service Projects						
SCADA Upgrades	410,038	0	0	0	0	410,038
Base 1 Server Upgrades	57,912	0	0	0	0	57,912
Booster/Valve Station Scada Upgrades	139,013	0	0	0	0	139,013
SCADA Network Upgrades	280,000	0	0	0	0	280,000
Base 1 Dispatch Room Improvements	100,000	0	0	0	0	100,000
Electrical Short Circuit Current Studies	266,399	0	0	0	0	266,399
Radio Network Study/Upgrades	250,000	125,000	100,000	0	0	475,000
Miscellaneous Water Projects						
Sup Water Supply Plan Cont Pning & Coord	290,810	2,000,000	0	0	0	2,290,810
Davenport Interlocal Agreement	100,000	425,000	0	0	0	525,000
Miscellaneous Waste Water Projects						
Septage Receiving Station	96,533	900,000	0	0	0	996,533
Buildings and Non-Production Projects						
Operations Building Planning	549,263	4,300,000	0	0	0	4,849,263
TBD Projects						
Polo Park Reclaimed Augmentation Well	0	0	100,000	425,000	0	525,000
Central PRV Improvements	0	0	315,000	0	0	315,000
Old Bartow Eagle Lake Rd. WM Upgrade	0	0	262,500	0	0	262,500
Ernie Caldwell Reclaimed WM Impr (Phase	0	0	0	350,000	3,094,500	3,444,500

Utilities – Repair and Replacement

Telemetry-SCADA Upgrades						
Telemetry/SCADA Upgrades	13,706	0	0	0	0	13,706
SCADA Hardware Replacement	15,000	20,000	25,000	50,000	50,000	160,000
Reclaimed Water Projects						
Reclaimed Water System Improvements	354,169	350,000	925,000	500,000	500,000	2,629,169
FDOT US27 S of Barry Rd to 192 - Util Reloc Reclai	76,161	0	0	0	0	76,161
Water Treatment and Storage Facility						
Lake Garfield WPF Softner Repl	25,000	0	0	0	0	25,000
Water Production Facil Rehab	250,000	250,000	1,000,000	0	500,000	2,000,000
Wastewater Treatment and Disposal Fac						
Waverly WWTF Rehab	500,000	0	0	0	0	500,000
SWRWWTF Rehab	100,000	0	0	0	300,000	400,000
WW Treatment Facility Rehab	250,000	250,000	500,000	0	500,000	1,500,000

Project Name	Budget FY16/17	Budget FY17/18	Budget FY18/19	Budget FY19/20	Budget FY20/21	Budget FY16/17 - 20/21
--------------	----------------	----------------	----------------	----------------	----------------	------------------------

Utilities – Repair and Replacement – Cont.

Water Distribution System Projects						
Utility Relocation Construction	1,449,155	1,050,000	1,050,000	1,050,000	1,050,000	5,649,155
Citrus Ridge WM Rehabilitation	298,608	0	0	0	0	298,608
FDOT US27 S of Barry Rd to 192 - Util Reloc Water	243,664	0	0	0	0	243,664
Pheasant Dr WM Replacement	0	290,000	0	0	0	290,000
FDOT 419243-1-52-01 PW Reloc	247,871	0	0	0	0	247,871
Pine Glen Water Svc/Meter Reloc	168,727	0	0	0	0	168,727
Kathleen WM Replacement	0	300,000	0	0	0	300,000
Old Colony Rd WM Replacement	0	600,000	0	0	0	600,000
Stonehedge Rd WM Replacement	0	300,000	0	0	0	300,000
Trail Ridge Dr WM Replacement	0	770,000	0	0	0	770,000
Ashford Drive WM Replacement	0	275,000	0	0	0	275,000
Christina Blvd W WM Repl Ph 1	0	840,000	0	0	0	840,000
Hayter Dr WM Replacement	0	695,000	0	0	0	695,000
Willow Dr WM Replacement	0	267,500	0	0	0	267,500
Imperial Lakes Blvd WM Repl	0	840,000	840,000	0	0	1,680,000
Walt Williams Rd WM Repl	0	315,000	0	0	0	315,000
Fenway and Haven Hill WM Repl	0	195,000	0	0	0	195,000
Topher Trail Service Rehab	250,000	0	0	0	0	250,000
Butternut Water Service Rehab	200,000	0	0	0	0	200,000
Water Distribution System Rehab	1,121,800	100,000	425,000	685,000	950,000	3,281,800
Wastewater Collection System Projects						
LS no. 20 and 99 and Force Main Upgrade	28,154	0	0	0	0	28,154
Lift Station 35 & SR 37	142,780	0	0	0	0	142,780
Sanitary Sewer Upgrades	314,875	100,000	150,000	150,000	200,000	914,875
Inflow and Infiltration	100,000	100,000	100,000	150,000	200,000	650,000
FDOT US27 S of Barry Rd to 192 - Util Reloc WW	86,371	0	0	0	0	86,371
LS 84 Modifications	54,605	0	0	0	0	54,605
Heritage Place Gravity Rehab	300,000	0	0	0	0	300,000
Imp Place LS to MH conversion	200,000	0	0	0	0	200,000
FDOT 419243-1-52-01 WW Reloc	248,034	0	0	0	0	248,034
SWRUSA I&I Phase 1	0	207,600	1,500,000	0	0	1,707,600
Lift Station Electrical/SCADA	439,696	250,000	250,000	250,000	250,000	1,439,696
General Engineering Service Projects						
System Analysis & Hydraulic Modeling	71,730	50,000	35,000	0	50,000	206,730
General Locate Services	49,496	20,000	20,000	20,000	20,000	129,496
Right of Way Consulting Services	36,160	20,000	20,000	20,000	20,000	116,160
Fixed Asset Analysis R & R	150,000	150,000	150,000	0	0	450,000
Miscellaneous Water Projects						
Electrical Panel Rehab Water	100,000	25,000	25,000	25,000	50,000	225,000
Hydro Tank Rehabilitation	313,896	50,000	50,000	100,000	100,000	613,896
Miscellaneous Waste Water Projects						
Electrical Panel Rehab WW	50,000	25,000	25,000	25,000	50,000	175,000
Manhole Restoration	150,000	50,000	100,000	150,000	150,000	600,000
Operations/Emergency Equipment/Other						
Meter Change Out Program FY 16-17	1,912,567	0	0	0	0	1,912,567

Project Name	Budget FY16/17	Budget FY17/18	Budget FY18/19	Budget FY19/20	Budget FY20/21	Budget FY16/17 - 20/21
--------------	----------------	----------------	----------------	----------------	----------------	------------------------

Utilities – Repair and Replacement – Cont.

TBD Projects						
NWRWWTF WM Replacement	0	0	0	0	75,000	75,000
Jan Phyl Village WM Replacement (Ph 1)	0	0	780,000	0	0	780,000
Jan Phyl Village WM Replacement (Ph 2)	0	0	0	0	577,500	577,500
Christina Blvd W WM Replacement (Ph 2)	0	0	960,000	0	0	960,000
SR37 WM Replacement	0	0	0	0	655,200	655,200
Crescent Hills Drive WM Replacement	0	0	375,000	0	0	375,000
Crescent Lake Dr WM Replacement	0	0	800,000	0	0	800,000
SW Master Plan WM W-14	0	0	315,000	0	0	315,000
Lake Thomas Sanitary Sewer Rehab	0	0	0	0	1,575,000	1,575,000
SWRUSA I&I Phase 2	0	0	0	155,600	50,000	205,600

Roads and Drainage

Pavement Management	14,897,579	12,000,000	12,000,000	12,000,000	12,000,000	62,897,579
Culvert Failure Contingency	1,996,392	1,545,000	1,591,350	1,639,091	1,688,263	8,460,096
Railroad Grade Crossings	350,333	309,000	318,270	327,818	337,653	1,643,074
Maintenance of Storm Water Facilities	945,293	437,750	450,883	464,409	478,341	2,776,676
Sidewalk Renewal and Replacement	480,325	206,000	212,180	218,545	225,102	1,342,152
Guardrail Program	199,764	103,000	106,090	109,273	112,551	630,678
Raised Pavement Marking Program	257,500	257,500	265,225	273,182	281,377	1,334,784
Sidewalk Projects	1,139,366	1,280,000	1,060,900	1,092,727	1,125,509	5,698,502
Americans with Disabilities Act Intersection Improvements	840,923	515,000	530,451	546,363	562,755	2,995,492
Roadway Improvements	4,369,877	2,595,600	2,673,468	2,753,672	2,836,282	15,228,899
Traffic Striping	1,864,718	927,000	954,810	983,454	1,012,958	5,742,940
Bridge Rehabilitation Program	1,089,677	721,000	742,630	764,909	787,856	4,106,072
CR559A Auburndale Cutoff and Berkley Rd PH 4	200,000	0	0	0	0	200,000
Program Management	122,543	0	0	0	0	122,543
Ernie Caldwell Blvd Phase IIB & III (Northridge CRA)	13,125,042	0	0	0	0	13,125,042
Bartow Northern Connector PH II (US17 to SR60)	1,599,189	0	0	0	0	1,599,189
Reynolds Rd & Maine Ave Drainage	4,637	0	0	0	0	4,637
Eagle Lake Loop Rd Bridge	1,979,282	0	0	0	0	1,979,282
Northwest Quadrant Trail	754,211	0	0	0	0	754,211
Wabash Ave: Memorial Blvd to 10th St	569,327	0	0	0	0	569,327
Wahneta Infrastructure Master Plan	205,000	0	0	0	0	205,000
Lake Deer Outfall Design	215,000	0	0	0	0	215,000
Rifle Range Road at Eloise Loop Rd Signalization	369,134	0	0	0	0	369,134
Rifle Range Road Sidewalks	35,291	0	0	0	0	35,291
North Ridge Trail Phase III	3,048,207	0	0	0	0	3,048,207
Dunson Rd @ Buckingham Intersection	635,000	0	0	0	0	635,000
CR54 @ CR547 Signalization & Intersection Improvements	688,830	0	0	0	0	688,830
US17/92 Bates Ave Intersection Improvements	149,480	0	0	0	0	149,480
Lake Wilson CR54 to CR532	237,507	0	0	0	0	237,507
New Roads & Drainage Office Buildings at Sheffield Complex	120,000	300,000	3,000,000	0	0	3,420,000
Lake Mariam / Lake Ring Drainage Improvements	165,000	0	0	0	0	165,000
Citrus Woods Estates Drainage Improvements	150,000	0	0	0	0	150,000
Mount Olive Road Drainage Improvements	300,000	0	0	0	0	300,000
Forestview Estates Outfall	100,000	500,000	0	0	0	600,000
Moss/Jones Road Drainage	125,000	462,000	0	0	0	587,000
Aldine Circle Drainage Improvements	30,000	120,000	0	0	0	150,000
Johnson Ave @ Power Line RD Signalization	200,000	0	0	0	0	200,000
CR54: U-Turn Bay - Old Kissimmee Rd	150,000	0	0	0	0	150,000

Project Name	Budget FY16/17	Budget FY17/18	Budget FY18/19	Budget FY19/20	Budget FY20/21	Budget FY16/17 - 20/21
--------------	----------------	----------------	----------------	----------------	----------------	------------------------

Facilities Management

Building Asset Management Plan	4,368,456	2,710,000	2,710,000	2,710,000	2,710,000	15,208,456
Bartow Courthouse ADA Modifications	263,442	-	-	-	-	263,442
Book In Expansion	380,000	4,320,000	-	-	-	4,700,000
Outpost 27 Remodel	153,000	-	-	-	-	153,000
Parks Administration Relocation to Natural Resources	195,000	-	-	-	-	195,000
Event Storage and Operation Center	150,000	-	-	-	-	150,000
ADA Survey of County Buildings	-	100,000	-	-	-	100,000

Waste Resource Management (Operations)

Williams Property Reclamation	1,311,800	2,947,700	1,967,000	-	-	6,226,500
Class I Phase V Expansion	700,000	-	-	-	-	700,000
Wetland Mitigation Bank	546,000	366,000	366,000	373,700	381,000	2,032,700
Leachate Disposal Facility	2,620,000	6,625,800	-	-	-	9,245,800
Phase IV, Class I Landfill Site Prep	50,000	-	-	-	-	50,000
Emergency Generators	230,000	-	-	-	-	230,000
NE Quadrant Stormwater for NCLF	163,200	660,500	305,200	-	-	1,128,900
CNG Beneficial Use	1,425,000	1,425,000	-	-	-	2,850,000
Gas Collection System, Phase III	405,400	286,000	-	-	-	691,400
Class I Phase IB Northern Extension	-	-	-	-	-	-
Gas Collection System, Phase V	-	-	1,272,700	-	-	1,272,700
Security and Buffer Improvements	-	-	60,000	-	-	60,000
Landfill Gas to Energy	-	-	-	6,918,500	-	6,918,500
Leachate Tank Addition	552,000	248,000	-	-	-	800,000
Truck Fire Suppression Pad	70,000	-	-	-	-	70,000
Class I Phase VI Infill	784,400	8,639,200	8,539,200	-	-	17,962,800
Road Improvements	850,000	257,000	-	-	-	1,107,000
Phase II North Side Temp Final Closure	883,000	23,000	-	-	-	906,000
Phase II South & East Sides Temp Closure	1,065,000	226,650	-	-	-	1,291,650

Parks

Bone Valley Off-Highway Vehicle Park	576,200	-	-	-	-	576,200
Walker Road Property	5,884,963	-	-	-	-	5,884,963
Loyce E Harpe Park Improvements	927,960	-	-	-	-	927,960
North East Regional Park	311,621	-	-	-	-	311,621
Boat Ramp/ADA Dock Construction Program	470,016	130,000	130,000	130,000	130,000	990,016
Boat Access Land Acquisition	1,243,060	-	-	-	-	1,243,060
Loughman SAP Projects	101,560	-	-	-	-	101,560
North Ridge SAP Projects	84,519	-	-	-	-	84,519
Playgrounds with Safety Surfaces	154,813	-	-	-	-	154,813
Landscaping and Trees	356,903	-	-	-	-	356,903
Park Roads Program	25,383	-	-	-	-	25,383
County/School Light Enhancements	126,281	-	-	-	-	126,281
Lake Gwyn Park Design and Development	959,131	-	-	-	-	959,131
Lake Hancock Recreation	217,000	10,000	-	-	-	227,000
Bartow Arena Improvements	114,000	-	-	-	-	114,000
Aldine Combee Arena Improvements	213,000	-	-	-	-	213,000

Project Name	Budget FY16/17	Budget FY17/18	Budget FY18/19	Budget FY19/20	Budget FY20/21	Budget FY16/17 - 20/21
--------------	----------------	----------------	----------------	----------------	----------------	------------------------

Natural Resources- Environmental Lands

Circle B Bar/Lake Hancock	442,414	-	-	-	-	442,414
Polk's Nature Discovery Center	244,329	244,328	-	-	-	488,657
Lake Lowery Corridor*	8,238	-	-	-	-	8,238
Keen/Walk-in-Water Creek	40,000	-	-	-	-	40,000
Crooked Lake West	477,142	300,000	300,000	200,000	224,711	1,501,853
South Lake Walk-in-Water	955,724	-	-	-	-	955,724

Natural Resources- Water Resources

Lake Gwyn Restoration (western)	4,150	-	-	-	-	4,150
Lake Parker Outfall Access	186,746	-	-	-	-	186,746
South Lake Conine Stormwater Treatment	234,701	441,000	-	-	-	675,701
Saddle Creek WQI Audubon Tract	150,000	200,000	1,100,000	1,000,000	1,000,000	3,450,000
Crystal Lake	35,000	200,000	250,000	300,000	200,000	985,000
Lake Gwyn Restoration (Eastern half)	25,000	275,000	2,400,000	-	-	2,700,000
Lake Annie Restoration and Water Storage	-	-	100,000	200,000	75,000	375,000
Crooked Lake West Hydrologic Restoration	275,000	50,000	300,000	-	-	625,000
Lake Eva Stormwater Improvements	-	75,000	50,000	150,000	150,000	425,000
Lake McLeod Hydrologic Restoration	-	-	-	-	60,000	60,000

Fire Rescue

Lake Marion Creek Fire Rescue Station	2,000,129	-	-	-	-	2,000,129
Sgt Mary Campbell Way Fire Rescue St	200,000	-	-	-	-	200,000

Information Technology

ACCELA Cloud Software	1,476,002					1,476,002
Hyperion Budget Module	500,000					500,000

Office of Planning and Development (Budget is prospective developer funding only for planning purposes)

Buckingham Drive (Western Extention)		175,000				175,000
Buckingham Drive (Dunson Road Extension)	100,000	650,000	250,000			1,000,000
Coon Lake Road		450,000				450,000
Champions Gate Blvd. West (Meadows Blvd.)	625,000	625,000	425,000			2,375,000
Sand Mine Road - Phase 2			460,000			460,000
Tank Road			1,120,000			1,120,000
VPCC Transit Intermodal Center	50,000	250,000	200,000			500,000
Connector Road - Northwest Bartow			4,100,000			4,100,000
Four Corners Town Center Transit Shelters	30,000		30,000			60,000
FDC Grove Road		500,000	500,000	5,250,000		6,250,000

CIP Total	124,037,499	102,202,829	75,867,358	47,154,181	40,789,058	390,050,925
------------------	--------------------	--------------------	-------------------	-------------------	-------------------	--------------------

COMMUNITY INVESTMENT PROGRAM PROJECT HIGHLIGHTS

Utilities

In FY 16/17, Utilities has addressed funding strategies by including a \$2.16 surcharge for Alternate Water Supply projects, a 2.5% water rate increase over 3 years to allow for an increase in repair and replacement costs, and anticipating a \$30 million dollar bond issue in in FY 19/20. Some highlighted projects are:

Operations Building



With a budget of \$6.6 million, Utilities is developing a new operations building. Based on a space needs analysis completed in 2013, this building will be co-located with a regional Water Processing Facility. Design is underway with construction to be complete by the end of this fiscal year.

Potable Water Regionalization Project



With a total budget of \$25.8 million, this project will replace five existing water production facilities with one regional facility. An exploratory well is under construction, and two additional wells are under design. Construction is scheduled to be completed in 2019.

Cypress Lakes Joint Project



This is a joint project with the Water Cooperative of Central Florida and other partners for a regional water supply facility. The facility includes a 30 MGD to serve all members. Polk County's share will be 3.4 MDG. This project will use a phased construction method with Polk County's share of the budget being \$15.4 million.

Roads and Drainage

Pavement Management Program

Polk County currently budgets approximately \$12.5 million each fiscal year to resurface and maintain 2,385 centerline miles of paved County roads and 292 lane miles of unpaved roads. In FY 15/16, 142 lane miles of resurfacing and 20 lane miles of asphalt stabilization will be completed or are scheduled for completion. The below pictures demonstrate stabilization and resurfacing road results:



Asphalt Preservation & Recycling

36 Lane Miles COMPLETED/PENDING in FY 15/16



Full Depth Reclamation
(Executive Estates - SE Lakeland)

Approximately 15,065 linear feet of sidewalks have been added or replaced during FY 15/16.

Cypress Gardens Road/Chambliss Road



Capacity Projects



With a budget of over \$21 million, Berkley Road Phase 4 and Auburndale Cutoff Road Project widens these roads from two lanes to four lanes while straightens curves. Total project length is 2.6 miles long.

Waste Resource Management

As an Enterprise Fund, Waste Resource Management is the largest landfill and waste management operation in Polk County and continues to maintain the most competitive price locally. The North Central Landfill is the heart of operations. It is continuously in transition through closures and expansion.



Sheriff SE & SW Command

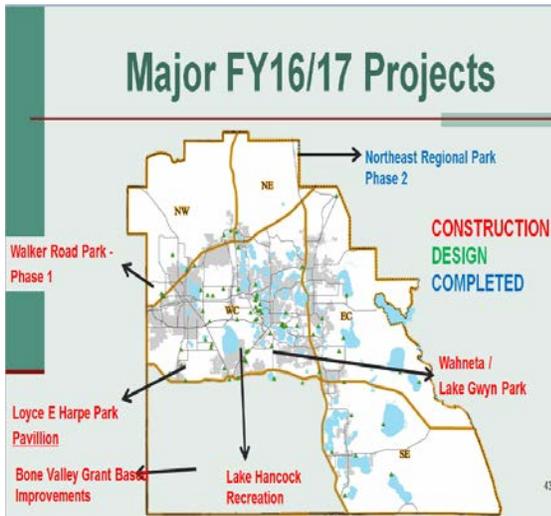


COMPLETED

Parks and Natural Resources

Parks and Recreation

The Parks MSTU receive a millage of 0.5619 mills which pays annual operational costs. These are some of the planned projects for FY 16/17:



HISTORY CENTER COOLING TOWER



COMPLETED



Fire Rescue

The Fire Rescue Division comprises Fire Services and EMS Service throughout Polk County. Due to the size of the County, the task of providing adequate coverage for both EMS and Fire is an ongoing mission. One fire station is scheduled for construction for FY 16/17:

Facilities Management

In FY 16/17, the Board continues to make a commitment to fund a Building Asset Management Plan. This funding will be utilized for large maintenance projects and upkeep of Polk County's facility infrastructure. Here are some of the major projects to be commencing this year:

Lake Marion Creek Fire Rescue Station

PCFR currently working out of temporary site

New building construction projected to begin August 2016

Provides service between Poinciana and Sun Air Stations

Estimated cost \$2,200,000

Personnel hired under SAFER Grant funding for new station

\$1.44 million for 9 positions for 2 years

Period of performance 1/2016 – 1/2018



Temporary Station



Permanent Building Liker actual station

Glossary

Accrual – Refers to accounts on a balance sheet that represent liabilities and non-cash based assets in accrual-based accounting. Includes accounts payable, accounts receivable, accumulation of interest, and different investments.

Actual – Financial activity for the fiscal year.

ADC – Adult Day Care. A County program that operates County-owned multi-purpose centers providing care for functionally impaired and frail elderly individuals to enhance their lives and prevent premature institutionalization and hospitalization.

Ad Valorem – Major revenue category reflecting value of real estate or personal property. Property taxes are determined by multiplying rate of taxation, expressed in mills (0.0001), times non-exempt value of the property.

AHCA – Agency for Health Care Administration. State agency serving as chief health policy and planning entity. Services include permitting and inspection of hospital construction.

Aid to Private – Expense category for recording subsidies and contributions to private organizations.

ALF – Assisted Living Facility. Place for elderly individuals who need daily living assistance with two or more activities. ALF enhances the lives of these individuals and prevents premature hospitalization.

ALS – Advanced Life Support. Term used by Polk County Emergency Management Division that defines part of the services provided. Life-saving protocols and skills extend Basic Life Support.

Appropriation – Authorization granted by Board of County Commissioners to make expenditures and incur obligations for specific purposes. Appropriations are usually made for fixed amounts and set time periods.

Assessed Value – Market value minus any fractional assessment due to laws, such as *Save Our Homes* program.

Balanced Budget – Total estimated receipts (revenues), including balances brought forward, shall equal total of appropriations and reserves for each fiscal year. Sum of expenditures authorized plus amounts to be held aside for contingencies and reserves must equal receipts (revenue) available.

Basis of Accounting – Refers to when revenues and expenditures are recognized in financial statements.

Basis of Budgeting – Refers to a financial plan employed as a management control device that matches anticipated revenues with proposed expenditures for a specific period.

BLS – Basic Life Support. Term used by Polk County Emergency Management Division that defines part of the services provided. Refers to a level of medical care used for victims of life-threatening illnesses or injuries prior to victims receiving full medical care at a hospital.

Board – Board of County Commissioners.

BoCC – Board of County Commissioners. BoCC performs legislative functions of government by developing policy for the management of Polk. Commissioners are elected by countywide vote to a four-year term with a term limitation of eight consecutive years.

Budget – Plan of financial operation embodying an estimate of proposed expenditures for the fiscal year and proposed means of financing such expenditures. Term also denotes the officially approved expenditure ceiling under which County divisions and sections operate.

BMS – Budget and Management Services. A County division responsible for developing and monitoring the County's budget, coordinating and conducting special projects and management studies, managing the County's impact fee schedule, and assisting in appropriation

management.

CAC – Citizen Advisory Committee. Group created by State law or by Board of County Commissioners to serve as advisors in specific areas.

CAD – Computer Aided Drafting. Software or process used by engineers and planners to make various drawings for visual communication.

CAFR – Comprehensive Annual Financial Report. Detailed report comprising the financial report of a state, municipal, or other governmental entity that complies with accounting requirements promulgated by Governmental Accounting Standards Board. Report is submitted to Board of County Commissioners and available to citizens, investors, and other interested parties.

Capital Expenditures – Expenditures for purchasing equipment, furniture, and vehicles with a value per item greater than \$1,000 and less than \$100,000.

Capital Outlay – Expenditures resulting in the acquisition or addition of fixed assets that include cost of land, buildings, and improvements (other than buildings), machinery, furniture and equipment. Combined project cost of \$100,000 or more qualifies the project as a Community Investment Project (CIP).

Cash Forward – Reflects balance of cash brought forward from previous fiscal year. In budget terms, this balance, together with current year budgeted revenues and other financing sources, equals total available financial resources for the budget year.

CDBG – Community Development Block Grant. Federal or State grants to aid community development in meeting and maintaining specific criteria.

CEB – Code Enforcement Board. A seven-member board appointed by Board of County Commissioners to provide an equitable, expeditious, effective, and cost-effective method

of enforcing specific County ordinances.

CEMP – Comprehensive Emergency Management Plan. Plan used by Polk County for preparedness, response, recovery, and mitigation activities related to major disasters.

CEU – Continuing Education Units. Required training to maintain a professional license, certification, knowledge, or skill.

CFDC – Central Florida Development Council. Polk County's lead Economic Development Agency.

Charges for Services – Major revenue category consisting of all revenues from charges for current services from governmental units, including revenues related to services performed by private entities, such as ambulance, hospital, utility, and landfill. Excludes revenues of intergovernmental service funds.

CHDO – Community Housing Development Organization. Private nonprofit, community-based service organization that has, or intends to obtain, staff with capacity to develop affordable housing for the community. Organization may be a developer, sponsor, or ownership of a Home Investment Partnership Program.

CHSS – Community Health and Social Services. A County program comprised of several different service elements that focus on serving the social and health care needs of Polk County residents.

CIP – Community Investment Program or Capital Improvement Program. Polk County's community investment projects have a useful life of at least five years, are greater than \$100,000 in cost, and typically involve physical assets, such as building and streets. Community investment plan and/or program itemizes planned outlays and needs for long-term capital improvement projects and explains financing plan options for a five-year time frame. Current year budget of community investment program is balanced and adopted by Board of County Commissioners during the budget process.

CLASAC – Conservation Land Acquisition Selection Advisory Committee. A County appointed committee that aids and advises the Environmental Lands section in conservation land acquisition.

CMMS – Computerized Maintenance Management System. Computer software system used to generate and track maintenance schedules.

CMS – Concurrency Management System. Computer data management system consisting of data for development projects, such as building permits, subdivisions, and commercial site plans that serves two primary functions: (1) provides tracking system for maintaining data files on development projects and (2) determines cumulative impacts resulting from urban development to public facilities that are required to implement concurrency requirements of Section 163.3180, Florida Statute.

Community Healthcare Services – Expenditure for cost of providing hospital services to the community through payments to other local units or private hospitals.

Comprehensive Planning – Process that determines community goals and aspirations in terms of community development. Expenditure includes cost of providing master planning and development for the local unit; also includes zoning, if applicable.

Contingency – Appropriation of funds set aside to cover unforeseen events, such as federal mandates, shortfalls in revenue, and unanticipated expenditures.

Contributions and Donations – Miscellaneous revenue subcategory for gifts, pledges, grants, or bequests from private, non-governmental sources.

CRA – Community Redevelopment Area. A blighted area having one or more of the following conditions: shortage of affordable housing for low or moderate-income family

units, deteriorating and economically distressed due to outdated building density patterns, inadequate transportation and parking facilities, and faulty lot layout and/or inadequate street layout. Governing body has designated an area as appropriate for community redevelopment pursuant to an approved community redevelopment plan and consistent with Part III, Chapter 173, Florida Statute. Funding for community redevelopment in a CRA is by tax increment revenue from properties within the area.

CRS – Community Rating System. A National Flood Insurance Program (NFIP) that recognizes and encourages community flood plain management activities, which exceed the minimum NFIP standards. Program under NFIP sets the rate schedule for flood insurance.

Culture and Recreation – Major expenditure category that includes costs of providing libraries, parks and recreational facilities, cultural services, special events, and special recreational facilities.

Debt Service – Payment of principal and interest to holders of the County's debt instruments including charges paid to fiscal agents.

Deficit – Negative fund balance.

Depreciation – Expiration in service life of fixed assets, other than wasting of assets attributable to wear and tear, deterioration, inadequacy, and obsolescence.

Direct Costs – Cost item that can be identified with a single objective of producing a specific service or good.

Division – Separate organizational activity with line of authority under the County Manager's Office.

DRC – Development Review Committee. Ad hoc committee of County agencies with jurisdiction responsibility to review new development proposals, such as subdivision

plans, zone change requests, and commercial site plans. Polk County Land Development Division has responsibility to conduct meetings and prepare reports for DRC.

DRI – Development of Regional Impact. Large-scale developments that meet a threshold established by Section 380.06, Florida Statute and require review by Polk County and Central Florida Regional Planning Council.

EAR – Evaluation and Appraisal Report. State required report describing how well the County’s Comprehensive Plan is followed.

Economic Environment – Major expenditure category to record cost of providing services that develop and improve economic conditions of the community.

EFNEP – Expanded Food and Nutrition Education Program. Federally funded program designed to educate impoverished families about food and nutrition.

Employment Center (EC) – Term used in land usage that provides area for research centers, colleges or trade schools, office parks, and some residential high.

EM – Emergency Management. A County division that serves as the only ambulance service and provides citizens and visitors with pre-hospital medical care and transportation to medical facilities.

EMT – Emergency Medical Technician. A County position under the Emergency Management Division.

Enterprise Fund – Fund to account for operations similar to private enterprises. Revenues are received through user charges for services and products, such as water, sewer, hospitals, and refuse.

EOC – Emergency Operations Center. Polk County facility that coordinates responses to major disasters.

EPA – Environmental Protection Agency.

Federal agency that monitors and oversees various entities to ensure compliance with Federal environmental laws and regulations.

Executive – General government services expenditure that includes costs of providing executive management and administration of affairs of local government including coordination, planning, evaluation, analysis, and control, development, guidance, support and overall supervision of programs.

Expenditures – Term indicating costs, whether paid or unpaid, of goods delivered or services rendered.

FDEP – Florida Department of Environmental Protection. State agency that monitors and oversees various entities to ensure State environmental laws and regulations are followed.

FDOT – Florida Department of Transportation. State agency responsible for providing and regulating development, inspection, testing, surveying, mapping, and planning related to State and Federal roadways within the County.

FEMA – Federal Emergency Management Administration. Federal agency that provides financial relief to victims of disasters and provides regulation on flood plain management.

Financial and Administrative – General government services expenditure that includes cost of providing financial and administrative services to the local government as a whole. Includes budgeting, accounting, internal and external auditing, tax assessment and collecting, personnel, purchasing, communication, property control, grants development, and other support services.

Fines and Forfeitures – Major revenue category reflecting revenues received from fines and penalties imposed for commission of statutory offenses and violation of lawful rules and regulations. Forfeitures include those revenues resulting from confiscation of deposits or bonds held as performance guarantees.

Fire Control – Public Safety expenditure for providing general firefighting and prevention services.

Franchise Fees – Major revenue category reflecting fees levied on a corporation or individual by local government in return for granting a privilege, sanctioning a monopoly, or permitting the use of public property.

FS – Florida Statute. Written as “Florida State law.”

FTE – Full-time Equivalent. Unit of measure based on the hours for a budgeted employee position during the accounting year; for example, 1 FTE = 2,080 hours, 0.5 FTE = 1,040 hours.

Function – Any of several major purposes addressed by County government, including general government, fire rescue, physical environment, transportation, economic environment, social services, culture and recreation, internal services, and non-expenditure disbursement.

Fund – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of tracking and monitoring specific activities or attaining certain objectives.

Fund Balance – Excess of fund assets over liabilities. Unspent funds may be included as revenue in the following year’s budget. A negative fund balance is sometimes referred to as a deficit.

Fund Equity – Excess of assets over liabilities.

Garbage / Solid Waste – Physical environment expenditure to account for costs relative to providing for the collection and disposal of garbage, refuse, and solid waste by local government.

General Government Services – Major expenditure category representing costs of

services provided by legislative, judicial, and administrative branches of local government for the benefit of the public and governmental body as a whole.

General Purpose Funds – Accounts for all funding sources, including Ad Valorem taxes, when no specific source is designated for funding. For activities generating revenue from service fees or other identifiable sources, general purpose funds are the difference between total budgetary requirement and other identifiable sources of funds.

GFOA – Government Finance Officers Association. Organization that enhances and promotes the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

GIS – Geographic Information System. Map and database system designed to capture, store, manipulate, analyze, manage, and present various types of data. Primary use relates to property data, roadways, and utilities.

Goal – Single, broad statement that describes principal purpose for existence of an organization, organizational unit, or program.

Governmental Funds – Type of fund that includes General, Special Revenue, Debt Service, and Capital Projects.

GPS – Global Positioning System. Electronic system that allows the user to communicate with various satellites in determining the user’s position.

Grants – An actual grant is a contribution of cash or other assets from another governmental agency used for a specific purpose. Grants are usually from Federal or State agencies.

Grants and Aid – Includes all grants, subsidies, and contributions made by Polk County to other governmental units and private organizations.

Green Belt – Agriculture classification that describes an area where farming is the major task or job opportunity.

Green Card – Identification that grants an individual authorization to live and work in the United States on a permanent basis. Green Card holders in medical indigent programs do not have Medicaid.

HCRA – Health Care Responsibility Act. A measure enacted to assure adequate and affordable health care to all Floridians and provides Polk County residents with emergency out-of-County services.

Health – Health and Human Services expenditure that reflects cost of providing nursing, dental, diagnostic, rehabilitation, and other services for care and treatment of the sick, and for control and prevention of diseases. Includes expenditures for health unit or department, tubular care, homes for the infirmed, mosquito control, animal control (including pound), and indigent health care.

Health and Human Services – A County division that ensures that immediate and basic needs of its citizens are being met and invests in community assets that will enhance the quality of life in Polk County today and for future generations.

Health and Human Services Expenditure – Major expenditure category used to account for cost of providing services for the care, treatment, and control of human illness, injury, handicap, and the welfare of the community as a whole and its individuals.

HFP – Healthy Families Polk. A County program that provides family support and strengthening through intensive home visitation.

HND – Housing and Neighborhood Development. A County section under the Health and Human Services Division that coordinates and implements neighborhood revitalization activities, affordable housing programs, homeowner rehabilitation programs, and programs to combat the causes and result of

low income.

HOME – Home Investment Partnership Program. Federal program that provides formula grants to State and local governments and dedicated to expand affordable housing opportunities to individuals with low income.

Housing / Urban Development – Economic environment expenditure to account for cost of providing public housing and other urban development projects.

IHC – Indigent Health Care. A County section under the Health and Human Services Division offering health care services for low-income Polk County residents who are uninsured.

Incorporated Area – Area of the County that is within municipalities.

Infrastructure Gap – Difference between existing infrastructure and current infrastructure needs.

Interfund Transfer – Fund transfer from one fund to another for work or services provided that represents a double counting of expenditures; amounts are deducted from total County budget to calculate operating budget.

Intergovernmental Revenue – Major revenue category that includes all revenues received from Federal, State, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Charges – Internal service fund revenue generated from charges for providing goods and services to other County divisions.

ISO – Insurance Services Office. Insurer supported organization that provides advisory insurance underwriting and rating information to insurers.

IT – Information Technology. A County division that manages and operates the County's computer center, provides data processing, systems analysis, programming, personal

computer support, telephone communications, and data communications support to Board of County Commissioners' divisions, some Constitutional Officers, and the public.

Judicial – General government services expenditure to account for cost of providing a court system by local government. Includes costs associated with judicial function whether directly incurred or paid to another government.

Lakewatch – Volunteer group that helps monitor Polk County lakes.

LAMTD – Lakeland Area Mass Transit District. Public transportation system in the Lakeland area.

Law Enforcement – Public Safety expenditure that accounts for cost of providing police services for local government's jurisdiction, which includes the Sheriff's Office.

LDC – Land Development Code. Purpose of Polk County LDC is to establish regulations, standards, and review procedures for the use and development of land.

Legal Council – General government service expenditure used to account for cost of providing legal services for benefit of the local unit; includes expenditures for County Attorney and special counsel, as need.

Legislative – General government service expenditure that includes cost of providing citizen representation in the governing body; includes expenditures for Board of County Commissioners.

Libraries – Recreation and culture expenditure used to account for cost of providing and maintaining library facilities and services to the community.

Licenses and Permits – Major revenue category receiving revenue from building permits, occupational and other licenses, and reflects revenue derived from issuance of local licenses and permits.

Major Revenue – Category that includes Ad Valorem, Charges for Services, Fines and Forfeitures, Franchise Fees, Intergovernmental Revenue, Licenses and Permits, Miscellaneous Revenue, and Other Taxes.

Mandated Services – Services required by law to be performed at various levels of government.

Market Value / Just Value – Price at which a property is sold on the open market. Determined by marketplace and reported through real estate transactions.

Mental Health – Health and Human Services expenditure that reflects cost of services related to mental illnesses, which includes diagnosis and treatment.

Millage Rate – As used with Ad Valorem taxes, the rate expresses the dollars of tax per one thousand dollars of taxable property value.

Miscellaneous Revenue – Major revenue category that includes sources, such as interest earnings, rents and royalties, special assessments, compensation for loss of fixed assets, contributions and donations, and other miscellaneous revenue.

Modified Accrual Basis of Accounting – Revenues recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred, except for unmatured interest on general long-term debt, which is recognized when due.

MOU – Memorandum of Understanding. Document used between governmental entities to specify responsibilities.

MSTU – Municipal Services Taxing Unit. By statute, counties are allowed to create this type of special taxing unit to provide municipal services.

NFIP – National Flood Insurance Program. Federal program that enables property owners in participating communities to purchase flood insurance from the government.

Non-Expendable Trust – Fund used to account for assets held by Board of County Commissioners in the capacity of a trustee. Non-expendable trust funds are those whose income, not principal, may be expended in the course of their designated operations.

Non-Operating Expenses – Represents transfers and payments from one fund into another and into reserves and contingencies.

Non-Revenues – Revenue category to account for revenue that is either carried forward from another year or transferred in from another fund or account without regard to the conduct of any operations.

NPDES – National Pollutant Discharge Elimination System. Federally mandated stormwater permit that addresses the quality of discharge to surface water.

NRCS – Natural Resource Conservation Service. Federal agency responsible for technical development of conservation plans.

Objectives – Descriptive list of items accomplished in order to fulfill an organization’s goal or mission.

Office Center (OC) – Term used in land usage that provides area for small offices and some commercial.

Operating Expenses – Expenditures for goods and services that primarily reflect the current period, such as professional fees, travel, utility and communication services, maintenance of equipment, office supplies, and motor fuels.

Other General Government – Subcategory of Charges for Service that reflects charges for recording legal instruments, zoning fees, sale of maps, certification, copying, record searches, and County officer fees.

Other Public Safety Charges – Subcategory of Charges for Service that reflects revenue derived from charges for police services, fire protection services, room and board for prisoners,

emergency service fees, protective inspection fees, ambulance fees, motor vehicle inspection fees, and other public safety charges.

Other Health and Human Services Charges – Subcategory of Charges for Service that reflects revenue received as charges for services rendered for the care, treatment, and control of human illness, injury, or handicap.

Other State Grants – Subcategory of Intergovernmental Revenue that reflects revenues received from the State for specific purposes.

Other Taxes – Major revenue category reflecting those revenues derived from tax sources not otherwise specified.

Outfall – Ditch or canal that takes road water to a regional system.

Overhead – All costs that cannot be identified specifically with a single cost objective.

PAFR – Popular Annual Financial Report, also known as the Citizen’s Guide, provides a condensed summary of Polk County’s financial information from the Comprehensive Annual Financial Report.

Parks and Recreation – Recreation and culture expenditure that reflects cost of providing recreational facilities and activities for participant and spectator involvement. Includes all types of recreational and/or park facilities open for public use that are not defined as special recreational facilities.

Parks and Recreation Fees – Charges for Service subcategory that includes charges collected from libraries, parks and recreational facilities, cultural services, special events, and special recreational facilities.

PCTSM – Polk County Tourism and Sports Marketing. A County division that markets Polk County as a tourism destination.

Performance Measures – Specific quantitative and qualitative measures of work performed.

Personal Services – Expenditures for salaries and wages, overtime, shift differential, social security matching, retirement contribution, life and health insurance, worker’s compensation, and unemployment compensation.

Physical Environment – Major expenditure category used to account for those expenditures whose primary purpose is to achieve a satisfactory living environment.

PLSA – Polk Leisure Services Association. Professional organization made up of Parks and Recreation Leisure Services departments from all cities, County, and other entities with parks and recreation mutual interests to address the parks and recreation needs of the community as a whole.

PM – Preventative Maintenance. Scheduled maintenance of fleet vehicles.

Polk Vision – A broad, community-led partnership of organizations, businesses, government, and individuals acting collectively to ensure implementation of Polk County’s community vision.

Professional Institutional (PI) – Term used in land usage that includes land with mixed uses purposes, such as medical offices, restaurant and other service retail, and high density residential (apartments).

Professional / Occupational Licenses – A subcategory of Licenses and Permits that reflects revenue derived from fees collected for occupational or professional licenses.

Program Budget – Allocation of money to major services or activities rather than to specific line items. Programs are related to an organization’s goals and often cross organizational lines, such as traffic studies.

Property Tax – Tax based on the value of the property. $\text{Property Tax} = \text{Taxable Value} \times \text{Millage Rate} / 1,000$.

Proprietary Funds – Type of fund that includes Enterprise and Internal Service.

PSWCD – Polk Soil Water Conservation District. State agency run by a five-member elected board that works in conjunction with Natural Resource Conservation Service and Polk County government divisions on technical and educational conservation issues.

PTS – Pre-Trial Services. Program responsible for gathering information about and supervision of inmates released on their own recognizance or bond before a trial occurs.

Public Safety – Major expenditure category used to account for cost of providing services for security of persons and property within local government jurisdiction. Includes functions of law enforcement, fire control, detention and/or correction, protective inspections, emergency and disaster relief, ambulance and rescue services, medical examiner, and consumer affairs.

Public Service Tax (PST) – Tax on the purchase of electricity, metered natural gas, liquefied petroleum gas, manufactured gas, and water service. By statute, cities and counties are allowed to charge up to a 10% PST. City residents will not pay this tax to the County; however, they will be assessed by their municipality.

Rents and Royalties – Subcategory of Miscellaneous Revenue that reflects revenues collected from rents and proceeds for use of public property or other assets.

Reserves – Account used to indicate that a portion of fund equity is restricted for a specific purpose. Includes budgeted cash forward for subsequent year (cannot exceed 20% of total receipts of budget). Reserve for contingency may be provided in a sum not to exceed 10% of total budget.

Residual Equity Transfer or Returned from Constitutional Officers – Financing sources resulting from return of excess fees from Clerk of the Circuit Court, Property Appraiser, Tax Collector, or Sheriff’s Office; for example, unexpended budget may be remitted by Sheriff’s Office.

Revenues – Receipts that increase a fund’s financial resources other than from interfund transfers and debt issue proceeds, or an increase in a fund’s assets without a corresponding increase in liabilities.

Road and Street Facilities – Transportation expenditure used to account for the cost of providing and maintaining road and street facilities and ancillary facilities, such as bridges, viaducts, sidewalks, traffic control devices, street lights, right-of-way, shoulders, and other facilities incidental to proper movement of traffic along roads and streets.

Rollback Tax Rate – Tax rate for a new fiscal year that would generate the same amount of tax dollars as in the previous fiscal year. Rate is first adjusted for new construction, per capita personal income, and payment to tax increment districts. Calculation provides a consistent method for measuring increases or decreases in property taxes from year to year.

Save Our Homes – Amendment to Florida Constitution that limits increases in taxable value on homestead property to CPI up to 3%. “Recapture” occurs when CPI increase causes capped taxable values to increase regardless of whether market values are increasing or declining.

SFR – Single Family Residential. Construction term used in describing a single-family structure.

SFWMD – South Florida Water Management District. State created agency/district that regulates stormwater management, ground water withdrawals, and environmental land issues in South Florida.

Shared Revenue – Revenues levied by Federal or State governments but shared with local governments on a pre-determined basis, often in proportion to the amount collected at the local level.

SHIP – State Housing Initiatives Partnership Program. State program distributing documentary stamp funds back to eligible local communities to conduct various affordable

housing activities.

SMBDC – Small and Minority Business Development Center. A County program that operates to create jobs in small and minority enterprises and prevent or reverse the decline of those enterprises.

SOP – Standard Operating Procedure. Set of guidelines to perform a job or task.

Special Assessments – Compulsory fees levied against certain properties to defray part or all of the costs associated with specific improvements of services that provide a general benefit to the public and special benefit to assessed properties.

Special Revenue Funds – Funds used to account for proceeds from specific revenue sources that are legally restricted to expenditures for specified purposes. Includes Reserve for Cash Balance Forward, Contingency, Future Capital Expansion, or other reserves as necessary for ensuing fiscal years.

STORET – State Department of Environmental Protection database.

Stormwater Assessment – Fee used to pay for stormwater management infrastructure and operations, such as upgrading storm drains, street sweeping and cleaning for storm sewer system components, and public education and programs for improving water quality as mandated by State and Federal law.

Stormwater Runoff – Identified as major source of pollutants to lakes and streams. Precipitation in an urban or suburban area that does not evaporate or soak into the ground, but instead, runs across land and into nearest waterway.

SFWMD – Southwest Florida Water Management District. State created agency/district that regulates stormwater management, ground water withdrawals, and environmental land issues in southwest Florida.

Taxable Value – Assessed value less any applicable exemptions. Taxable Value x

Millage Rate = Property Tax.

Taxes – Charges levied by Board of County Commissioners or other entities for financing services performed for the common benefit. Excludes charges for services rendered only to those paying user fees, such as utility charges, as well as specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

TIP – Transportation Improvement Program. A five-year transportation work program combining plans from State, County, and City levels of government.

Total Operating Revenues – All revenues except for other financing sources and cash balance forward.

TPO – Transportation Planning Organization. A 17-member board consisting of City and County Commissioners who oversee the metropolitan transportation planning process in Polk County. Board adopts long-range transportation plan, Transportation Improvement Program, and determines annual task list for Transportation Planning Organization staff.

Transfers – Monies shifted from one fund into another; listed as expenditure in the former and as revenue in the latter.

Transfers to Constitutional Officers – Reflects transfers to Polk County Sheriff's Office, Clerk of the Circuit Court, Tax Collector, and Property Appraiser for operations of their respective offices.

Transportation – Major expenditure category used to account for cost of services to address availability and safety of infrastructure that aids the flow of vehicles, travelers, and pedestrians.

TRIM – Truth in Millage. Term used in State law to describe the procedure for levying Ad Valorem tax.

ULV – Ultra Low Volume. Term used by Mosquito Control program to describe type of spraying for mosquitoes and for the program's

truck bed sprayers.

Unincorporated Area – Area of the County that is not within a municipality.

University of Florida (UF) / IFAS – UF's Institute of Food and Agriculture Sciences, which includes College of Agriculture, Resident Instruction, Cooperative Extension, and Agriculture Experiment Station.

W/MBE – Women/Minority Business Enterprises. Program designed to increase women and minority participation in the procurement process.

Water / Sewer Combination Services – Physical environment expenditure used to account for provision of water and sewer services as a combined unit operation.

ZAB – Zoning Advisory Board. A 10-member board (plus five alternate members) appointed by the Board of County Commissioners (BoCC) to hold public hearings on zoning actions, such as zone change requests and conditional use permits. A decision made by ZAB is a recommendation to BoCC.

ZBA – Zoning Board of Adjustment. A seven-member board (plus one alternate) appointed by the Board of County Commissioners (BoCC) to hold public hearings on variances and temporary special exceptions to the Zoning Ordinances. Decisions by ZBA are final unless they are appealed to BoCC.

This page was left blank intentionally

INDEX

9-1-1 Systems.....	423
Accounting Policies	30
Ad Valorem and State Revenue Sharing.....	125
Adopted Budgets and Millage	127
Adult Day Health Care Centers	152
Affordable Housing Program	314
Amendments After Adoption.....	36
Annual Review.....	19
Appendix.....	549
Architectural Services.....	231
Basic Needs Result Area – Division Program Summary.....	147
Basic Needs Result Area – Managing for Results	145
Basic Needs Result Area – Organization Chart.....	143
Basic Needs Result Area – Trends and Issues	149
Benefits	215
Budget and Management Services.....	204
Budget Calendar (State and Internal).....	27
Budget Message.....	1
Budget Process and Policies	25
Budget Summary	73
Building Division.....	301
Building Maintenance.....	229
Burials and Cremations.....	155
Capital Budget	515
Capital Investment Projects Operating Cost	519
Charter Government.....	14
CIP Process and Timeline.....	53
City of Auburndale Fleet Maintenance.....	239
City of Fort Meade Fleet Maintenance	241
City of Lake Wales Fleet Maintenance.....	240
Claims Management	259
Clerk of Circuit Court Summary.....	276
Code Enforcement	429
Communications	208
Community and Small Business Assistance	184
Community Clean-Up.....	380
Community Improvement Program	316
Community Investment Program – Division Summary.....	520
Community Investment Program	515
Community Investment Program Funding Sources	520
Community Investment Program Policy	51
Community Investment Program Project Highlights.....	527
Comprehensive Planning	307
Cooperative Extension Services.....	295
County Attorney.....	213
County Organization Chart	ii
County Probation	432
County Profile.....	9
Countywide Final Taxable Value	129

Court Administration	271
Customer Service	335
DCF Juvenile Substance Abuse	495
Debt Service Program Summary	514
Debt Service Program	509
Demographics of Polk County Municipalities	17
Description of Fund Types and Funds	116
Disadvantaged Women & Minority Business Enterprises / Supplier Diversity	227
Drainage	330
Drug Court	503
DUI Court	505
Economic Development Result Area – Division Program Summary	180
Economic Development Result Area – Managing for Results	179
Economic Development Result Area – Organization Chart	177
Economic Development Result Area – Trends and Issues	182
Economic Development	186
Elderly Services	157
Elected Officials (Safety).....	435
Electrical and Mechanical Maintenance	349
Emergency Management and Operations	420
Emergency Medical Services.....	412
Employee Health Insurance	267
Employee Relations	217
Employment Services	219
Environmental Lands Management	365
Equal Opportunity.....	224
Executive Summary	55
Expenditures by Character and Object.....	94
Expenditures by Character	59
Expenditures by Function and Program.....	96
Expenditures by Function	58
Expenditures by Fund Group	60
Expenditures by Result Area	57
Financial Sources	56
Fire Prevention.....	414
Fire Rescue Operations	416
Fire Support Services	418
Fiscal / Budget Policies.....	32
Fiscal Policy for Annual Operating Revenue and Expenses.....	33
Fiscal Policy for Capital Expenditures and Debt Financing	35
Fuel Management.....	233
Fund Balance Policy	49
GASB Spending Policy.....	50
General Fund and Countywide Property Tax Rate	128
General Fund Expenditure Summary	70
General Fund Expenditures by Character	65
General Fund Revenue Summary	66
General Fund Revenues	64
General Insurance	261
Geographic Information System	298
Glossary	531

Good Government Result Area – Division Program Summary	198
Good Government Result Area – Managing for Results	197
Good Government Result Area – Organization Chart	195
Good Government Result Area – Trends and Issues	201
Growth / Infrastructure Result Area – Division Program Summary	286
Growth / Infrastructure Result Area – Managing for Results	285
Growth / Infrastructure Result Area – Organization Chart	283
Growth / Infrastructure Result Area – Trends and Issues	290
Health and Human Services – Emergency Food and Shelter Program	173
Healthy Families Polk	160
Historical Summaries	121
History Center	390
How to Use this Document	v
Impact Fee Rate Changes	111
Indigent Health Care	163
Indigent Health Care Mandates	166
Infrastructure Information Section	345
Inspection and Testing	322
Internet	247
Invasive Plant Management	367
Investment Policy	38
Jail Mental Health – Substance Abuse	168
Justice Assistance Grant (JAG)	497
Lake and River Enhancement	392
Land Development	304
Landfill Operations	376
Law Library	273
Location of County	12
Medical Examiner	410
Mission, Vision, Objectives	137
Mosquito Control	370
Municipal Services Taxing Units	129
Municipalities in Polk County	16
Natural Resources and Environment Result Area – Division Program Summary	362
Natural Resources and Environment Result Area – Managing for Results	361
Natural Resources and Environment Result Area – Organization Chart	359
Natural Resources and Environment Result Area – Trends and Issues	364
Neighborhood Stabilization Program	312
NSP-3 Program	318
Occupational / Employee Health Services	263
Operating Budget Expenditures and Revenues by Funds	66
Operating Budget Expenditures by Result Area	63
Oracle ERP Systems	244
Organization and Employment Development	222
Parks Maintenance	394
PGTV	211
Polk County Bonus Incentive Program	188
Post Adjudication Drug Court	507
Pretrial Services	499
Procurement	206
Program Matrix by Unit and Fund Group	74

Property Appraiser Summary.....	277
Public Defender Summary.....	278
Radio Services	427
Records Management.....	250
Recreation Activities.....	397
Recreation and Cultural Arts Result Area – Division Program Summary.....	386
Recreation and Cultural Arts Result Area – Managing for Results	385
Recreation and Cultural Arts Result Area – Organization Chart.....	383
Recreation and Cultural Arts Result Area – Trends and Issues	389
Regulatory Affairs	347
Reserve and Fund Balance Policy.....	47
Reserve Policy	48
Reserves by Fund.....	98
Residential Waste Management Collection	378
Resource Center Program	399
Revenue Sources.....	105
Revenues by Character and Object	90
Revenues by Character	123
Right-of-Way and Real Estate	333
Roads and Drainage Engineering.....	324
Roadway Maintenance.....	326
Rohr Home.....	170
Safety Result Area – Division Program Summary	405
Safety Result Area – Managing for Results.....	403
Safety Result Area – Organization Chart.....	401
Safety Result Area – Trends and Issues.....	407
Safety	265
Sales Tax and Gas Tax Revenue.....	126
SARA Title III Program.....	425
SCADA.....	337
Schedule of Employees.....	131
Sheriff’s Office – Academy and Member Development	484
Sheriff’s Office – Accreditation Unit.....	446
Sheriff’s Office – Administrative Investigations	448
Sheriff’s Office – Agricultural Crimes	464
Sheriff’s Office – Animal Control	467
Sheriff’s Office – Aviation Unit	465
Sheriff’s Office – Benefits Administration and Member Records.....	481
Sheriff’s Office – Canine Unit.....	450
Sheriff’s Office – Central Supply	480
Sheriff’s Office – Chaplaincy Program	445
Sheriff’s Office – Child Safety / School Crossing.....	461
Sheriff’s Office – Court Security	493
Sheriff’s Office – Crime Prevention	443
Sheriff’s Office – Crime Scene Investigations.....	451
Sheriff’s Office – Customer Service Unit.....	485
Sheriff’s Office – Decentralized Community Patrol.....	449
Sheriff’s Office – Detention Security	486
Sheriff’s Office – Document Services	478
Sheriff’s Office – Emergency Communications Center	469
Sheriff’s Office – Emergency Operations Group.....	470

Sheriff's Office – Employment Services	482
Sheriff's Office – Environmental Unit.....	468
Sheriff's Office – Extra Duty Employment	462
Sheriff's Office – Facility Services.....	476
Sheriff's Office – Fiscal Services	472
Sheriff's Office – Fleet Maintenance.....	479
Sheriff's Office – Food Service	490
Sheriff's Office – Honor Guard	471
Sheriff's Office – Identification Section.....	454
Sheriff's Office – Information Technology	475
Sheriff's Office – Inmate Intake / Records and Classifications	488
Sheriff's Office – Inmate Medical	487
Sheriff's Office – Inmate Work Program	491
Sheriff's Office – Internet Crimes	457
Sheriff's Office – Major Crimes / Special Victims.....	452
Sheriff's Office – Marine Unit / Underwater Search and Recovery Team.....	466
Sheriff's Office – Narcotics Investigation	458
Sheriff's Office – Office of Legal Affairs	440
Sheriff's Office – Organizational Development	483
Sheriff's Office – Program Budget Summary.....	437
Sheriff's Office – Property and Evidence	447
Sheriff's Office – Public Information Office.....	442
Sheriff's Office – Purchasing.....	477
Sheriff's Office – Records Section	473
Sheriff's Office – Safe Schools	460
Sheriff's Office – Service of Process.....	492
Sheriff's Office – Sexual Offender / Predator Tracking	453
Sheriff's Office – Strategic Investigation and Analysis Section.....	456
Sheriff's Office – Strategic Planning Unit.....	441
Sheriff's Office – Technical Services Section	459
Sheriff's Office – Traffic Unit	463
Sheriff's Office – Transportation.....	489
Sheriff's Office – Trusts	494
Sheriff's Office – Victim / Witness Advocacy Services.....	455
Sheriff's Office – Volunteer Services.....	444
Sheriff's Office – Warrants Administrative Unit.....	474
Sheriff's Office	436
Sources and Uses of Funds	102
Stand-By Generator Availability	235
State Attorney Summary.....	279
Supervisor of Elections Summary.....	280
Supplier Diversity	280
Surveying and Mapping	227
Table of Contents.....	vii
Tax and Millage Information	114
Tax Collector Summary	281
Taxes by Object	124
Technical Services	250
Teen Court	501
Telecommunications Services.....	256
Ten-Year Debt Service Schedule.....	513

Total Adopted Budget.....	122
Tourism Development	190
Traffic	328
Transportation Planning Organization	309
Underground Maintenance.....	355
Utilities Back Flow / Large Meters.....	342
Utilities CIP Inspection.....	357
Utilities Metering.....	340
Vehicle Availability	237
Vehicle Renewal / Replacement	242
Veterans Services.....	175
Visitor Services / Outpost 27	192
Volunteer Polk	269
Wastewater Plant Operations	351
Water Plant Operations	353
Water Resources Enforcement.....	343
Water Resources	373

RESOLUTION NO. 16-121
Fiscal Year 2016-2017

WHEREAS, the Board of County Commissioners of Polk County, Florida finds it necessary as a requirement of law to establish the ad valorem millage rate to be levied by the County for the 2016-2017 fiscal year;

NOW, THEREFORE BE IT RESOLVED by the Board of County Commissioners of Polk County, Florida in open session duly assembled pursuant to notice on September 14, 2016 that:

SECTION 1: This Board does hereby determine and state the rate of millage to be levied for the Board of County Commissioners for each fund of the County budget for the 2016-2017 fiscal year as follows:

	<u>Mills</u>
General Fund	5.6815
Transportation	<u>1.1000</u>
	6.7815

SECTION 2: The millage to be levied pursuant to this Resolution, Section 1, is a 4.08% increase over the rolled-back rate of 6.5159 mills, computed pursuant to Section 200.065(1), Florida Statutes.

SECTION 3: The Board does hereby determine and state the rate of millage to be levied for the Polk County Parks MSTU of the County budget for the 2016-2017 fiscal year as 0.5619.

SECTION 4: The millage to be levied pursuant to this Resolution, Section 3, is a 4.31% increase over the rolled-back rate of 0.5387 mills, computed pursuant to Section 200.065(1), Florida Statutes.

SECTION 5: The Board does hereby determine and state the rate of millage to be levied for the Polk County Library MSTU of the County budget for the 2016-2017 fiscal year as 0.2109.

SECTION 6: The millage to be levied pursuant to this Resolution, Section 5, is a 4.30% increase over the rolled-back rate of 0.2022 mills, computed pursuant to Section 200.065(1), Florida Statutes.

SECTION 7: The Board does hereby determine and state the rate of millage to be levied for the Polk County Stormwater MSTU of the County budget for the 2016-2017 fiscal year as 0.1000.

SECTION 8: The millage to be levied pursuant to this Resolution, Section 7, is a 4.28% increase over the rolled-back rate of 0.0959 mills, computed pursuant to Section 200.065(1), Florida Statutes.

SECTION 9: The Board does hereby determine and state the rate of millage to be levied for the Polk County Rancho Bonito MSTU of the County budget for the 2016-2017 fiscal year as 9.1272.

SECTION 10: The millage to be levied pursuant to this Resolution, Section 9, is a 2.13% increase over the rolled-back rate of 8.9371 mills, computed pursuant to Section 200.065(1), Florida Statutes.

SECTION 11: This Resolution shall take effect immediately upon its adoption.

RESOLUTION NO. 16-122
Fiscal Year 2016-2017

WHEREAS, the Board of County Commissioners of Polk County, Florida finds it necessary as a requirement of law to adopt the Final Budget for the 2016-2017 fiscal year;

NOW, THEREFORE BE IT RESOLVED by the Board of County Commissioners of Polk County, Florida, in open session duly assembled pursuant to notice on September 14, 2016, that:

SECTION 1: The Board does hereby adopt the final budget for the Polk County Parks MSTU for fiscal year 2016-2017 totaling \$21,408,055, which is hereby filed with the Clerk.

SECTION 2: The Board does hereby adopt the final budget for the Polk County Library MSTU for fiscal year 2016-2017 totaling \$4,149,031, which is hereby filed with the Clerk.

SECTION 3: The Board does hereby adopt the final budget for the Polk County Stormwater MSTU for fiscal year 2016-2017 totaling \$4,830,506, which is hereby filed with the Clerk.

SECTION 4: The Board does hereby adopt the final budget for the Polk County Rancho Bonito MSTU for fiscal year 2016-2017 totaling \$11,777, which is hereby filed with the Clerk.

SECTION 5: This Board does hereby adopt the final budget of Polk County for the 2016-2017 fiscal year totaling \$1,294,572,907, which includes the Polk County Parks MSTU budget of \$21,408,055, the Polk County Library MSTU budget of \$4,149,031, the Polk County Stormwater MSTU budget of \$4,830,506, and the Polk County Rancho Bonito MSTU budget of \$11,777, the summary of which is attached hereto, and the full text of which is hereby filed with the Clerk.

SECTION 6: This Resolution shall take effect immediately upon its adoption.