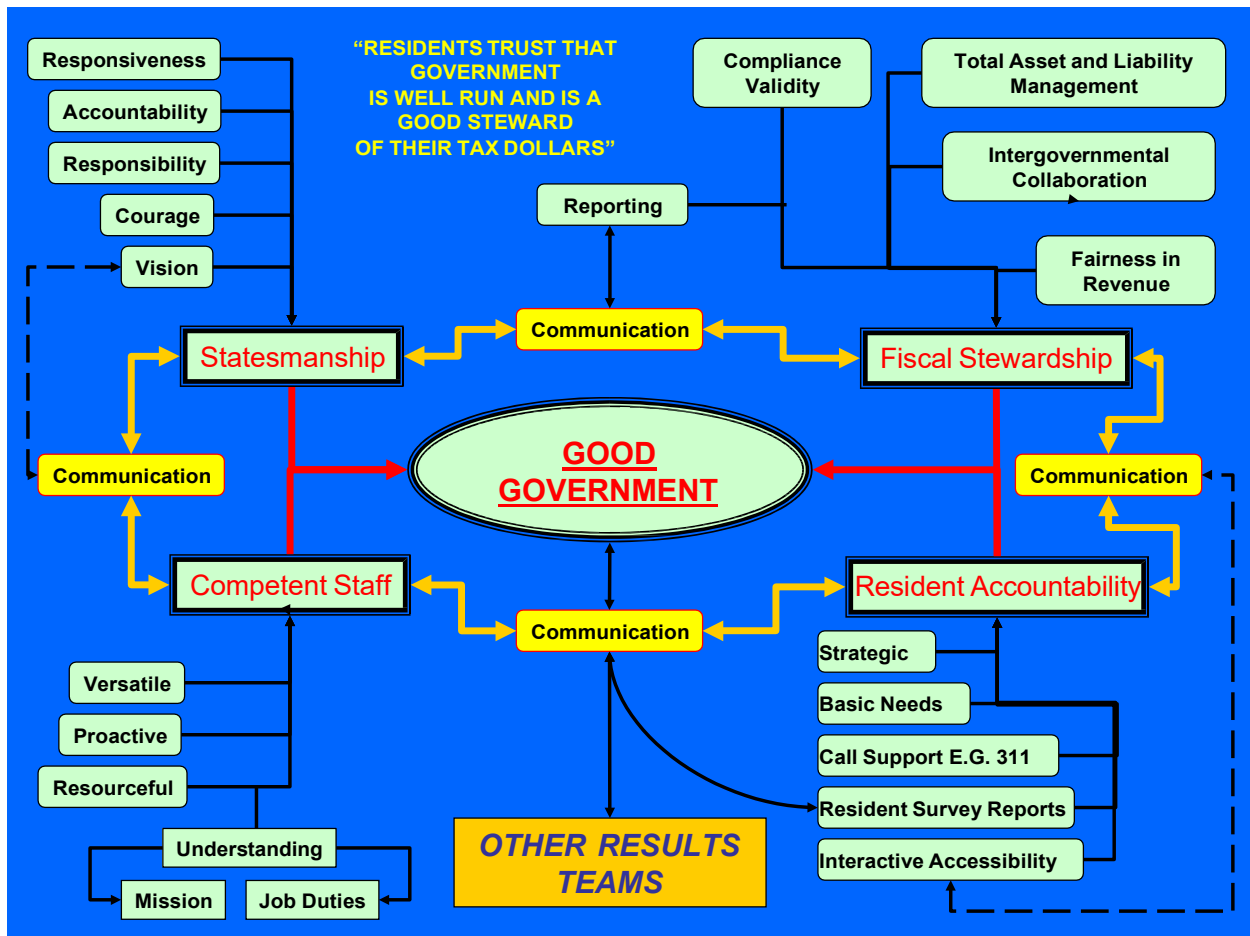


Good Government

“Residents 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 residents’ expectations are (1) maintaining fiscal stewardship, (2) being accountable to Polk County’s residents, (3) having competent staff to provide services to residents, 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 the programs to this area because these programs would help the County achieve the result through one or more of the following strategies:

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

**GOOD GOVERNMENT
DIVISION PROGRAM SUMMARY**

Program (number listed is the program number)	FTE	Adopted FY 21/22			Plan FY 22/23		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Board of County Commissioners							
Board of County Commissioners Administration - 382	7.00	671,648	-	671,648	693,047	-	693,047
County Audit - 385	0.00	325,000	-	325,000	325,000	-	325,000
Driver Education Trust Fund - 343	0.00	500,000	-	500,000	500,000	-	500,000
Efficiency Committee - 0458	0.00	500,000	-	500,000	-	-	-
General County Administration - 386	0.00	78,207,705	-	78,207,705	43,241,049	-	43,241,049
Rancho Bonito - 1623	0.00	30,000	36,338	66,338	30,000	45,947	75,947
Subtotal	7.00	80,234,353	36,338	80,270,691	44,789,096	45,947	44,835,043
Budget and Management Services							
Budget and Management Services - 4	0.00	1,242,720	25,746	1,268,466	1,285,441	26,691	1,312,132
Subtotal	0.00	1,242,720	25,746	1,268,466	1,285,441	26,691	1,312,132
Procurement							
Procurement Administration - 395	0.00	-	-	-	-	-	-
Procurement - 131	13.00	1,350,089	226,832	1,576,921	1,301,599	235,441	1,537,040
Subtotal	13.00	1,350,089	226,832	1,576,921	1,301,599	235,441	1,537,040
Communications							
Communications - 5	11.00	930,625	317,571	1,248,196	951,842	329,480	1,281,322
PGTV - 313	6.00	694,940	-	694,940	712,061	-	712,061
Subtotal	17.00	1,625,565	317,571	1,943,136	1,663,903	329,480	1,993,383
County Attorney							
County Attorney - 20	9.00	1,595,400	-	1,595,400	1,627,489	-	1,627,489
Subtotal	9.00	1,595,400	-	1,595,400	1,627,489	-	1,627,489
County Manager							
County Manager Administration - 279	8.00	1,546,274	-	1,546,274	1,623,751	-	1,623,751
Subtotal	8.00	1,546,274	-	1,546,274	1,623,751	-	1,623,751
Equity and Human Resources							
Equity and Human Resources Administration - 1664	2.00	355,689	-	355,689	365,874	-	365,874
Benefits - 128	4.30	148,976	266,288	415,264	153,522	275,925	429,447
Employee Relations - 1552	2.00	192,245	-	192,245	198,621	-	198,621
Employment Services - 129	6.70	663,271	-	663,271	684,623	-	684,623
Organization & Employee Development - 408	3.00	623,816	-	623,816	596,281	-	596,281
Equal Opportunity - 56	2.00	269,021	-	269,021	270,283	-	270,283
Supplier Diversity - 184	2.00	187,333	49,266	236,599	192,996	51,054	244,050
Subtotal	22.00	2,440,351	315,554	2,755,905	2,462,200	326,979	2,789,179
Facilities Management							
Facilities Administration - 114	3.00	426,829	-	426,829	440,220	-	440,220
Leases - 92	0.00	382,247	-	382,247	382,247	-	382,247
Building Maintenance - 299	76.00	19,584,724	-	19,584,724	19,738,308	-	19,738,308
Architectural Services - 112	6.00	638,243	-	638,243	656,548	-	656,548
Facilities Management CIP Projects - 349	0.00	-	50,954,615	50,954,615	-	3,714,579	3,714,579
Subtotal	85.00	21,032,043	50,954,615	71,986,658	21,217,323	3,714,579	24,931,902
Fleet Management							
Fleet Maintenance Reserves - 111	0.00	-	2,689,475	2,689,475	-	2,395,899	2,395,899
Fleet Replacement Reserves/Transfers - 361	0.00	-	19,396,217	19,396,217	-	23,709,379	23,709,379
Fuel Management - 154	1.80	-	275,952	275,952	-	284,748	284,748
Stand-By Generator Availability - 156	2.90	-	1,114,002	1,114,002	-	1,217,152	1,217,152
Vehicle Availability - 153	28.75	-	6,387,452	6,387,452	-	6,468,324	6,468,324
City of Auburndale Fleet Maintenance - 1553	3.14	-	581,851	581,851	-	576,725	576,725
City of Lake Wales Fleet Maintenance - 1554	2.14	-	322,382	322,382	-	333,016	333,016
City of Ft. Meade Fleet Maintenance - 1555	0.57	-	118,392	118,392	-	121,543	121,543
Vehicle Renewal/Replacement - 152	1.70	-	9,836,367	9,836,367	-	8,680,921	8,680,921
Subtotal	41.00	-	40,722,090	40,722,090	-	43,787,707	43,787,707
Information Technology							
IT Administration - 113	3.90	-	1,415,080	1,415,080	-	1,344,083	1,344,083
IT CIP - 372	0.00	604,688	2,892,803	3,497,491	-	-	-
Enterprise Resource Planning - 121	7.65	-	1,520,969	1,520,969	-	1,437,816	1,437,816
Applications Development/Operations - 124	10.25	-	1,886,289	1,886,289	-	1,638,016	1,638,016
Records Management - 87	4.60	-	636,824	636,824	-	594,971	594,971
Technical Services - 123	27.40	-	6,774,073	6,774,073	-	6,567,364	6,567,364
Telecommunications Services - 120	6.85	-	1,954,792	1,954,792	-	1,770,566	1,770,566
Subtotal	60.65	604,688	17,080,830	17,685,518	-	13,352,816	13,352,816
Risk Management							
Employee Health Insurance Reserves - 132	0.00	-	16,660,465	16,660,465	-	15,872,990	15,872,990
Risk Management Administration - 301	1.30	134,067	91,442	225,509	137,704	94,751	232,455
Claims Management - 133	2.00	5,089,971	-	5,089,971	5,096,528	-	5,096,528
General Insurance - 135	0.00	3,406,693	-	3,406,693	3,629,696	-	3,629,696
Occupational/Employee Health Services - 138	0.15	369,648	-	369,648	369,930	-	369,930
Safety - 134	2.00	214,160	-	214,160	224,814	-	224,814
Employee Health Insurance - 140	2.55	-	74,297,133	74,297,133	-	76,230,567	76,230,567
Subtotal	8.00	9,214,539	91,049,040	100,263,579	9,458,672	92,198,308	101,656,980

**GOOD GOVERNMENT
DIVISION PROGRAM SUMMARY**

Program (number listed is the program number)	FTE	Adopted FY 21/22			Plan FY 22/23		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Health and Human Services							
Volunteer Polk - 130	3.00	116,458	186,128	302,586	119,173	191,247	310,420
Subtotal	3.00	116,458	186,128	302,586	119,173	191,247	310,420
Non-Departmental Reserves/Transfers/Indirects							
Non-Departmental Reserves/Transfers/Indirects - 375	0.00	49,585,209	9,269,241	58,854,450	63,615,678	9,828,191	73,443,869
Subtotal	0.00	49,585,209	9,269,241	58,854,450	63,615,678	9,828,191	73,443,869
TOTAL BoCC	273.65	170,587,689	210,183,985	380,771,674	149,164,325	164,037,386	313,201,711
Courts							
Legal Aid - 428	0.00	338,631	-	338,631	343,711	-	343,711
Court Administration - 261	21.00	2,755,370	-	2,755,370	2,461,215	-	2,461,215
Law Library - 263	2.00	373,201	-	373,201	376,294	-	376,294
Subtotal	23.00	3,467,202	-	3,467,202	3,181,220	-	3,181,220
Other Constitutional Officers/Elected Officials							
Clerk	45.00	6,079,846	-	6,079,846	6,265,833	-	6,265,833
Property Appraiser	112.00	7,866,208	2,800,220	10,666,428	8,256,085	2,940,227	11,196,312
Public Defender	6.00	1,028,034	-	1,028,034	936,185	-	936,185
State Attorney	8.00	1,286,379	-	1,286,379	1,361,805	-	1,361,805
Supervisor of Elections	28.00	5,172,191	78,000	5,250,191	5,301,207	78,000	5,379,207
Tax Collector	275.00	12,517,100	3,413,204	15,930,304	12,921,685	3,515,765	16,437,450
Subtotal	474.00	33,949,758	6,291,424	40,241,182	35,042,800	6,533,992	41,576,792
TOTAL BoCC & Constitutional Officers/Elected Officials	770.65	208,004,649	216,475,409	424,480,058	187,388,345	170,571,378	357,959,723

Programs highlighted in gray are not printed

Good Government

Appropriations	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	31,256,015	35,638,791	36,782,234	38,645,334
Operating Expenses	112,118,519	121,169,328	129,229,171	131,025,301
Capital Expenses	21,169,136	46,821,287	67,435,848	13,759,328
Grants And Aids	9,530,234	10,516,326	11,338,760	12,010,685
Interfund Transfers	17,543,509	22,045,476	45,376,222	6,724,812
Indirect Expense	1,116,490	1,194,111	1,535,411	1,535,411
InKind Expense	53,216	50,000	46,156	46,156
Constitutional Office-Budget Transfer	31,070,454	32,762,390	34,863,293	36,205,682
Reserves	0	93,284,433	97,872,963	118,007,014
Total Result Area	223,857,573	363,482,142	424,480,058	357,959,723

Revenue by Fund	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
00100 General Fund	114,060,595	176,403,215	208,004,649	187,388,345
10150 Special Revenue Grants	753,862	2,568,100	4,588,714	2,541,134
12190 Fire Rescue Funds	950,367	1,093,072	1,223,051	1,281,561
14490 Indigent Health Care Funds	35,066	36,564	38,135	39,533
14850 Hazard Mitigation Grant Program Irma FEMA-DR-4337-FL	0	3,655,055	5,937,264	0
14930 Leisure Services MSTU Funds	670,912	749,688	796,369	832,862
14950 Libraries MSTU Funds	247,380	267,308	286,856	300,110
14960 Rancho Bonito MSTU Fund	11,017	59,027	36,836	46,460
14970 Transportation Millage Fund	2,249,732	2,423,970	2,857,820	2,989,106
14980 Emergency Medical Millage Fund	491,770	532,644	574,084	600,608
15250 Eloise CRA Trust-Agency Funds	0	25,959	25,746	26,691
15310 Building Funds	0	0	750,000	0
18000 Stormwater MSTU	129,144	164,881	168,115	175,583
30800 General Capital Improvement Funds	10,925,446	32,105,926	49,281,351	11,342,770
30900 2019 Capital Improvement Project Fund	3,316,101	8,888,850	2,892,803	0
41010 Solid Waste Funds	34,035	35,483	37,008	38,368
41110 Landfill Closure Funds	0	10,434	0	0
41210 Universal Solid Waste Collection Funds	553,987	567,000	654,718	636,947
42010 Utilities Operating Funds	104,157	160,204	319,286	324,861
50100 Fleet Maintenance Funds	8,493,000	10,644,366	11,489,506	11,397,407
50300 Employee Health Insurance Fund	65,184,069	82,662,269	91,352,336	92,512,601
51500 Fleet Replacement Funds	11,007,882	27,432,317	29,232,584	32,390,300
52000 Information Technology Fund	10,875,006	12,995,810	13,932,827	13,094,476
Total Result Area	230,093,528	363,482,142	424,480,058	357,959,723

Personnel				
Full Time Equivalents	745	744	771	773

TRENDS AND ISSUES

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

Significant issues this year and next year include:

Budget and Management Services

Countywide property values increased 9.03%, and the value of the unincorporated area increased 8.7% over FY 20/21. This increase was driven by both the appreciation of existing properties and new construction; new construction accounted for \$1.6 billion in property value growth, which is the highest annual total since the peak of the housing boom in FY 07/08. The millage rates did not change in total, but the Board reduced the portion of the Countywide millage dedicated to the General Fund by 0.1000 mills and shifted it to the Transportation Millage Fund. This provides roughly \$4.1 million in additional revenue towards unfunded capacity projects. The Board also approved a 5.0% indexing of the Fire Fee effective FY 21/22 and a \$10 annual increase to the disposal component of the residential solid waste assessment.

While there was a lot of uncertainty about the potential impacts of COVID on revenue and projections were reduced for FY 20/21, the County did not see any significant downturn. Major revenue collection was above budget, and Tourism Tax not only rebounded but saw record months in 2021.

The total adopted budget for FY 21/22 totals \$2.1 billion, which represents roughly a 19.6% increase over the FY 20/21 adopted budget. The primary driver behind this increase is an influx of federal funding through the Coronavirus Aid, Relief, and Economic Security (CARES) Act and the American Rescue Plan (ARP) Act. The \$126.5 million the County was awarded through CARES was received in April 2020 and was originally required to be expended by December 31, 2020. The expenditure deadline was extended to December 31, 2021, resulting in the carryforward of unspent funds. Polk County was also awarded \$140.8 million in American Rescue Plan (ARP) funds; these funds must be expended by December 31, 2026, so there will be associated carryforward in several future fiscal years.

Communications

The Communications Division keeps residents and employees informed, connected, and involved with Polk County's services and initiatives. The communications team connects residents through digital platforms such as social media, newsletters, and website content, as well as traditional methods of media and printed material. The video (multimedia) team broadcasts Board workshops and meetings, produces videography for strategic communications including the PGTV channel, and provides support (sound, video, photography, etc.) for internal and external events.

In 2021, using the Communications Audit as a guide, Communications developed a multi-year strategic communications plan that laid out a roadmap with goals and specific objectives to help communicate effectively, proactively address concerns, answer questions, and build long-term rapport with residents. The division developed goals and strategies around the following areas: digital communications, social media, PGTV, diversity communications, divisional support, and employee communications.

The most monumental shift in strategy was to build and launch an employee engagement app that for the first time provides a line of communication to frontline in-the-field employees, which is about half the County's workforce. In addition to news, employees have access to benefit information, an employee directory, fuel location site maps, Oracle, and Microsoft Office 365 through smart mobile devices.

Equity and Human Resources

The Equity and Human Resources Division (EHR) continues to ensure equitable practices and procedures to hire, develop, support, and retain a highly qualified, diverse workforce as well as vendors to enhance the quality of life for people in Polk County. One such enhancement is the educational workshop on "Recovering During COVID" conducted by the EHR Supplier Diversity section and Small Women Minority Business (SWMB) Assistance Office. Despite the COVID pandemic, EHR continued to provide professional and personal development programs and courses for Polk County employees and vendors via video conferencing, such as the Emerging Leaders and Health and Wellness programs for employees, "Pivoting Your Business for Survival", and "How to Do Business with Polk County" for local businesses.

Additionally, EHR continues to engage the Polk County community by holding monthly meetings with community leaders and local NAACP branches and serving on the Polk County Community Relations Advisory Council. EHR partners with the Polk County School Board and the Sheriff's Office to address similar community concerns involving the Polk County BoCC. Together these organizations successfully hosted an annual Countywide Dr. Martin Luther King Jr. essay challenge and award ceremony for Polk County students. EHR continues to ensure equal opportunity throughout the BoCC in both employment and procurement opportunities, as well as in Polk County BoCC programs and services, which have drastically improved community relations.

Opportunities for the Communications Division in FY 21/22 include a new website, adding a chatbot service to the website, expanding the County's social media to include Instagram, increasing short-format video for YouTube, and producing better content that can compete for people's attention in today's digital world.

Facilities Management

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 order to support the primary mission, with the assistance of the IT Division, Facilities Management will be implementing an upgraded Computerized Maintenance Management System (CMMS). This new and improved technology will allow Facilities

Management to be more environmentally friendly while increasing the efficiency in completing and tracking all employee attendance and productivity.

In FY 21/22, Facilities Management will work to evaluate its Architectural Services Group and Building Maintenance Group. The goal of the evaluation will be to increase efficiency while reducing travel time between assigned work orders which will allow skilled employees to become more productive in their daily duties. In addition to becoming more efficient and more productive, the evaluation and re-alignment will help to offset the effects of a growing nationwide skilled labor shortage.

The Board approved funding for \$2,646,624 in FY 21/22 to go towards a prioritized list of building asset management projects that will help prolong the useful life of the buildings. The Board has also allocated over \$2,746,624 in funding for subsequent years until 2026. Continued funding of this program allows the completion of large capital asset replacements while using the operating budget for planned repairs, preventative maintenance, and small projects.

Fleet Management

The Fleet Management Division's goal is to meet the transportation needs of each division of the County by providing the proper vehicle for each application. This is achieved by partnering with customers to provide cost-effective fleet management services for a safe, economical, and reliable fleet of modern vehicles through routine preventive maintenance, recall management, casualty repair, and timely vehicle replacement which protects the investments of residents. Services also include maintaining 12 fueling stations around the County, generator maintenance, and equipment disposal.

In April 2021, the County began implementing a web-based fleet management system that allows technicians and customers access to vehicle information and history via the internet at any time. Efforts are underway to make fleet information available to other asset management and billing programs across the County.

The generator shop is now capable of salvaging contaminated diesel fuel with an in-house fuel polishing program as well as conducting generator load bank testing up to 100 kilowatts. Each of these processes helps reduce the dependence on contract services and is considerably more cost-effective.

The impact of the worldwide microchip shortage created only a minor inconvenience during FY 20/21 since vehicle orders were submitted to the manufacturer at the start of the fiscal year. Several of the vehicles ordered ended up sitting for months awaiting the installation of various microchips. The outlook for FY 21/22 is less promising. The manufacturers are only accepting a limited number of fleet vehicle orders, and the acceptance window is only a few weeks long. The delivery time for the vehicles ordered during this time frame is expected to have a delayed delivery time, and some of the County's orders may not even be fulfilled. Many vehicles due for replacement may need to stay in service an additional year or two. The typical fleet version F-150 requires between 150 and 200 microchips, depending on options.

Fleet staff are closely following the developments and trends in the electric vehicle movement and are planning a strategy to move in that direction based on vehicle pricing, range, and reliability. Vehicle charging infrastructure presents the greatest challenge.

Volunteer Polk (Health and Human Services)

Volunteer Polk provides a mechanism for extending County services through the utilization of volunteer resources of time and talent. Effective management and oversight of these resources for the BoCC results in a positive fiscal impact and improved community relations while mitigating organizational risk. FY 21/22 anticipated trends include:

- Create new and innovative ways for residents to volunteer with a focus on safety in a COVID environment
- Increased economic development and opportunity through volunteer opportunities and internships with the BOCC, bringing in and giving knowledge and experience to the residents of Polk County
- Continued collaboration with divisions within the BOCC as well as local Emergency Management, FEMA (in case of disasters), nonprofits, state voluntary organizations, teen and adult CERT (Community Emergency Response Team) programs, and Polk County Schools
- Collaboration with RSVP Polk funded by AmeriCorps (formerly The Corporation for National and Community Service)
- Following the increased participation in its evidence-based Bone Builders program, RSVP has identified health education for seniors to be its priority work plan with trained senior volunteers leading free Bone Builders (osteoporosis prevention), Tai Chi for Arthritis, and Better Balance classes for senior residents

Information Technology

The COVID pandemic continues to direct and shape IT operations and strategic planning throughout FY 20/21 and into FY 21/22. As County employees have balanced the need to work remotely at times while also supporting daily in-person office needs, IT has provided creative solutions. These solutions have included ongoing migrations to Office 365 and the Oracle Cloud, which move data from the County's internal network to the cloud. These migrations have reduced the need for VPN and made it even easier to work from any device at any time.

The challenges of 2020 have highlighted the need to effectively manage and secure a much more mobile workforce. This includes how the individual users access the resources including facilities and data. The internet of things (IoT) and the proliferation of mobile devices such as tablets and phones must also be kept supported, operational, and secure.

As infrastructure changes, IT must continue to prioritize security. The current strategic plan identifies that the perimeter to the organization's data is not the firewall but rather is the staff

member and its identity. This new paradigm will force information security to change strategies and architecture to support the following four requirements.

- Cloud is the data center
- Any device is a work device from anywhere and at any time
- Internet is the network
- Identity is the perimeter

The Project Coordination Office is currently in the process of leading the BoCC through migration of the current HR, Accounting, and Procurement data from the current Oracle E-Business Suite to the Oracle Cloud. This is the largest update to the Oracle system to date and has required many of the existing system customizations to be eliminated. The final phase of this project is scheduled to be complete before the end of 2021 and will be a substantial implementation of a cloud-hosted system. The maintenance of the current Oracle environment requires a substantial number of staff hours. Some of this work will no longer be necessary in the new environment, so existing staff will be able to assist in project backlogs and enhancements to other applications.

In FY 20/21, IT partnered with the Health Department to manage the registration and distribution processes for COVID vaccines. This effort required substantial staff time as a registration portal and shot administration application was built and leveraged. The site allowed over 150,000 residents to register for vaccinations and was a model of how cloud infrastructure can be leveraged to quickly ramp up and wind down new websites with no investment in hardware or impact on the County's production environment.

Security Administrative Services:

Industry threats are driving information security to look for new authentication approaches, which include the elimination of passwords, Environmental influences are driving a need to support anytime, anywhere, with any device access to production systems and facilitating the ability for staff to be productive in non-traditional capacities embracing a new "glasnost" as it relates to staff access to data and systems will result in implementing technologies that require investment but remove the need for Virtual Private Networks (VPNs).

Information Security needs continual funding to support industry best practices for Identity Management, Segmentation, Vulnerability Management, and Incident Response.

Application Development Microservices Architecture:

Microservices are an approach to developing a single application as a suite of discrete, small, or microservices. Each of these services run in their processes and communicate via established, lightweight mechanisms most commonly through standard web interfaces such as HTTP and HTTPS. This architecture steps away from traditional monolithic architectures in which all application services are contained within a single, large instance that contains data, business logic, routing, and user interface components with few, if any, endpoints (APIs) for integration with other systems.

Technological standards for this architecture are still not fully mature. As this granularizes traditional services, maintenance becomes more difficult in some respects and requires a

different management approach to catalog and maintain these services; furthermore, microservices must be leveraged to develop integrated components that can be quickly used and reused across multiple platforms and projects. These services are extremely portable and can be easily made available for a variety of use cases.

Implement microservices architecture to truly separate concerns across application requirements. Backend data manipulation is completely separated from business logic which is separated from user interface design. This allows almost any platform, service, or design to accomplish a specific function or group of functions, as well as ensure consistent data, quality, and integrity.

Usage-based pricing is a consumption-based pricing model where customers are only charged for the resources they consume. The software services industry is moving away from more traditional pricing models where software is licensed as a whole or even newer models such as the subscription-based SaaS model. This lowers one of the primary barriers to entry for most enterprises, which is cost. As an enterprise is only billed for the resources it consumes, projects can incorporate these assets slowly, developing immediate value. As the volume increases, so does the value as well as the cost for the consumption of these services.

This requires close management of the resources being consumed. Variable usage due to external factors make usage difficult to predict and plan. Staff must be educated in understanding the key differences in pricing models and which of the applications and platforms are most affected by these differences. Also, staff must modify budgeting processes to manage costs monthly and take advantage of technologies that may have been previously out-of-reach due to large initial investments in licensing costs.

Network Services:

The organization's significant challenges due to COVID and the need to manage a remote and much more mobile workforce have increased the urgency to hybridize the environment. Major architectural changes have emphasized the need to modernize aging network and server infrastructure, while the increased complexity has stressed the existing technical workforce.

This experience continues to emphasize that architecture and infrastructure must be rethought with a Zero Trust security framework in mind that shifts access controls from the perimeter to individual devices and users, allowing employees to work securely from any location without the need for a traditional VPN.

Data protection practices continue to be a challenge as work moves off site. The County's move to Office 365 and the strong data protection that this service can offer will provide options that IT staff can use to manage how employees use data.

As infrastructure is replaced, the new technology must utilize higher levels of automation both on the front-end, minimizing the need for user interaction, and on the back end to minimize the need for intervention by technical staff.

Bandwidth requirements and sophisticated periodization including SD-WAN management will be required to support the continued move towards the cloud as users shift from remote to on-premises to mobile.

Attacks against the environment, including email phishing, targeted attacks against critical infrastructure, and ransomware attacks continue to grow. The challenges faced by the Polk Tax Collector and the County over the past years highlight the risks that this trend brings.

The County has taken reasonable steps with removing administrator rights from individual users, ProofPoint configuration, datacenter segmentation, and user training to address issues. Information Technology will need to work with the divisions to expedite the migration from on-premises Exchange and ProofPoint to Exchange Online to implement additional protections related to email phishing and related scams. Stronger identity protection services, multi-factor authentication, and account control should be implemented to allow employees to work securely from any location such as Azure AD Conditional Access or Okta.

Datacenter segmentation steps taken by the County as part of the shift to a Zero Trust environment should be expanded beyond the primary and secondary datacenters to isolate users from direct access to all critical servers (i.e., Utilities, Fire Rescue at Brice, and Solid Waste). Internet of Things (IoT) devices continues to proliferate with over 26.66 billion active IoT devices in 2019 globally and within the organization. From HVAC controllers to camera systems, these devices often have well-known security flaws and may not be patched by the organization, by the vendor, or even the manufacturer. These devices can easily become easy targets for botnets or ransomware.

Divisions should work with Information Technology when looking to deploy IoT assets and apply security policies to reduce the attack surface and the potential risk of implementing IoT technologies. Toolsets for scanning for and securing IoT devices are needed. IoT devices should be isolated and prevented from communicating with anything not completely essential. A network aligning with a Zero Trust security framework would best assist in isolating these devices.

Records Management Increased Collaboration:

Organizations will need to create a central shared document and records repository to enable collaborative workflows that accommodate new ways to interact. In 2021 there will be a focus to bring in a cohesive system for records management. Organizations will require a system that connects their internal communications and external document sharing. The County is implementing a Microsoft Office 365/SharePoint solution to address capturing all phases of records management from creation to disposition.

Public Access:

The County implemented GovQA, a new online Public Records Request system, which provided a more robust customer-facing portal and the ability for requesters to be able to pay online.

Cloud-based:

Cloud storage is the ultimate solution for companies that want to be agile and flexible. The Cloud grants easy access to documents and records from any location at any time. Cloud servers reduce the time and cost incurred to store, process, and maintain business records. A move to Cloud-based solutions and storage is already a popular operational strategy and will continue to play a big role in the future of records management. With an increased focus on business process improvement, records management trends in the coming year will revolve around providing a secure and collaborative environment.

Desktop Support:

There is an increased need for self-service options, increased flexibility to allow staff to work from home, increased desire for cloud computing, increased user expectations to perform County business on mobile devices, and a need for documents, files, and applications to be available anywhere, at any time, on any device.

There is also an increased need for communication tools outside of email, such as chat groups or project-based communication teams and Mobile Device Management as the primary tool for managing field devices, including laptops, smartphones, and tablets. In addition, the existing PC Support deployment model is not ideal for supporting staff working from home. Many of the assumptions used when deploying desktops versus laptops and security measures in place were made when staff primarily worked out of their offices. Ransomware and identity theft threats are significantly higher than in previous years and are continuing to grow.

As the County grows with the emerging technologies device numbers are growing as well. The need for more automation, more self-service, and less customization is imminent. To keep up with the demands without adding more staff, automation and self-service must be a requirement moving forward.

Project Coordination Office:

IT Enterprise shift from Project Management Office (PMOs) to Resource Management Offices (RMOs). There is a greater reliance on digital and remote project teams, closer connection between projects and strategy, and melding of project management and organizational change management.

There is a melding of project management methodologies to form hybrid solutions primarily between agile and waterfall adaptive PMOs and PMOs that can flex in response to the needs of the organization at any given time, and a focus on data analytics for the management of projects as well. As an example, this data has an impact on the formation and size of project teams to best align stakeholders and skillsets.

Due to COVID, it is important to have the ability to manage more project teams remotely using virtual tools. Organizational human resource management is needed to support the overall project portfolio and enterprise initiatives, as well as the ability to clearly define organizational project prioritization for the entire project portfolio

System Architecture:

IT Management as strategic leaders within organizations:

The pandemic highlighted just how quickly industries and organizations may be forced to change or update their strategy. This can be seen within the County as the IT division played a major role in helping the County develop a comprehensive work from home strategy, in determining how County administration could quickly distribute CARES Act Funds, and in how the Health Department could support vaccination deployment. This trend was not specific to the County, but rather many organizations elevated their CIO or technology leader to a key strategic position as they responded to new requirements and market conditions. The shift goes from “order takers” with a “call me when you have a problem” mentality to senior executive leaders that plan and deploy major initiatives. Over the past decade, the technology industry has established mature documentation and project management processes, and as a result, it is well suited to guide an organization into new areas using these same principles.

Migrating to the cloud:

Leveraging “The Cloud” has been an industry buzzword for years, but it is finally moving from something that technology companies and early adopters use to a key initiative that traditional organizations are adopting. The County has several high-priority projects within this space, including the PolkONE project leveraging the Oracle Cloud and the Office 365 deployment leveraging Microsoft’s Azure Cloud. IT also heavily leveraged cloud providers to quickly deploy registration portals for CARES Act Funding and vaccine registrations. The success of these projects will provide confidence and an understanding of how to better use cloud services again in future deployments.

As an organization expands its use of cloud-based systems, IT needs to shift away from a team that spends a significant portion of time maintaining and updating servers and hardware. IT can transition to a team that works closely with divisions to better tailor applications to their unique needs, spending time on automating workflows and creating valuable reports and dashboards. Keeping application servers and their associated hardware patched and functional is a time-consuming task that often needs to be performed outside of business hours, and cloud environments allow IT divisions to outsource these tasks to larger service providers.

Empowering customers to make better technology decisions:

The pandemic compressed technology adoption rapidly. Within the past 12 months, the average office worker saw office workflows change and is now comfortable with hosting and participating in virtual meetings, as well as using chat and email as the primary communication method. As non-technical employees become more familiar with IT processes, they often see creative technical solutions to their traditional business functions. A new focus within the industry is to create low-code or no-code solutions that can flatten the gap between the end user and the development process, leading to final products that better fit business needs.

Cloud-based systems shift functional tasks from IT to divisions:

As the BoCC deploys and leverages more cloud-based applications and workflows, many roles will shift away from IT to each division. In the past creating reports, validating data, and planning new workflows were performed by an IT staff coding this request. In new systems, these tasks are designed to be performed through webpages or other no-code options, and no longer require an IT employee to be involved. This shift improves efficiency, but it also requires divisions to perform work they may have previously offloaded. Projects funded by the American Rescue Plan may challenge existing workloads.

The American Rescue Plan will provide the ability for the BoCC to fund new projects and initiatives. These projects, while helpful, will need to be balanced with the existing projects, timelines, and infrastructure. As IT meets with divisions to plan projects, consideration needs to be given to existing workloads, project timelines, and most importantly with the current staff's ability to support new systems post-implementation.

Telecommunications:

Telecommunications is migrating towards seamless unified communications and collaboration, available at work, home, or mobile (any device, anytime, anywhere) and utilization of Contact Center as a Service (CCaaS) solutions that are accessible regardless of location through the internet, and support voice, email, and chat queues. Telecommunications is also reviewing best practices for workspaces with cabling infrastructure layout/design that accommodate social distancing measures. Telecommunications is moving towards completely outsourcing cabling installation by means of a competitive bid process.

Procurement

Procurement continues to be dedicated to increasing partnerships with Women and Minority Business Enterprise (WMBE) vendors. Procurement also continues to partner with divisions to meet growing innovative solicitation demands as well as continued management of its strategic plan focusing on adding value to the procurement process. FY 20/21 brought with it the implementation of PolkONE, and Procurement was able to leverage that new technology to train more than 1,500 employees remotely by utilizing the software's Oracle Learning Cloud application. This trend will continue to be used in the future as a means of communication/training in all aspects of procurement practices and procedures.

Risk Management

Risk Management provides support and guidance to Polk County Government in minimizing the risks the County faces both from a self-insurance and a risk transfer perspective. The division also is focused on facilitating health and wellness programs and promoting a safety-focused culture.

From a property and casualty perspective, Polk County enjoys a favorable working relationship with insurance brokers and insurance market, which has allowed the County to effectively mitigate rising insurance costs amid a difficult insurance market. The cost and availability of cyber insurance, in particular, continues to be challenging. Risk Management works closely

with third-party claims administrators to ensure prompt and proper claims handling within self-insured retention levels.

Polk County Government continues to face the urgent, ongoing need to manage increasing health care costs and simultaneously improve health outcomes. In 2021, Polk County Government saw several changes and initiatives in an attempt to better serve the employees, covered spouses, and dependents within the health plan. The onsite Employee Wellness Clinic contract went out for RFP, with HealthStat (now known as Everside) again being awarded the contract. However, with a new contract comes new services offered and opportunities for continued improvement. Polk County rolled out a new employee wellness initiative branded as “Thrive Life”, with Sonic Boom Wellness being introduced to employees as new wellness rewards and incentives vendor. Additionally, 2021 brought changes to the employee pharmacy plan as well as a new and improved disease management program. Risk Management looks forward to 2022 and beyond in working with vendor partners to improve health and wellness while mitigating cost impacts to employees and the County.

Budget and Management Services

Program Number:	4
Result Area:	Good Government
Division:	Budget & Management Services Division
Section:	N/A

I. Program Offer Description:

The mission of the Budget and Management Services Division is to promote the productive delivery of public services through budget planning and management. The Division will continue to do this by striving to provide quality budgets, prudent financial management, effective strategic planning, and consistent monitoring/regulatory services that support the priorities and policies of the leadership in addressing the needs of the County. In addition, the Division ensures compliance with all statutory requirements as well as local policies in regards to the budget process.

II. Contribution to Result:

The values of the Budget and Management Services Division include 1) consistency in application of restrictions, policies, and controls; 2) timely communication of restrictions, policies, and controls; 3) fiscally-responsible, accurate, and realistic information; 4) informed decision making; 5) transparency; 6) integrity and ethics. The Division contributes to all factors and strategies of the Good Government results area as shown below:

1. Accountability to residents Factor and Open Environment, Strategy #1: the Division meets the strategy of creating and enhancing clear, interactive channels of information on County programs, services, and results by communicating information to coworkers and residents in numerous formats including a web page that gives residents access to information on the adopted budget and public hearings establishing the adopted budget, as well as multiple printed documents, such as the Biennial Budget book, Community Investment Program, and the County Manager's budget message.

2. Fiscal Stewardship factor and Managing for Results, Strategy #2: Each program budget has performance objectives, indicators, and measures to be able to see how the program is performing.

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, five-year forecasting, the five-year Community Investment Program, and a Biennial Budget. The Division regularly conducts user fee studies to help ensure what is charged for services is justified.

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 the new budget software and financial system that combines numerous separate stand-alone systems into a single system. Also, staff competency is enhanced by meeting regularly for discussion and training on important issues.

5. Statesmanship Factor and Visionary Leadership, Strategy #4: Coordinating the budget process, coordinating the Strategic Planning process, and working with all Divisions to ensure that the budget covers all expenditures in the three areas that policy mandates cannot be overspent: Fund, Division, and Capital.

6. Statesmanship Factor and Organizational Communication, Strategy #6: the Division promotes 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.

This Program is:	Not Mandated (X)	Mandated: Federal ()	State ()	Local ()
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III. Performance Objectives:

- 1 Continue to provide a work product that: 1) Meets the priorities and needs of stakeholders; 2) is recognized as exceeding expected professional standards; 3) Assists divisions in providing accurate, realistic, and timely budget and financial information
- 2 Maintain professional working relationships with all stakeholders
- 3 Improve provision of long term economic and financial planning
- 4 Link the budget to the Strategic Plan
- 5 Use technology for continuous improvement in quality and efficiency in the budget process
- 6 Enhance the capacity for management analysis
- 7 Coordinate and Administer the County's Tax Exemption Ordinance, Polk County Business Incentive program, and Qualified Target Industry program
- 8 Design and implement infrastructure, beautification, and mobility projects in support of Polk County's Eloise CRA

Budget and Management Services

IV. Measures:					
	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of training sessions provided to all County fiscal staff	2,4,5	3	7	7	7
# of agenda items reviewed	1,6	429	325	325	325
# of CIP/Budget transfers/amendments processed	1,2,6	55	150	150	150
# of PCIP agreements monitored	7	13	20	20	20
# of PCIP new agreements	7	3	3	3	3
# of projects coordinated for the Eloise CRA	8	3	3	3	3
Effectiveness Indicators:					
GFOA Distinguished Budget Presentation Award	1,3	1	1	1	1
% satisfaction of employees of trainings	1,2,5	100%	90%	90%	90%
Efficiency Indicators:					
Ratio of Budget Analyst to Operating Budget (Millions)	3,6	1/\$83	1/\$143	1/\$110	1/\$110

Significant Changes				
There are no significant changes for this program.				

Personnel:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents		9.00	10.00	10.00	10.00
Funding Sources:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy		960,880	1,195,459	1,182,755	1,219,559
Eloise CRA Trust-Agency Funds		0	25,959	25,746	26,691
Taxes		0	71,297	59,965	65,882
Total Program		960,880	1,292,715	1,268,466	1,312,132
Revenue by Fund:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund		960,880	1,266,756	1,242,720	1,285,441
Eloise CRA Trust-Agency Funds		0	25,959	25,746	26,691
Total Program		960,880	1,292,715	1,268,466	1,312,132
Appropriations:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses		785,468	948,602	973,003	1,009,050
Operating Expenses		175,412	344,113	295,463	303,082
Total Program		960,880	1,292,715	1,268,466	1,312,132

Procurement

Program Number:	131
Result Area:	Good Government
Division:	Procurement
Section:	N/A

I. Program Offer Description:

Support Polk County Government productivity, innovation, quality service provision, and efficiency through the procurement of services and products. The Procurement program is mandated by Florida Statute 125.74.

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. Customer Service

- Finding the most effective way to meet customers' needs while at the same time protecting the integrity of the procurement process
- Creating collaborative partnerships with divisions to better define their needs and the way to meet those needs from a best value perspective
- Best value: obtaining services and products that are a best value (equitable and fair) to the residents from both a financial and quality perspective

2. Professionalism

- A thorough understanding of the intricacies of procurement using sound judgement to best operate within the procurement system of the state
- Make procurement as easy as possible
- Integrity of the procurement process
- Treating vendors and internal customers in a respectful, equitable, and fair manner
- Transparency of the process to all involved

3. One Organization

- Mutual understanding
- Open honest communication
- A trusted partnership between procurement and its customers
- A shared responsibility for the quality and efficiency of the procurement process

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

III. Performance Objectives:

- 1 Continue to improve the professionalism of procurement staff
- 2 Improve the organizational understanding of the intricacies and requirements of procurement regulations
- 3 Continue communications between procurement and divisions
- 4 Continue to add value to procurement requests by determining alternative methods, more precise requests, or other tools that result in better outcomes for the customer

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of trainings provided to division staff	1,2,3,4	N/A	25	1,000	1,000
# of division meetings attended	1,2,3,4	N/A	25	25	25
# of County employees trained	1,2,3,4	N/A	200	1,325	1,325
# of individual division consultations	1,2,3,4	N/A	100	200	200
# of solicitations processed	1,2,3,4	1,131	1,128	1,300	1,400
# of solicitations per specialist	1,2,3,4	140	188	144	175
# of contracts written	1,2,3,4	159	180	190	250
# of vendors trained	1,2,3,4	24	26	30	8,000

Significant Changes

There are no significant changes for this program

Procurement

Personnel:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Full Time Equivalents	13.00	13.00	13.00	13.00
Funding Sources:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
General Fund Subsidy	872,387	1,105,728	1,117,589	1,149,099
Fire Rescue Funds	6,628	38,177	39,800	41,244
Transportation Millage Fund	84,847	82,336	102,218	106,192
Utilities Operating Funds	76,277	81,276	84,814	88,005
Cash/Fund Balance Forward	0	0	80,000	0
Miscellaneous	113,593	152,500	152,500	152,500
Total Program	1,153,732	1,460,017	1,576,921	1,537,040
Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
General Fund	985,980	1,258,228	1,350,089	1,301,599
Fire Rescue Funds	6,628	38,177	39,800	41,244
Transportation Millage Fund	84,847	82,336	102,218	106,192
Utilities Operating Funds	76,277	81,276	84,814	88,005
Total Program	1,153,732	1,460,017	1,576,921	1,537,040
Appropriations:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Personal Services Expenses	840,644	1,134,071	1,178,468	1,222,568
Operating Expenses	313,088	325,946	398,453	314,472
Total Program	1,153,732	1,460,017	1,576,921	1,537,040

Communications

Program Number:	5
Result Area:	Good Government
Division:	Communications
Section:	N/A

I. Program Offer Description:

Communications provides residents and visitors timely information related to government programs and services, including emergency information. The division provides strategic communications counsel and collateral support to commissioners, administration, and all divisions. It strives to engage the community using traditional and digital tools, including public meetings, special events, publications, newspaper, electronic, and social media. Website content, printed documents, email, advertising, and other forms of public information are utilized. Additionally, the Communications division manages the County's switchboard, employee communications, and provides crisis communications response during public safety emergencies.

II. Contribution to Result:

Communications provides access to County government through:

- Coordination of public meetings and special events
- News releases and media alerts
- E-newsletters and social media (Facebook/Twitter/YouTube/Instagram, etc.)
- Radio/TV/Newspapers
- Public information campaigns and brochures/other materials
- Annual Report and Directory of Services publications
- Website content
- Provide speakers for community organizations
- Facilitate resident engagement during Board meetings

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

III. Performance Objectives:

- 1 Promote programs, educate, and communicate County services and amenities to all residents and visitors
- 2 Enhance the credibility of Polk County Government

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of Press Releases/Media Advisories/Blog Posts	1,2	145	200	225	250
# of Other Informative Materials Published	1,2	378	300	300	300
# of Proclamations/Recognitions Awarded	1,2	22	30	30	30
# of Switchboard Calls	1,2	52,894	50,000	50,000	50,000
# of county website page views	1,2	4,195,099	3,500,000	3,750,000	4,000,000
# of Facebook Followers	1,2	80,701	90,000	92,000	102,000
# of Nextdoor Posts	1,2	348	300	300	300
# of Twitter Followers	1,2	18,282	21,675	24,000	25,000
# of email publications sent	1,2	72	80	80	80
# of email contacts for newsletters & division information	1,2	66,562	65,000	70,000	75,000
# of hours of Fire Rescue PIO on call/crisis communications	1,2	151	150	150	150

Significant Changes

A position was approved in FY 21/22 to enhance digital communication services.

Communications

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	9.00	9.00	11.00	11.00
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	630,100	819,300	918,125	939,342
Special Revenue Grants	27,188	28,331	29,549	30,635
Fire Rescue Funds	84,154	88,651	92,605	96,244
Indigent Health Care Funds	35,066	36,564	38,135	39,533
Leisure Services MSTU Funds	11,867	37,602	32,099	33,282
Stormwater MSTU	11,867	37,602	32,099	33,282
Solid Waste Funds	34,035	35,483	37,008	38,368
Utilities Operating Funds	17,533	18,282	19,068	19,768
Employee Health Insurance Fund	34,035	35,483	37,008	38,368
Cash/Fund Balance Forward	0	2,500	2,500	2,500
Interest	6	0	0	0
Miscellaneous	(1,002)	11,000	10,000	10,000
Total Program	884,849	1,150,798	1,248,196	1,281,322
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	629,104	832,800	930,625	951,842
Special Revenue Grants	27,188	28,331	29,549	30,635
Fire Rescue Funds	84,154	88,651	92,605	96,244
Indigent Health Care Funds	35,066	36,564	38,135	39,533
Leisure Services MSTU Funds	11,867	37,602	32,099	33,282
Stormwater MSTU	11,867	37,602	32,099	33,282
Solid Waste Funds	34,035	35,483	37,008	38,368
Utilities Operating Funds	17,533	18,282	19,068	19,768
Employee Health Insurance Fund	34,035	35,483	37,008	38,368
Total Program	884,849	1,150,798	1,248,196	1,281,322
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	635,361	767,438	886,608	918,110
Operating Expenses	244,131	379,360	356,888	358,512
Capital Expenses	5,357	4,000	4,700	4,700
Total Program	884,849	1,150,798	1,248,196	1,281,322

PGTV

Program Number:	313
Result Area:	Good Government
Division:	Communications
Section:	N/A

I. Program Offer Description:

PGTV is an award-winning government television station that informs Polk County residents and visitors through live, unedited board meetings, public hearings, and community forums. This ensures government's message is delivered accurately and quickly to residents and its stakeholders. PGTV also includes local news, analysis, special features, and perspectives highlighting the diverse civic and cultural landscape of Polk. The programs educate and protect residents with public safety and disaster preparedness/recovery information.

It is the only dedicated media source for Polk County. PGTV is available on Spectrum, Comcast, and Frontier cable channels. Programming is also available live on the web (www.polk-county.net), which includes a robust archive of thousands of programs available on demand, Roku, Apple, TV, and a YouTube channel.

II. Contribution to Result:

PGTV creates informative videos that promote programs and services with direct resident impact. During disasters, PGTV airs live briefings and dedicated Polk County updates. Innovative "short-format" segments, five to ten minutes long, are available as video on demand on the County's website and YouTube. It also 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) videos. Computer webinars use PGTV equipment with new technology to give residents ultimate convenience through interactive participation from their homes, reaching residents 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 Televis live, unedited board meetings, public hearings, and community forums
- 2 Local news, analysis, special features, and perspectives highlighting the diverse civic and cultural landscape of Polk

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of Live Boardroom Meetings	1	114	110	110	110
# of original programs produced	1,2	388	450	450	465
# of Truck and off-site productions	1,2	20	30	36	40
# of County functions supported with PA/AV systems	1,2	24	26	30	30
# of programs watched on YouTube	1,2	243,006	250,000	255,000	270,000
# of Billboard slides created	2	204	600	600	600

Significant Changes

There are no significant changes for this program.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	6.00	6.00	6.00	6.00
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	568,587	629,125	637,940	655,061
Interfund Transfer	47,000	47,000	47,000	47,000
Miscellaneous	2,245	10,000	10,000	10,000
Total Program	617,832	686,125	694,940	712,061
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	617,832	686,125	694,940	712,061
Total Program	617,832	686,125	694,940	712,061
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	369,358	458,654	472,293	489,619
Operating Expenses	239,324	204,971	207,647	207,442
Capital Expenses	9,150	22,500	15,000	15,000
Total Program	617,832	686,125	694,940	712,061

County Attorney

Program Number:	20
Result Area:	Good Government
Division:	County Attorney Division
Section:	N/A

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.

POLK COUNTY CHARTER AS AMENDED - NOVEMBER 4, 2008

There shall be a department of legal services directed by an attorney appointed by the Board of County Commissioners. The County Attorney shall be responsible to the Board of County Commissioners and may be discharged by the Board by a majority vote. The Board shall have the power and authority to acquire other necessary legal services to carry out the duties and responsibilities of County government.

II. Contribution to Result:

The CAO contributes to the Good Government Result by:

- FISCAL STEWARDSHIP:** The County Attorney's Office (CAO) provides legal services to the County which, according to the 2021 figures, numbers 725,046 residents. The office decreased from seven to six attorneys in FY 19/20 while maintaining high customer service standards. Support staff has remained at three since FY 12/13. Attorneys logged in over 12,480 hours at an average cost of \$71 per hour. The cost to provide those services with outside counsel at a conservative local rate of \$275 per hour, would have cost \$3,432,000, reflecting a savings of over \$2,545,920 by doing the work in house.
- CITIZEN ACCOUNTABILITY:** Members of the CAO provide advice to over 26 lay boards; attend and provide input at public meetings; regularly attend individual meetings with members of the public; attend 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, and levying of assessments and taxes.
- 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 residents in the form of new road capacity, enhanced transit services, code enforcement, and expanded healthcare opportunities.
- 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)
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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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of public meetings of boards and commissions attended	1,3	209	302	302	302
# of requests for legal services (RLS)	1-5	634	1,298	1,298	1,298
# of lawsuits handled in-house including foreclosures	1,4	109	123	123	123
Effectiveness Indicators:					
Responses to specific assigned requests for legal services	1,2,3,4				
# of requests for legal services		634	1,298	1,298	1,298
Hours spent on requests for legal services		5,134	6,369	6,369	6,369
Cost of reviewing requests for legal services		\$364,514	\$420,354	\$477,675	\$490,413
Average cost per hour of requests for legal services		\$71	\$66	\$75	\$77
Market value of legal work at \$275/hr		\$1,411,850	\$1,751,475	\$1,751,475	\$1,751,475
Net cost avoidance to County (by doing work in-house)		\$1,047,336	\$1,331,121	\$1,273,800	\$1,261,062
Total billable attorney hours	1,2,3,4	12,480	12,480	10,000	10,000
Staff cost for billable hours		\$71	\$66.00	\$75.00	\$77.00
Market value of billable hours at \$275/hr		\$3,432,000	\$3,432,000	\$2,750,000	\$2,750,000
Net cost avoidance to County for billable hours		\$2,545,920	\$2,471,040	\$2,000,000	\$1,980,000

Significant Changes

There are not significant changes for this program.

Personnel:		Actual	Budget	Adopted	Plan
		FY 19/20	FY 20/21	FY 21/22	FY 22/23
Full Time Equivalents		9.00	9.00	9.00	9.00
Funding Sources:		Actual	Budget	Adopted	Plan
		FY 19/20	FY 20/21	FY 21/22	FY 22/23
General Fund Subsidy		1,432,277	1,520,801	1,595,400	1,627,489
Miscellaneous		350	0	0	0
Total Program		1,432,627	1,520,801	1,595,400	1,627,489
Revenue by Fund:		Actual	Budget	Adopted	Plan
		FY 19/20	FY 20/21	FY 21/22	FY 22/23
General Fund		1,432,627	1,520,801	1,595,400	1,627,489
Total Program		1,432,627	1,520,801	1,595,400	1,627,489
Appropriations:		Actual	Budget	Adopted	Plan
		FY 19/20	FY 20/21	FY 21/22	FY 22/23
Personal Services Expenses		1,221,170	1,167,472	1,238,361	1,268,516
Operating Expenses		211,457	353,329	357,039	358,973
Total Program		1,432,627	1,520,801	1,595,400	1,627,489

Benefits

Program Number:	128
Result Area:	Good Government
Division:	Equity and Human Resources
Section:	Benefits

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 residents 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, 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 Resident 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 residents with clear and concise answers while ensuring proper governance and compliance with the Florida Statutes and the Sunshine State Law.

Improve Government Performance by Managing for Results: Provide salary surveys to benchmark with others in public/private inclusive to ensure compensation offers 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 hiring does not overspend 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 residents. 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 to enhance the vision of utilizing cutting edge tools and technologies that allow the County to compete with public and 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 residents. Provide competitive salaries and benefits through surveys to 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 in spending, through 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 ()
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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 |

Benefits

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Proposed FY 21/22	Plan FY 22/23
Workload Indicators:					
# of pension and investment plan enrollees	3	328	319	350	350
# of employees processed in the DROP Program	4	28	55	55	55
# of new hires processed	1	388	319	350	350
Effectiveness Indicators:					
% of customers rating program as satisfactory	1,2,4	98%	98%	98%	98%
Efficiency Indicators:					
Ratio staffing:employees	1,2,4	3.0 : 2000	3.0 : 2125	3.0 : 2000	3.0 : 2000

Significant Changes

The most notable change this period is the unfortunate increase in claims primarily by long term employees and employees' dependents.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	4.30	4.30	4.30	4.30
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	151,191	149,358	148,976	153,522
Employee Health Insurance Fund	226,387	259,386	266,288	275,925
Total Program	377,578	408,744	415,264	429,447
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	151,191	149,358	148,976	153,522
Employee Health Insurance Fund	226,387	259,386	266,288	275,925
Total Program	377,578	408,744	415,264	429,447
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	305,765	317,872	342,377	355,442
Operating Expenses	71,813	90,872	72,887	74,005
Total Program	377,578	408,744	415,264	429,447

Employee Relations

Program Number:	1552
Result Area:	Good Government
Division:	Human Resources
Section:	Employee Relations

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. The Division has implemented a policy that requires this same conduct and service of all County employees which is consistently enforced at all levels of the organization, including management.

Fiscal Stewardship: Properly administers the County's affairs and requires all of its employees and anyone doing business with the County. Uses BoCC funds and resources efficiently, keeps funds and assets safe, and properly maintains equipment to ensure longevity and better use of them by continually monitoring and tracking all resources and equipment used and funds spent. It also ensures 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: Employs an educated, trained, bright, and diverse staff by hiring college degreed staff when necessary and possible and providing updated training and continuing education courses/workshops applicable to duties and responsibilities.

Resident Accountability: Displays commitment to the obligation to provide a system of good government to the residents 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 FY 19/20	Budget FY 20/21	Proposed FY 21/22	Plan FY 22/23
Workload Indicators:					
# collective bargaining agreements negotiated	1,2,3	4	5	4	4
# of grievances filed	1,2	15	15	15	15
# of grievances taken to arbitration	1,2	1	6	4	3
# of unemployment compensation claims filed/responded to	1,2	57	30	30	25
# of Management consultations	1,2,3	60	60	60	60
Effectiveness Indicators:					
# of grievances taken to arbitration and modified	1,2	1	0	0	0
# Positive drug tests with successful outcomes	1,2	1	1	0	0
Efficiency Indicator:					
% of grievances resolved without arbitration		93%	100%	100%	100%

Significant Changes

As a result of the impact of COVID, the Employee Relations section implemented and enforced new leave procedures to address the many employees infected with the virus and ensured fair and equitable treatment across the organization.

Employee Relations

Personnel:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents		2.00	2.00	2.00	2.00
Funding Sources:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy		181,949	185,189	192,245	198,621
	Total Program	181,949	185,189	192,245	198,621
Revenue by Fund:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund		181,949	185,189	192,245	198,621
	Total Program	181,949	185,189	192,245	198,621
Appropriations:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses		151,179	155,774	162,435	168,340
Operating Expenses		30,770	29,415	29,810	30,281
	Total Program	181,949	185,189	192,245	198,621

Employment Services

Program Number:	129
Result Area:	Good Government
Division:	Equity and Human Resources
Section:	Employment Services

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 the BoCC and to build residents' 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 to 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, 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, which is 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 researching, recruiting, and maintaining staffing policy and practices that are comparable to and/or exceeds that of other surrounding counties. The goal is to provide work/life balance to all employees allowing BOCC to maintain the 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 updates on the applications received, implement a new hire 60-day follow up instrument to ensure employees are succeeding, and create an 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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of positions turned over annually	1	337	422	425	425
# of vacant positions per month (average)	1	35	200	50	50
# of positions posted annually	1	421	400	400	400
# of applicants interviewed annually	1	901	1,500	1,500	1,500
# of new hires annually (including transfers/promotions)	1,3	388	400	750	750
# of positions filled by minorities (new hires)	1,3	166	100	100	100
# of transfers/promotions	1,3	382	250	300	300
# of Job Fairs/Career Fairs	2	4	20	20	20
# of job descriptions developed/revised	1,2	98	150	150	150
# of position classification reviews performed	1,2	80	100	50	50
# of PAF's processed	1	1,718	1,500	1,500	1,500
Effectiveness Indicators:					
% of vacant positions posted within 2 days of receipt	1	100%	100%	100%	100%
# of days from receipt of job requisition to posting	3	2	2	2	2
% of positions filled by minorities (new hires)	1,3	43%	25%	25%	25%
% of positions filled by minorities (transfers/promotions)	1,3	38%	25%	25%	25%
% of PAF's processed correctly	1,3	99%	100%	100%	100%
Efficiency Indicators:					
Cost per new hire and transfer/promotion	1	\$1,000	\$1,250	\$1,250	\$1,250

Significant Changes

The COVID pandemic resulted in closure of in-person career fairs for the majority of 2020. To compensate, HR attended virtual job fairs, as well as signing up for candidate pool databases. As schools and businesses reopened, HR realized the opportunities for in-person recruitment and an increase in new hires.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	4.70	4.70	6.70	6.70
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	414,143	462,011	663,271	684,623
Total Program	414,143	462,011	663,271	684,623
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	414,143	462,011	663,271	684,623
Total Program	414,143	462,011	663,271	684,623
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	325,559	340,006	541,257	561,639
Operating Expenses	88,584	122,005	122,014	122,984
Total Program	414,143	462,011	663,271	684,623

Organization & Employee Development

Program Number:	408
Result Area:	Good Government
Division:	Equity and Human Resources
Section:	Organization & Employee Development

I. Program Offer Description:

The 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 Countywide 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, most recently the 2019 Constangy Excellence in Work-Life Balance Award.

IMPROVE SERVICE AND PERFORMANCE

A variety of professional developments programs are offered throughout the year to assist employees in the improvement of their skills in the areas of customer service, computer applications, process improvements, project management, safety, diversity, and improved communication.

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 Programs offers approximately 100 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 1,176 participants took courses offered in 2019. A virtual calendar 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) consistently receives extremely high marks from participants. NEO is a valuable way to enable new employees to become comfortable and productive as soon as possible, while demonstrating Polk's commitment to employee growth and development. Management facilitates discussions on the BoCC's mission, vision, and values with the employees to get their understanding and support. NEO also includes a high-quality customer service training component.

RESPONSIBLE, VISIONARY LEADERSHIP

A systematic Succession Planning process, another of the BoCC's award winning programs, has been developed and deployed by OED for many positions. Each of the Succession Plan candidates creates an Individual Development Plan (IDP) to assist them sharpening their capabilities and skills. The process repeats every three years to assure progress is being made in developing future leadership and that critical institutional knowledge is maintained in light of retirements. Additionally, OED offers the Emerging Leaders Program (ELP), access to the Florida Certified Public Manager (CPM) certification program, and other programs specific to supervisors and directors.

IMPROVE ORGANIZATIONAL COMMUNICATION

OED designs and administers the Employee Engagement Survey process every few years and works with leadership to respond to the results as needed, as well as to communicate results to employees. In the FY 16/17 survey, 89% of BoCC employees participated in the survey and had their voices heard.

EXCELLENCE IN EXECUTION AND RESULTS

Employees are the biggest cost/investment in Polk government and they are the most significant factor in delivering the results our citizens expect. OED provides mission critical "maintenance and upgrades" for these human assets as evidenced by the feedback employee's provide post-program.

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, most recently the 2019 Constangy Excellence in Work-Life Balance Award.

Organization & Employee Development

II. Contribution to Result (continued):

IMPROVE SERVICE AND PERFORMANCE

A variety of professional developments programs are offered throughout the year to assist employees in the improvement of their skills in the areas of customer service, computer applications, process improvements, project management, safety, diversity, and improved communication.

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 Programs offers approximately 100 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 1,176 participants took courses offered in 2019. A virtual calendar 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.

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IMPROVE ORGANIZATIONAL COMMUNICATION

OED designs and administers the Employee Engagement Survey process every few years and works with leadership to respond to the results, as needed as well as to communicate results to employees. In the 2016/17 survey, 89% of BoCC employees participated in the survey and had their voices heard.

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	Develop and facilitate virtual professional development programs to increase team member accessibility to opportunities to increase capabilities in the eight dimensions of wellbeing.
4	Implement quality management and improvement processes that engage employees and effectively promote cross-functional team-based problem solving.
5	Develop and facilitate a leadership development process that builds the depth and strength of future organizational leadership.

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of Programs	1	170	170	170	170
# of course participants	1	1,349	1,755	1,755	1,755
# of new hires participating in new employee orientation	1	253	250	250	250
# of virtual education programs	3	50	N/A	15	20
# of employees participating in Employee Survey	2,4	N/A	N/A	2,100	N/A
# of Succession Plan candidates	5	40	40	40	40
Effectiveness Indicators:					
Employee satisfaction rating with overall learning experience (1-5 scale)	1	4.72	4.71	4.71	4.71
# of new employees who believe the orientation program improved their customer service skills	2	96%	95%	95%	95%
# of Certified Public Manager Program Graduates	4	10	10	10	10
# of Emerging Leader Program Graduates	5	18	18	20	20
Efficiency Indicators:					
% of surveys completed to total workforce	1	N/A	N/A	N/A	N/A

Organization & Employee Development

Significant Changes

The Organization & Employee Development program budget includes an upgrade/remodel of the training center.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	3.00	3.00	3.00	3.00
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	464,098	558,679	623,816	596,281
Total Program	464,098	558,679	623,816	596,281
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	464,098	558,679	623,816	596,281
Total Program	464,098	558,679	623,816	596,281
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	300,392	337,254	353,007	364,421
Operating Expenses	163,706	221,425	230,809	231,860
Capital Expenses	0	0	40,000	0
Total Program	464,098	558,679	623,816	596,281

Equal Opportunity

Program Number:	56
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 residents, 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 residents 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 RESIDENT CONNECTION W/COUNTY PERSONNEL & RESULTS via the Community Relations Advisory Council. EO conducts monthly meetings with residents, including community leaders from all five County districts, to address the interests and needs of the people in their communities. These meetings with residents have resulted in the County gaining the trust and respect of residents and the residents feeling like they have a voice. The County also benefits by getting good advice and assistance from residents 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 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 residents 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 counsel, 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 \$275.00 per hour for complaints assigned to outside counsel.

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

III. Performance Objectives:

1	Ensure Countywide 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"

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of discrimination and sexual harassment complaints investigated and resolved	1,2,3	16	9	9	8
# of federal complaints filed	1,2,4	1	3	3	2
# of federal mediations conducted	1,2,3,4	0	1	1	1
# of employee or management consultations conducted	1,2,3,4	100	100	100	100
Cumulative # of employees educated/informed about workplace diversity & discrimination	1,2,3,4	2,000	2,000	2,000	2,000
# of EO newsletters distributed	1,3	10	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	94%	90%	90%	90%
# of actions appealed	1,2,3,4	1	3	3	3
Efficiency Indicators:					
Ratio of EO Staff to Employees		1/1000	1/1000	1/1000	1/1000

Significant Changes

Equal Opportunity – Maintaining a workplace free of discrimination or harassment of any kind remains of paramount importance to Polk County. By maintaining such a workplace, Polk County has ensured equal opportunity for its very diverse customers and partners. Because of staff's commitment to a diverse and fair workplace, Polk County BoCC decreased the number of federal complaints brought against the organization this period. Polk County BoCC continues to strive to have a minority workforce representation equal to the Polk County population. Based on the 2010 Census, Polk County BoCC minority workforce was approximately 30.88% compared to the Polk County population's 37.02% as of September 2020.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	2.00	2.00	2.00	2.00
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	289,388	250,818	259,302	267,783
Fire Rescue Funds	45,398	0	0	0
Cash/Fund Balance Forward	0	8,654	7,777	0
Miscellaneous	3,150	2,500	1,942	2,500
Total Program	337,936	261,972	269,021	270,283
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	292,538	261,972	269,021	270,283
Fire Rescue Funds	45,398	0	0	0
Total Program	337,936	261,972	269,021	270,283
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	288,850	202,969	211,731	219,595
Operating Expenses	49,086	59,003	57,290	50,688
Total Program	337,936	261,972	269,021	270,283

Supplier Diversity

Program Number:	184
Result Area:	Good Government
Division:	Equity and Human Resources
Section:	Office of Supplier Diversity

I. Program Offer Description:

The Supplier Diversity 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. Federal Mandate: 49 CFR Part 26; Local Mandate: Ordinance No. 00-57; State: FL State Statute 287

II. Contribution to Result:

Fiscal Stewardship- The Supplier Diversity 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 residents. The Supplier Diversity program staff continuously collaborates with organizations dedicated to the economic development of women and minority-owned businesses.

Resident Accountability- The Supplier Diversity program staff has always maintained an open door policy and many of the external customers frequently seek assistance from the office to improve in their attempts to do business with the County. Moreover, the program consistently meets with citizen oversight boards like the Community Relations Advisory Council and the local NAACP branches to assure residents that the policies and procedures being used are the most up to date and effective means of practice. As a member of the Central Florida Development Council and the Central Florida Business Diversity Council, The County also participates in the business open forums as well as those held by the Puerto Rican Chamber of Commerce, among others. At these forums residents 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 resident.

Competent Staff- The OSD staff person responsible for the Supplier Diversity program has over 30 years of business development and compliance experience. This experience includes serving as the Administrator of the Office of Supplier Diversity for Polk County and 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 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 has gone on to add value, making Polk County a great diverse place to live work and play.

Statesmanship- The most effective way to ensure that the 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 Supplier Diversity 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.

This Program is:	Not Mandated ()	Mandated: Federal (X) State () Local (X)
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III. Performance Objectives:

- 1 Successfully work with Procurement to increase the number of DBE, WBE, and MBE vendors to the BoCC participating in BoCC procurement of goods and services
- 2 Successfully and strategically work with BoCC agencies to promote awareness of DBE, WBE, and MBE opportunities
- 3 Strategically work with vendors, governmental, and quasi-governmental agencies to promote BoCC and the vendor population
- 4 Provide better contract monitoring and compliance using innovations and tools designed to increase usage of DBE, WBE, and MBE businesses and to decrease complaints and setbacks

Supplier Diversity

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of DBEs, WBEs, and MBEs assisted in their efforts to obtain bids	1,2,3,4	57	250	100	150
# of procurement opportunities publicized	1,2,4	790	100	300	350
# of DBEs, WBEs, and MBEs recruited for Polk County	1,2,4	79	1,135	1,135	1,150
\$ of contracts won by W/MBE	1,2,3,4	\$10M	\$6M	\$6M	\$8M
Effectiveness Indicators:					
% of increase of D/W/MBE participation over previous year	1,2,3,4	32%	5%	5%	10%
# of D/W/MBEs registered with Polk County	1,2,3,4	74	600	600	650
Number of bids offered under sheltered markets	1,2,3,4	46	15	20	25

Significant Changes

W/MBEs have been adversely impacted by the COVID shut down of businesses. As a result many of them were unable to compete for BoCC contract opportunities. The OSD partnered the Small, Women, and Minority Business Assistance Office to provide educational business workshops to provide knowledge and resources to help them maintain the businesses and bounce back. The OSD continued to ensure equal opportunity for W/MBEs in BoCC procurement. The goal remains to provide maximum feasible opportunity for Women/MBEs to participate in the BoCC procurement activities and provide effective assistance to them and educate the BoCC management regarding diversity and inclusion in order to increase W/MBE participation and ensure nondiscrimination.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	2.00	2.00	2.00	2.00
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	104,282	176,469	182,333	187,996
Fire Rescue Funds	0	47,244	49,266	51,054
Miscellaneous	0	5,000	5,000	5,000
Total Program	104,282	228,713	236,599	244,050
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	104,282	181,469	187,333	192,996
Fire Rescue Funds	0	47,244	49,266	51,054
Total Program	104,282	228,713	236,599	244,050
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	91,269	189,346	197,371	204,405
Operating Expenses	13,013	39,367	39,228	39,645
Total Program	104,282	228,713	236,599	244,050

Building Maintenance

Program Number:	299
Result Area:	Good Government
Division:	Facilities Management
Section:	N/A

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, fire extinguisher inspections, and grounds maintenance for most County buildings. Additionally, this program conducts damage assessments of County facilities after an emergency event. The 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 4.6 million square feet of space in approximately 1,200 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. Unfortunately, the division has experienced an 11% vacancy rating in this program in the past four years which has decreased the ability to perform preventive maintenance.

Facilities submits for consideration every year a ten year Building Asset Management Plan, which includes assessments of all the County's larger facilities for replacement of items which will prolong the life of the assets. The FY 21/22 adopted budget is approximately \$2.9 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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
Square footage maintained annually	1-4	4,502,521	4,543,079	4,634,979	4,634,979
# of repair work orders	1-4	12,465	12,558	11,934	11,934
# of preventive maintenance work	1-4	3,029	3,039	3,113	3,113
# of emergency work orders	1-3	407	398	360	360
% of preventive maintenance work orders completed as scheduled	1-3	92%	93%	93%	93%
# of utility cost savings initiatives	5	7	7	6	6
Square footage of buildings cleaned	3	1,464,950	1,505,508	1,627,075	1,627,075
Effectiveness Indicators:					
% of repair work orders closed within seven days	1	91%	92%	93%	93%
Utility savings generated/yearly cost savings initiatives	5	\$1,001,045	\$998,012	\$891,255	\$891,255
Cost/square foot of buildings maintained through this program	1-5	\$3.89	\$4.13	\$4.22	\$4.22
Square footage maintained per trades employee	1	84,953	81,126	85,832	85,832
Efficiency Indicators:					
Backlog of deferred capital maintenance work list	1-4	\$24,869,520	\$26,152,939	\$29,294,294	\$29,294,294
Backlog of maintenance and repair	1,2	\$2,966,000	\$3,895,918	\$2,900,000	\$2,900,000

Significant Changes

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. New CMMS technology will allow Facilities Management to be more environmentally-friendly while increasing efficiency in completing and tracking of all construction and maintenance requests.

Building Maintenance

Personnel:		Actual	Budget	Adopted	Plan
		FY 19/20	FY 20/21	FY 21/22	FY 22/23
Full Time Equivalents		74.00	74.00	76.00	77.00
Funding Sources:		Actual	Budget	Adopted	Plan
		FY 19/20	FY 20/21	FY 21/22	FY 22/23
General Fund Subsidy		15,913,170	17,037,872	17,392,884	17,516,468
Charges For Services		1,453,625	2,107,200	2,001,840	2,001,840
Miscellaneous		173,048	223,250	190,000	220,000
Others (Centrl I/D Inkind/Othr)		78	0	0	0
Total Program		17,539,921	19,368,322	19,584,724	19,738,308
Revenue by Fund:		Actual	Budget	Adopted	Plan
		FY 19/20	FY 20/21	FY 21/22	FY 22/23
General Fund		17,539,921	19,368,322	19,584,724	19,738,308
Total Program		17,539,921	19,368,322	19,584,724	19,738,308
Appropriations:		Actual	Budget	Adopted	Plan
		FY 19/20	FY 20/21	FY 21/22	FY 22/23
Personal Services Expenses		4,342,901	4,853,375	5,053,953	5,278,914
Operating Expenses		13,197,020	14,479,447	14,433,971	14,449,394
Capital Expenses		0	35,500	96,800	10,000
Total Program		17,539,921	19,368,322	19,584,724	19,738,308

Architectural Services

Program Number:	112
Result Area:	Good Government
Division:	Facilities Management
Section:	N/A

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. The staff consists of Project Managers and Project Coordinators that are degreed or certified in Building Construction. Highly trained and versed in the building design and construction disciplines, 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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of projects in planning	1	4	2	27	36
# of other projects in planning/design	2	9	1	18	30
# of all projects under construction	1,2	10	8	31	36
Value of all projects under construction	1-3	\$16,127,000	\$15,667,480	\$66,727,264	\$44,350,000
Value of all projects in design/planning	1-3	\$10,834,000	\$3,445,000	\$59,192,264	\$34,350,000
Effectiveness Indicators:					
# of CIP projects managed	1,3	10	8	33	36
# of "other" projects managed	2,3	30	30	30	30
Efficiency Indicators:					
# of projects managed per employee	1-3	8	9	11	11
Value of projects managed per employee	1-3	\$2,687,833	\$3,916,870	\$11,121,211	\$7,391,667

Significant Changes

There are no significant changes for this program.

Architectural Services

Personnel:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents		6.00	6.00	6.00	6.00
Funding Sources:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy		494,859	546,716	638,243	656,548
Total Program		494,859	546,716	638,243	656,548
Revenue by Fund:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund		494,859	546,716	638,243	656,548
Total Program		494,859	546,716	638,243	656,548
Appropriations:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses		420,337	470,777	498,251	516,085
Operating Expenses		74,522	75,939	139,992	140,463
Total Program		494,859	546,716	638,243	656,548

Fuel Management

Program Number:	154
Result Area:	Good Government
Division:	Fleet Management
Section:	N/A

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, regardless 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 residents.

External customers: Cities - Bartow, Ft. Meade, Mulberry, Eagle Lake, Lake Hamilton, Frostproof, and Dundee

External customers: State - Juvenile Justice, Forestry, FHP, FDEP, and Soil & Water Conservation

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, and New Beginnings

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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
\$ total of fuel site service calls per year (contract)	2	\$ 11,372	\$ 44,800	\$ 15,000	\$ 15,000
# of fuel deliveries per year	1	265	325	275	280
# of gallons pumped annually	1	1,882,795	2,114,546	1,994,430	2,100,000
\$ total of tax recovery	3	\$ 282,581	\$ 400,000	\$ 400,000	\$ 400,000
Effectiveness Indicators:					
cost per gallon (incl. markup) of diesel and unleaded compared to market price	3	-\$0.27	-\$0.30	-\$0.30	-\$0.30
Efficiency Indicators:					
# of tank inventory turns per year	1	6.5	7.3	7.0	7.0

Significant Changes

There are no significant changes for this program.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	1.75	1.75	1.80	1.80
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Maintenance Funds	0	123,836	154,643	162,226
Internal Service Funds	230,497	128,821	121,309	122,522
Total Program	230,497	252,657	275,952	284,748
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Maintenance Funds	230,497	252,657	275,952	284,748
Total Program	230,497	252,657	275,952	284,748
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	125,547	132,473	145,538	151,072
Operating Expenses	69,648	120,184	130,414	133,676
Total Program	195,195	252,657	275,952	284,748

Stand-By Generator Availability

Program Number:	156
Result Area:	Good Government
Division:	Fleet Management
Section:	N/A

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 residents.

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 PMs and run checks within scheduled intervals
- 4 Identify and document generators requiring replacement

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of service calls per month - Non PM	2	12	20	20	20
% of Load Bank tests completed before June 1st each year	1	60%	100%	80%	80%
PM compliance % of total fleet	3	92%	100%	95%	95%
Total number of generators maintained by Fleet Management	1,2,3	213	214	216	216
Effectiveness Indicators:					
# of service calls per unit within 90 days of a PM inspection	2	3	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	3%	3%	3%	3%

Significant Changes

There are no significant changes for this program.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	2.95	2.95	2.90	2.90
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Cash/Fund Balance Forward	0	471,484	469,594	554,021
Interest	11,651	3,359	2,231	2,632
Interfund Transfer	7,365	0	0	0
Internal Service Funds	606,201	630,923	642,177	660,499
Total Program	625,217	1,105,766	1,114,002	1,217,152
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Maintenance Funds	625,217	1,105,766	1,114,002	1,217,152
Total Program	625,217	1,105,766	1,114,002	1,217,152
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	163,129	235,273	228,899	237,369
Operating Expenses	284,194	291,632	299,200	307,855
Capital Expenses	17,304	112,500	32,000	10,000
Reserves	0	466,361	553,903	661,928
Total Program	464,627	1,105,766	1,114,002	1,217,152

Vehicle Availability

Program Number:	153
Result Area:	Good Government
Division:	Fleet Management
Section:	N/A

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. It aggressively promotes inter-governmental cooperation as the primary fuel supplier to seven municipalities and secondary fuel supplier to the School Board and the State, as well as other government entities. Fleet coordinates the long term vehicle purchase program, 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 residents.

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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of PMs performed per month (on average)	1,3	152	160	155	155
% of work orders closed vs work orders opened in the fiscal year	1	99%	97%	97%	97%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	87%	65%	85%	85%
% of parts availability	1	95%	90%	90%	90%
Efficiency Indicators:					
% of vehicles retired prior to expected end of life (excluding accidents)	1	15%	20%	15%	15%
Vehicle to technician ratio	1,2,3	67	65	65	65

Significant Changes

FY 21/22 includes an operating reduction of 8% due to the replacement of aging vehicles and updated pricing on vehicle parts contract. While the replacement of aging vehicles and equipment mitigates increase in maintenance, adding additional vehicles to the overall fleet as well as more intricate technology in newer vehicles has put a strain on the performance Fleet provides.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	28.75	28.75	28.75	28.75
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Maintenance Funds	5,578,190	6,665,923	6,377,044	6,460,314
Interest	47,968	10,915	10,408	8,010
Interfund Transfer	30,282	0	0	0
Miscellaneous	2,536	0	0	0
Total Program	5,658,976	6,676,838	6,387,452	6,468,324
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Maintenance Funds	5,658,976	6,676,838	6,387,452	6,468,324
Total Program	5,658,976	6,676,838	6,387,452	6,468,324
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	2,096,773	2,289,375	2,422,998	2,469,914
Operating Expenses	3,537,548	4,051,143	3,726,075	3,893,410
Capital Expenses	24,655	336,320	238,379	105,000
Total Program	5,658,976	6,676,838	6,387,452	6,468,324

City of Auburndale Fleet Maintenance

Program Number:	1553
Result Area:	Good Government
Division:	Fleet Management
Section:	N/A

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 residents.

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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of PMs performed per month (on average)	1,3	34	15	25	25
% of work orders closed vs work orders opened in the fiscal year	1	99%	96%	96%	96%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	69%	65%	65%	65%
Efficiency Indicators:					
Vehicle to technician ratio	1,2,3	92	105	95	95

Significant Changes

There are no significant changes for this program.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	3.14	3.14	3.14	3.14
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Maintenance Funds	41,851	0	0	0
Interest	(1,078)	0	0	0
Interfund Transfer	1,041	0	0	0
Internal Service Funds	553,828	552,146	581,851	576,725
Total Program	595,642	552,146	581,851	576,725
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Maintenance Funds	595,642	552,146	581,851	576,725
Total Program	595,642	552,146	581,851	576,725
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	218,515	231,461	268,115	256,726
Operating Expenses	377,127	320,685	313,736	319,999
Total Program	595,642	552,146	581,851	576,725

City of Lake Wales Fleet Maintenance

Program Number:	1554
Result Area:	Good Government
Division:	Fleet Management
Section:	N/A

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 residents.

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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of PMs performed per month (on average)	1,3	14	10	11	11
% of work orders closed vs work orders opened in the fiscal year	1	84%	96%	90%	90%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	74%	69%	70%	70%
Efficiency Indicators:					
Vehicle to technician ratio	1,2,3	115	150	120	120

Significant Changes

There are no significant changes for this program.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	2.14	2.14	2.14	2.14
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Maintenance Funds	62,113	0	0	0
Interest	(864)	0	0	0
Interfund Transfer	192	0	0	0
Internal Service Funds	247,546	319,697	322,382	333,016
Total Program	308,987	319,697	322,382	333,016
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Maintenance Funds	308,987	319,697	322,382	333,016
Total Program	308,987	319,697	322,382	333,016
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	169,467	170,842	177,475	184,029
Operating Expenses	139,520	148,855	144,907	148,987
Total Program	308,987	319,697	322,382	333,016

City of Fort Meade Fleet Maintenance

Program Number:	1555
Result Area:	Good Government
Division:	Fleet Management
Section:	N/A

I. Program Offer Description:

Vehicle Maintenance for the City of Fort Meade

II. Contribution to Result:

Fleet Management provides the City of Fort 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 residents.

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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of PMs performed per month (on average)	1,3	2	2	2	2
% of work orders closed vs work orders opened in the fiscal year	1	100%	97%	97%	97%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	62%	60%	60%	60%
Efficiency Indicators:					
Vehicle to technician ratio	1,2,3	40	44	40	40

Significant Changes

There are no significant changes for this program.

Personnel:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents		0.57	0.57	0.57	0.57
Funding Sources:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Interest		4,787	0	0	0
Interfund Transfer		96	0	0	0
Internal Service Funds		152,169	83,160	118,392	121,543
Total Program		157,052	83,160	118,392	121,543
Revenue by Fund:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Maintenance Funds		157,052	83,160	118,392	121,543
Total Program		157,052	83,160	118,392	121,543
Appropriations:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses		38,834	40,550	42,594	44,153
Operating Expenses		111,462	42,610	75,798	77,390
Total Program		150,296	83,160	118,392	121,543

Vehicle Renewal/Replacement

Program Number:	152
Result Area:	Good Government
Division:	Fleet Management
Section:	N/A

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 residents.

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

III. Performance Objectives:

- 1 Fleet retention based on age, mileage, and life cycle cost (two out of three)
- 2 Accelerate disposal of high maintenance units
- 3 Achieve most effective in-service time for new vehicles/equipment

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
\$ total of vehicles/equipment replaced	1	\$11,395,470	\$10,612,381	\$9,637,264	\$8,462,716
Effectiveness Indicators:					
% of approved purchases delivered in fiscal year	3	89%	85%	85%	85%
Efficiency Indicators:					
Vehicle/equipment auction proceeds	1	\$786,075	\$700,000	\$738,000	\$738,000

Significant Changes

There are no significant changes for this program.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	1.70	1.70	1.70	1.70
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Replacement Funds	8,142,764	9,862,707	8,645,494	7,476,091
Interest	410,599	106,643	77,873	91,830
Interfund Transfer	375,746	375,000	375,000	375,000
Miscellaneous	786,475	700,000	738,000	738,000
Total Program	9,715,584	11,044,350	9,836,367	8,680,921
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Fleet Replacement Funds	9,715,584	11,044,350	9,836,367	8,680,921
Total Program	9,715,584	11,044,350	9,836,367	8,680,921
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	142,144	148,334	154,730	166,738
Operating Expenses	41,156	283,635	44,374	45,467
Capital Expenses	9,491,446	10,612,381	9,637,263	8,468,716
Indirect Expense	40,838	0	0	0
Total Program	9,715,584	11,044,350	9,836,367	8,680,921

Enterprise Resource Planning

Program Number:	121
Result Area:	Good Government
Division:	Information Technology
Section:	N/A

I. Program Offer Description:

The Enterprise Resource Planning (ERP) Systems Program has one major function:

1. Technical, functional, development, implementation, project management, and continued maintenance support for the Oracle ERP System during the transition to the Cloud. Services are provided to assist with solutions that improve operational efficiency and increase the amount and quality of usable management information across the organization. Common functional areas are grouped into these Oracle modules: HR Core, OTL, Payroll, Benefits, Employee Self Service, Manager Self Service, Procurement, AP, AR, General Ledger, Fixed Assets, Inventory, and PBCS (Hyperion). The integration of these modules provides for ease of communication and reporting within and across business groups and divisions.

The customer base for the ERP Systems Program includes all BoCC divisions and employees, all Clerk of Courts departments and employees, and limited services (payroll and group insurance) for other constitutional offices (i.e. State Attorney, Public Defender, Court Administration Office, and the Supervisor of Elections).

II. Contribution to Result:

The Enterprise Resource Planning (ERP) Systems 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. FY 19/20 enhancements included Affordable Care Act compliance, implementation of annual salary plan changes, and updating the interface between Oracle payroll and Fire Rescue's Telestaff system (as well as enhanced reporting from Telestaff to assist in managing overtime costs), and Disaster Roles Management to track workforce and Disaster Recovery. The Total Compensation Statement was created and distributed to Board and Clerk employees.
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 ongoing maintenance and patching by the IT staff which offsets some of the productivity gained. Training classes are available for functional staff to ensure the County gets the most benefit from the EiS reporting tool.
3. Employment Competency: To ensure the 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 best practices for Cloud and Public Sector. Although the ERP staff has had no turnover for several years, its 14 years of Oracle experience makes the employees extremely marketable in the private sector. Due to the esoteric nature of this skillset, filling future vacancies may prove to be very difficult without adequate incentive to recruit and retain highly-skilled staff.
4. Organizational Communication: The ERP Program staff works with County divisions to research and develop applications that reduce redundancy by sharing information. The Oracle ERP System is the central location for most all of the County's personnel and financial information.
5. Performance and Results: By selecting and developing appropriate solutions, the staff works 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 the management team and residents better informed of the County's 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 and the development of new solutions that extend and integrate with Cloud 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 limited resources

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Effectiveness Indicators:					
Occurrences of System Patching	1	5	7	7	7
# of Incidents/work tickets closed	1	296	300	300	300
# of Oracle service requests (SR) closed	1	32	30	30	30
Efficiency Indicators:					
# of patches applied on-time	1,4	5	7	7	28
# of projects worked on that were not on backlog	2,4	12	8	8	8
Average days to close Oracle service requests (SR)	2,4	14	30	30	30
Training hours per employee	3	40	40	40	40

Enterprise Resource Planning

Significant Changes

Oracle announced that Premier Support for the current version of the Oracle eBusiness Suite (12.1) will end in December 2021 and that Extended Support will not be available after December 2021. Polk County is currently in the final phase of migrating to Oracle Cloud by the fourth quarter of 2021.

Phase one (March 2021) contained advanced HR functions, learning management, and performance management. Phase 2 (June 2021) contained financial and procurement modules. Phase 3 (Dec 2021) contains payroll, core HR, and full integrations with other systems.

Personnel:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Full Time Equivalents	7.05	8.05	7.65	7.65
Funding Sources:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Information Technology Fund	459,651	0	0	0
Cash/Fund Balance Forward	0	127,907	(446,715)	0
Interfund Transfer	401	0	446,715	0
Internal Service Funds	1,347,408	1,624,333	1,520,969	1,437,816
Total Program	1,807,460	1,752,240	1,520,969	1,437,816
Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Information Technology Fund	1,807,460	1,752,240	1,520,969	1,437,816
Total Program	1,807,460	1,752,240	1,520,969	1,437,816
Appropriations:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Personal Services Expenses	735,959	843,595	824,316	856,163
Operating Expenses	969,746	895,738	696,653	581,653
Capital Expenses	101,755	0	0	0
Reserves	0	12,907	0	0
Total Program	1,807,460	1,752,240	1,520,969	1,437,816

Applications Development/Operations

Program Number:	124
Result Area:	Good Government
Division:	Information Technology
Section:	N/A

I Program Offer Description:

The Applications Development/Operations Program provides three primary functions: custom application development and provisioning, vendor package integration, and website development, it enhance the quality of life for the residents of Polk County by providing custom software solutions, cost effective public websites, and web-based services, the team provides maintenance and technical expertise, supporting all County divisions and constitutional offices that consume services. The Internet Program hosts websites for the Polk County Board of County Commissioners, Polk Gateway, Polk Hub, Polk Transportation Planning Organization, Polk Charter, and Polk Nature. All of these continue to see an increase in public and organizational use. □

II Contribution to Result:

The Applications Development/Operations Program was ranked #1 in the Good Government Results Area during the last ranking of the Budgeting for Outcomes process.

The Applications Development/Operations Program contributes to the Good Government results area by:

1 Open Environment: The Application Development Team provides online access (24/365) to web streamed meetings, services, documents, codes, ordinances, third party applications, Board of County Commissioners agendas and minutes, and press releases. This open environment allows residents and businesses to voice their opinions, stay informed, remain in compliance with County ordinances, conduct business with the County, and be involved with and in County government, the websites are continually reviewed and enhanced to improve user experiences with an ongoing commitment to meeting or exceeding accessibility and user experience standards.

2 Performance/Results: The Applications Development/Operations Program develops both internal (Intranet) and external (Internet) online services and websites that provide many benefits for the residents of Polk County. Recent custom application development has supported and enhanced the rollout and distribution of CARES funds and Covid vaccines in an equitable and transparent fashion. Via the County website, visitors may find information and transact business with the County at any time, reducing friction and allowing residents greater access and freedom in consuming County services. Visits to the County websites from mobile devices continues to skyrocket and the Application Development Team is committed to being the driving force in adopting emerging technologies and methods to accommodate the residents regardless of their device preference

3 Organization Communications: By working closely with the divisions, especially the Communications division and constitutional officers, the division improves the organizational communication that is critical to developing cost effective and relevant solutions to improve and inform the residents of Polk County.

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 level of 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

IV Measures:

	Key Obj	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of Websites Maintained/Supported	1	9	9	9	9
Internet Websites	1	3	3	3	3
Intranet (Polk Hub)	1	1	1	1	1
Website Interfaces		5	5	5	5
# of New Incidents/Work tickets open	1	94	94	94	94
# of Applications Maintained/Supported	1,2	75	75	75	75
# of Databases Maintained/Supported	1,2	120	120	120	120
Effectiveness Indicators:					
Internet Metrics (Websites)					
# of Website Visits	1	264,616	264,616	264,616	264,616
# of total Page Views	1	607,819	607,819	607,819	607,819
% of New Visitors	1	50%	50%	50%	50%
% of Returning Visitors	1	50%	50%	50%	50%
Intranet Metrics (Polk Hub)					
# of Website Visits	1,3,4	144,065	144,065	144,065	144,065
# of Total Page Views	1,3,4	294,415	294,415	294,415	294,415
% of New Staff Users	1,3,4	7%	7%	7%	7%
% of Returning Staff Users	1,3,4	93%	93%	93%	93%
Device Website Usage Ratio (Mobile vs PC)					
% of PC	1,3,4	52%	52%	52%	52%
% of Mobile	1,3,4	48%	48%	48%	48%
Total	1,3,4	100%	100%	100%	100%
Efficiency Indicators:					
# of projects worked on that were not on backlog	3	-	-	-	-
Training hours per staff	5	120	120	120	120

Applications Development/Operations

Significant Changes

The most significant impacts in FY 20/21 have been the CARES Act, which distributed more than \$85 million to residents financially impacted by the pandemic and the Polk Health vaccination application which provided an end-to-end solution for registering, administering, and tracking the Covid vaccination effort. This leadership will continue in FY 21/22 and will strive to provide increasingly effective and efficient services to the residents of Polk, the community partners, and the enterprise. Beyond these efforts, the focus is providing enterprise-level support and governance of the development assets for Polk County. By leveraging synergies and common requirements across multiple projects and initiatives, IT is able to deliver high quality value directly back to the business rapidly and efficiently.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	11.15	11.15	10.25	10.25
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Special Revenue Grants	36,644	38,158	39,796	41,252
Utilities Operating Funds	0	0	148,004	147,197
Cash/Fund Balance Forward	0	170,641	332,777	30,077
Interfund Transfer	105	0	0	0
Internal Service Funds	1,551,802	1,524,100	1,365,712	1,419,490
Total Program	1,588,551	1,732,899	1,886,289	1,638,016
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Special Revenue Grants	36,644	38,158	39,796	41,252
Utilities Operating Funds	0	0	148,004	147,197
Information Technology Fund	1,551,907	1,694,741	1,698,489	1,449,567
Total Program	1,588,551	1,732,899	1,886,289	1,638,016
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	976,586	1,019,592	992,956	1,033,233
Operating Expenses	505,646	542,666	560,556	574,706
Interfund Transfers	0	136,691	302,700	0
Reserves	0	33,950	30,077	30,077
Total Program	1,482,232	1,732,899	1,886,289	1,638,016

Records Management

Program Number:	87
Result Area:	Good Government
Division:	Information Technology
Section:	N/A

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 BoCC 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/or 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 BoCC Public Record Requests (PRR) via a web-based "PRR System" to ensure the BoCC complies with this requirement.

II. Contribution to Result:

Records Management contributes to the Good Government results area by:

1. Performance and Results: All BoCC Divisions create records each day that become background data for future decisions and planning. Through IT Records Management, the records 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. Total Asset Management. In Records Management, the following principles are followed: (a) Transparency. BoCC business processes and activities shall be documented in an open and verifiable manner, and that documentation shall be available to all interested parties. Records Management ensures all materials made or received 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; (b) Protection. The records management program is constructed to ensure an appropriate level of protection is provided to records containing private, confidential, or otherwise exempt information to comply with applicable laws and organizational policies; (c) Availability. The records management program maintains records in a manner that ensures their timely, efficient, and accurate retrieval; (d) Records Retention and Disposition. The records management program maintains public records for an appropriate time, taking into account legal, regulatory, fiscal, operational, and historical requirements. At the end of their retention period, records disposition ensures the secure deletion of information or the destruction of the information media.
3. Public Records Request (PRR) Performance and Results: Records Management serves as the hub for coordinating, logging, distributing, and reporting on all public records requests to and from all BoCC divisions. A tracking system implemented in 2015 provides enhanced tracking of hours expended to respond to these public records requests and responses within ten calendar days or less for over 85% of all requests. In June 2020, a web-based PRR System was implemented, providing a customer-focused portal and allowing for online payment of records.

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

III. Performance Objectives:

- 1 Provide complete and accurate compliance and disposition of records according to Florida General Records Schedules
- 2 Provide ongoing training to all divisions on electronic records storage and updated records retention laws, schedules, and standards
- 3 Provide tracking/reporting of all Public Records Requests via GovQA tracking system to ensure compliance with Florida statutes

IV. Measures:

	Key Obj.	Actual FY19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of projects	1	2	3	3	3
# of public record requests processed annually	3	1839	1200	2300	2500
Effectiveness Indicators:					
% of PRRs closed within ten calendar days or less	3	85.00%	90%	90%	90%
Efficiency Indicators:					
# of projects worked on that were not on backlog	3	2	3	3	3

Records Management

Significant Changes

Completed for FY 20/21:

1. Records implemented a new version of the Online Public Records Request system in FY 19/20, which has resulted in an increase of requests received. Despite that increase, public records requests that are closed within a ten-day timeframe have increased by 12% from the previous fiscal year.

2. The increase of electronic recordkeeping and storage has contributed to the decline of paper records being stored in the warehouse, which has resulted in cost savings in the storage and destruction of records.

In Progress for FY 21/22:

1. With over 100 software applications used by the BoCC, the recordkeeping environment of electronic records requires the analysis and integration of purge functionality to implement electronic retention requirements as established in the Florida General Schedules. Records Management is preparing for a strategic shift to address this environment and integrate the tools required to manage these applications.

2. The increase of electronic recordkeeping and storage has contributed to the decline of paper records being stored in the warehouse. Records Management is investigating methods to eventually eliminate the need for physical storage of records.

Personnel:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Full Time Equivalents	4.40	4.40	4.60	4.60
Funding Sources:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Cash/Fund Balance Forward	0	91,815	71,383	44,783
Interfund Transfer	557	0	0	0
Internal Service Funds	394,956	424,955	565,441	550,188
Miscellaneous	4,368	0	0	0
Total Program	399,881	516,770	636,824	594,971
Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Information Technology Fund	399,881	516,770	636,824	594,971
Total Program	399,881	516,770	636,824	594,971
Appropriations:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Personal Services Expenses	299,654	320,910	380,328	395,450
Operating Expenses	85,545	104,045	185,113	154,738
Interfund Transfers	0	34,121	26,600	0
Reserves	0	57,694	44,783	44,783
Total Program	385,199	516,770	636,824	594,971

Technical Services

Program Number:	123
Result Area:	Good Government
Division:	Information Technology
Section:	N/A

I. Program Offer Description:

The Technical Services program supports personal computers, tablets, smartphones, and the data network infrastructure for the BoCC. 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 1,890 personal computers, network design, and management of 302 network servers and over 400 network devices (i.e. routers, switches, etc.) interfaced throughout the merged BoCC and Public Safety IT data communications network.

Over the previous five fiscal years, the Technical Services team has expanded its support of mobile devices, as they increasingly become essential to the day-to-day functions of County employees. The BoCC environment now includes approximately 1,200 iPhones and iPads, which are managed through a cloud-based mobile devices management system.

The IT Service Desk supports Polk County BoCC 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 1,683 BoCC cellular device users. In FY 21/22, the BoCC Service Desk is projected to receive over 20,000 telephone calls, 36,000 emails, and generate over 15,000 technical support 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 serves as the primary point of contact for initial technical problem resolution, access of technical information, and assistance for all IT related issues. In FY 18/19, IT implemented a mobile device management solution to address the growing number of smartphones and tablets. The Service Desk has continued to improve the capabilities and security settings within this system and now manages 1,200 iOS devices.
2. Security Enhancement: In FY 19/20, IT implemented a microsegmentation architecture within the BoCC environment. This implementation included installing a pair of redundant firewalls between the end user network and the data center. Adding these internal firewalls significantly reduces the County's exposure to malware and ransomware attacks by monitoring and restricting traffic accessing the County's data and applications.
3. Open Environment: The Cisco Network Core Switch and HP Storage Area Network continue to be leveraged to virtualize servers for both the BoCC and Public Safety. The virtualized servers have been incorporated into the BoCC Disaster Recovery plan, which has lowered Public Safety's server replacement capital expenditures. The Brice Data Center was incorporated into the County server infrastructure.
4. Open Environment: In FY 19/20, IT completed a migration of all PCs to Windows 10 and all servers to modern Server 2012 R2 or newer. This migration project eliminated older versions of Microsoft's Windows and Server OS before they reached end of life.
5. Vision: IT continues to pursue and deploy infrastructure improvements in both redundant links and hardware to increase resiliency in the face of recent natural disasters. IT will also begin the process of evaluating and/or moving selected Tier I applications to a cloud computing environment where applicable.

This Program is: **Not Mandated ()** **Mandated:** **Federal ()** **State (X)** **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 1,250 cellular devices
- 3 Quickly, efficiently, and remotely resolve network and PC issues to reduce downtime and increase productivity, R.O.I., and RTO
- 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 ongoing regular training to increase skill levels in the latest technology and best practices for networking security and desktop application delivery

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Effectiveness Indicators:					
# of high priority service calls received	4	305	200	300	300
# of medium priority service calls received	4	2,441	3,500	3,500	3,700
# of spam emails blocked	4,5,6	13,632,108	6,300,000	14,000,000	14,000,000
# of valid emails processed	1	2,816,968	900,000	3,000,000	3,000,000
% SPAM received vs valid email	1	85%	90%	90%	90%
Number of calls received at the Service Desk		24,021	19,000	19,000	19,500
Effectiveness Indicators:					
% Of Time High Priority Service requests were responded to in 1 business day	1,2,4	88%	90%	90%	90%
% Of Time Medium Priority Service requests were responded to in 3 business days	1,2,4	25%	90%	90%	90%
% of "Abandoned" calls to the Service Desk	1	27	10%	10%	10%
% of time e mail available during business hours	1,2,4,6	99.67%	99%	99%	99%
% of time internet available during business hours	1,2,4,6	99.99%	99%	99%	99%

Technical Services

Significant Changes

* Continued improvement in project and work ticket tracking through FY 19/20 have allowed for more accurate forecasting of workload in FY 20/21 and beyond, which are reflected in the performance measures above

* Standardization of PC environment on Windows 10 and Office 365 provides a consistent environment to users on any County PC.

* MDM deployment allows for standardization and streamlining of mobile device deployment and management. The number of devices supported has grown by 500% over the previous five years, with no increase in support staff.

* Implementation and deployment of Veeam, the County's new backup automation software, has significantly increased the speed and availability of backups of critical infrastructure in case of data loss or emergency.

* Installation of new microsegmentation firewalls isolate the County's data and servers from County PCs, reducing the chance of a malware/ransomware attack.

Challenges for FY 21/22

* Continued implementation of cloud/hosted software solutions like Office 365, Oracle SaaS, and Accela in the Cloud, and the testing of cloud infrastructure as an alternate or enhancement of on-premise implementations.

* Retaining and recruiting qualified staff in an increasingly competitive job market.

* Increased focused on reducing the impact of malicious actors and malware on County operations

Mandate Information:

Florida State Statute, Title XIX Chapter 282; This Statute is to establish and publish information technology architecture standards to provide guidelines for the most efficient use of information technology resources and to ensure compatibility, security, and alignment with the needs of the agencies.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	23.65	24.00	27.40	27.40
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Utilities Operating Funds	10,347	60,646	67,400	69,891
Information Technology Fund	508,741	0	0	0
Cash/Fund Balance Forward	0	(608,802)	271,248	51,439
Interfund Transfer	12,382	608,802	196,000	0
Internal Service Funds	4,355,869	5,757,020	6,239,425	6,446,034
Miscellaneous	3	0	0	0
Total Program	4,887,342	5,817,666	6,774,073	6,567,364
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Utilities Operating Funds	10,347	60,646	67,400	69,891
Information Technology Fund	4,876,995	5,757,020	6,706,673	6,497,473
Total Program	4,887,342	5,817,666	6,774,073	6,567,364
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	2,075,255	2,249,014	2,638,755	2,736,767
Operating Expenses	2,369,720	2,204,052	2,415,282	2,578,370
Capital Expenses	442,367	1,364,600	1,657,897	1,200,788
Interfund Transfers	0	0	10,700	0
Reserves	0	0	51,439	51,439
Total Program	4,887,342	5,817,666	6,774,073	6,567,364

Telecommunications Services

Program Number:	120
Result Area:	Good Government
Division:	Information Technology
Section:	N/A

I. Program Offer Description:

Administration and oversight of the telephone network for the Polk County Board of County Commissioners, Clerk of Court, Judiciary Administration, State Attorney, Public Defender, Property Appraiser, Sheriff's Office, and Tax Collector. This program includes telephone support for six large NEC voice servers, five medium-sized NEC voice servers, 34 small NEC voice servers that comprise approximately 5,375 telephones, 1,052 telephone lines, and 12 call centers.

Mandate Information: Florida State Statute, Title V – Judicial Branch, Chapter 29 – Court System Funding, 29.008 County funding of Court-Related Functions. The County must provide funding for the cost of communications services for the circuit and county courts, public defenders' offices, state attorneys' offices, guardian ad litem offices, and the offices of the circuit and county courts performing court related functions.

II. Contribution to Result:

The Telecommunication Services Program contributes to the Good Government results area by:

- 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. Telecommunications worked to keep service outages to a minimum and to keep with the highest industry standard for overall downtime. The investment in training has eliminated the primary need for vendor service support contracts. By utilizing in-house trained resources, the turnaround time to address issues was reduced and outside vendor support costs were minimized.
- Asset Management:** An ongoing Internal Services fund for telephones now averaging \$400,000 annually began as a CIP project in 1996 and allowed strategically-planned upgrades and replacements for all major phone systems over their projected life cycle. IT is currently focused on eliminating end-of-life NEC phone systems with newer, more robust equipment. These newer PBXs leverage virtualization to streamline backups and system upgrades.
- Open Environment:** Through staff and vendor research, IT has made a strategic decision to continue to maintain the NEC platform. As VoIP technologies have provided more robust disaster recovery options and better architecture to protect against PBX failures, IT has been able to move towards consolidating and simplifying the BoCC telephone infrastructure. In FY 15/16, the PBX and voicemail in the Bartow Courthouse were replaced, and the new PBX and voicemail were designed to serve as a new communications hub. In FY 17/18, IT expanded VoIP throughout the East Bartow campus as well as expanded the PBX at the EOC to include advanced call center functionality which has handled calls for pandemic related relief in FY 19/20 and FY 20/21. In FY 18/19, IT consolidated phone service in downtown Bartow, converting what was once four PBXs and voicemail servers down to one voice server and one voicemail server, which has reduced annual maintenance costs and simplified support. In FY 19/20, IT added the Roads and Drainage campus to the Downtown Bartow system to further consolidate and reduce costs. Telecom is testing the viability of Contact Centers as a Service as a means to give greater flexibility to providing customer service to residents.
- Organizational Communications:** Telecommunications continues following the process of eliminating obsolete PBX systems by combining them using VoIP with updated voice servers. Since FY 13/14, thirty PBXs have been upgraded to current hardware and Voice over IP 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. In FY 16/17, VoIP trunking was installed on many on premises voice servers beyond the Bartow network, expanding extension-to-extension dialing to now include Utilities Administration, Roads and Drainage, and the Utilities Wastewater Treatment Plants.
- Employment Competency:** The Division educates and promotes Telecommunication's staff development and retention through ongoing technical certification training on all supported systems and latest infrastructure standards and industry best practices. A learning environment embracing new technologies has been created where junior technicians are mentored by senior staff and management.

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

III. Performance Objectives:

- 1 Provide support for six large NEC phone systems, five medium, and 34 smaller NEC phone systems including approximately 5,375 telephones and 12 call centers
- 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

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Efficiency Indicators:					
Technical support staff ratio to service request	1,2	1:472	1:435	1:375	1:375
Training hours per technical staff	3	25	40	40	40
# of New PBX Systems to be replaced/upgraded this fiscal year	1	4	5	5	5

Significant Changes

There are no significant changes for this program.

Telecommunications Services

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	6.85	6.55	6.85	6.85
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Cash/Fund Balance Forward	0	492,992	433,290	224,087
Interfund Transfer	3,850	0	0	0
Internal Service Funds	1,481,820	1,458,606	1,521,502	1,546,479
Miscellaneous	28	0	0	0
Total Program	1,485,698	1,951,598	1,954,792	1,770,566
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Information Technology Fund	1,485,698	1,951,598	1,954,792	1,770,566
Total Program	1,485,698	1,951,598	1,954,792	1,770,566
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	650,569	632,939	685,933	711,667
Operating Expenses	442,633	405,667	435,569	434,812
Capital Expenses	232,326	420,000	431,703	400,000
Interfund Transfers	0	227,424	177,500	0
Reserves	0	265,568	224,087	224,087
Total Program	1,325,528	1,951,598	1,954,792	1,770,566

Claims Management

Program Number:	133
Result Area:	Good Government
Division:	Risk Management
Section:	N/A

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 Clinic, has significantly decreased lost time from work due to on-the-job injuries. The experience modifier has remained very stable over the last ten years, contributing to favorable excess workers' compensation premiums.

PERFORMANCE AND COMMUNICATIONS

* The workers' compensation experience modifier is consistently under 1.0, indicating a favorable loss ratio.

*Automobile and General Liability claims, based on the Actuarial Study, have come in significantly lower than the projections indicated. Claims are consistently lower than budgeted.

*Less than 6% of all claims result in litigation, which is extremely low.

RESPONSIBLE VISIONARY LEADERSHIP

* Claims works closely with Safety in identifying and mitigating future risks, based on claims losses and experience.

ACCOUNTABILITY AND COMPLIANCE

* Both employees of the Claims Management area are State of Florida Licensed Insurance Adjusters with board certifications in workers' compensation.

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

*The Claims Manager has over 28 years of adjusting experience. In addition the workers' compensation specialist has over 20 years of adjusting experience. In the latter part of 2018 Risk Management contracted a third party administrator to handle the general liability and auto liability claims.

* 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, and 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

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
Number of General Liability claims open	2,4	58	100	100	100
Number of General Liability claims closed	2,4	46	100	100	100
Number of Automobile Liability claims open	2,4	56	100	100	100
Number of Automobile Liability claims closed	2,4	45	100	100	100
Number of Property Damage claims open	2,4	42	100	100	100
Number of Property Damage claims closed	2,4	42	100	100	100
Number of Workers' Comp. claims received	3	773	1000	1000	1000
Number of Workers' Comp. claims processed	1,3,4	485	550	550	550
Number of Automobile Subrogation Claims Open	1,2	39	90	90	90
Number of Automobile Subrogation Claims Closed	1,2	28	90	90	90
Number of Property Damage Subrogation Claims Open	1,2	74	110	100	100
Number of Property Damage Subrogation Claims Closed	1,2	56	150	100	100
Effectiveness Indicators:					
Average cost per workers' comp claim in comparison to Benchmark of \$15,279 for FY 19/20	1,3,4	7,053	9000	9000	9000
Percentage of Auto and General Liability claims compared to County budget	2,4	0.10%	0.10%	0.10%	0.10%
Workers comp experience modification factor	1,3,4	0.81	0.80	0.73	0.73
% of General Liability claims resulting in lawsuits	2,4	5.00%	5.00%	5.00%	5.00%
Efficiency Indicators:					
Average cost per \$100 of Payroll in comparison to benchmark of \$0.76 for Workers Compensation	1,3,4	\$0.82	\$1.21	\$1.18	\$1.14

Claims Management

Significant Changes				
There are no significant changes for this program.				

Personnel:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents		2.00	2.00	2.00	2.00
Funding Sources:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy		3,384,955	4,749,469	4,789,971	4,796,528
Miscellaneous		80,104	300,000	300,000	300,000
Total Program		3,465,059	5,049,469	5,089,971	5,096,528
Revenue by Fund:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund		3,465,059	5,049,469	5,089,971	5,096,528
Total Program		3,465,059	5,049,469	5,089,971	5,096,528

General Insurance

Program Number:	135
Result Area:	Good Government
Division:	Risk Management
Section:	N/A

I. Program Offer Description:

General Insurance identifies and evaluates property and casualty risks and mitigates, transfers, and/or insures the risks at the most cost effective levels for the residents 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 residents of Polk County, from adverse financial consequences and ensures the continuous operation of County government.

II. Contribution to Result:

The General Insurance area of Risk Management contributes to the Good Government results area by:

TRUST IN GOVERNMENT

* Loss exposures are insured through an excess insurance program with a self-insured retention. This insurance protects the residents from adverse financial consequences and ensures the continuous operation of County government.

PERFORMANCE AND COMMUNICATIONS

* Workers' Compensation excess premiums have held steady due to multi year insurance policies, a favorable experience modifier, and proper claims handling.

* Casualty premiums have remained very stable over a five year period despite the County's increased exposures. The Risk Management Division is very aggressive in handling casualty insurance claims in order to protect the funds for the residents of Polk County. Also, reductions in losses for all coverage may be attributed to a rigorous safety program.

*The property insurance market continues to harden as part of a multi-year national insurance cycle. Continued rising rates present a challenge to the insurance program to maintain the bottom line, necessitating limit decreases in 2018, 2020, and 2021, as well as a self-insured retention increase in 2019 in order to maintain reasonable premium increases. In 2020, Risk Management and the County insurance broker did a benchmark comparison study on coverage limits purchased by other local counties and cities as well as a rate comparison. Polk County had the second-lowest property insurance rates among the 12 other local entities reviewed.

*Cyber Liability insurance coverage continues to skyrocket nationally. Large premium increase are based on a number of factors, many of which are out of the control of the BoCC and Constitutional Offices. Local governments have seen a significant increase in cyber-attacks, including many in Florida. Cyber insurers viewed the sudden rush to work from home nationally due to COVID as a negative as relates to cyber security. Locally, the BoCC, Sheriff's Office, and Tax Collector have all utilized the coverages and resources of the cyber policy, which negatively affects the loss history.

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 Administers the Risk Management Insurance System to include notices, claims, and reports

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
Number of insurance applications prepared	1,4	62	26	26	26
Number of contracts and lease agreements received and reviewed	2	200	250	250	250
Number of insurance certificates processed and created self-insured letters	3,4	200	200	200	200
Number of County facilities (both owned and leased)	1	1,506	1,370	1,510	1,515
Effectiveness Indicators:					
The primary indicator for this program relates to the cost of procurement of excess insurance for the property/casualty program.	1,4	\$502,912	502,912	517,308	530,000
General Liability	1,4	\$1,778,461	1,766,987	1,854,115	2,039,526
Commercial Property Program	1,4	\$267,081	250,097	275,045	275,000
Workers Compensation Excess	1,4				
Efficiency Indicators:					
% cost of insurance difference from prior year	1,4	-6.45%	-0.19%	9.62%	6.56%
Cost of Insurance per Capita GENERAL LIABILITY	1,4	\$0.73	\$0.73	\$0.74	\$0.73
Commercial Property Program	1,4	\$2.59	\$2.57	\$2.64	\$2.83
Workers Compensation Excess	1,4	\$0.39	\$0.40	\$0.39	\$0.38

Significant Changes

There are no significant changes for this program.

General Insurance

Personnel:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents		0.00	0.00	0.00	0.00
Funding Sources:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy		2,973,014	3,111,994	3,406,693	3,629,696
Total Program		2,973,014	3,111,994	3,406,693	3,629,696
Revenue by Fund:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund		2,973,014	3,111,994	3,406,693	3,629,696
Total Program		2,973,014	3,111,994	3,406,693	3,629,696
Appropriations:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Operating Expenses		2,973,014	3,111,994	3,406,693	3,629,696
Total Program		2,973,014	3,111,994	3,406,693	3,629,696

Occupational/Employee Health Services

Program Number:	138
Result Area:	Good Government
Division:	Risk Management
Section:	N/A

I. Program Offer Description:

Provide work-related medical management promoting a healthy workforce, healthy environment, and healthy employees utilizing the on-site Employee Health Clinic. The clinic is the primary site for performing physicals and the diagnostic tests associated with various job descriptions at no cost to the candidate or the division. Provides medical treatment for the majority of most occupational injuries. Services provided include drug free workplace program, infection control, primary care and mandated annual medical screening, and substance abuse testing. Workplace Drug and Alcohol testing program falls under the rules Federal 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 Federal 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 lower costs than the private sector. The clinic is the primary site for treatment for the majority 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.

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, breath 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 ()
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III. Performance Objectives:

1	Diagnosis, treatment, and medical management of occupational and environmental injuries or illnesses
2	Number of physical examinations performed
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

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
Number of Workers' Compensation visits	1,5	376	500	500	500
Number of physical examinations performed	2,4	1,019	1,500	1,545	1,591
Number of diagnostic screens	1,2,3,4,5	338	2,000	2,000	2,000
Number of all lab work collected	1-6	829	1,500	1,500	1,500
Number of vaccines	5	88	300	200	200
Effectiveness Indicators:					
% of injured employees treated	1,5	90%	80%	90%	90%
% of vaccines admin. vs industry	1,5	85%	80%	85%	85%
% of pre-employment exams completed vs industry	1,2,3,4	100%	100%	100%	100%
Efficiency Indicators:					
Total cost saving of medical services provided	1-5	\$380,000	\$450,000	\$450,000	\$450,000
% of cost savings for vaccines admin vs industry	1,5	46%	80%	40%	40%
% of cost savings for physical exams performed	1-5	67%	80%	60%	60%

Occupational/Employee Health Services

Significant Changes

There are no significant changes for this program.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	0.15	0.15	0.15	0.15
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	355,096	358,262	369,648	369,930
Miscellaneous	42	0	0	0
Total Program	355,138	358,262	369,648	369,930
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	355,138	358,262	369,648	369,930
Total Program	355,138	358,262	369,648	369,930
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	8,375	10,402	7,628	7,910
Operating Expenses	346,763	347,860	362,020	362,020
Total Program	355,138	358,262	369,648	369,930

Safety

Program Number:	134
Result Area:	Good Government
Division:	Risk Management
Section:	N/A

I. Program Offer Description:

Residents 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 residents' 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. The division does 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

* The Program has developed relationships with the Constitutional offices and municipalities. This improved level of communications enhances the 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 residents. The hallmark of the program is to continue to volunteer for new duties and assignments that preserve resources as trust is sought.

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 and 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 and safety requirements for contractors that ensure compliance with OSHA, EPA, and DOT

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
Incidents investigated	2,4,6	140	190	190	190
Inspections	1,2,6	55	40	40	40
Defensive Driving Classes	3,4	24	32	32	32
Training classes	3,4,5	71	65	65	65
Committee meetings	1,3,4,7	44	48	48	48
Safety training programs developed	3,4	-	N/A	N/A	N/A
Safety training program assessments	3,4	1	N/A	N/A	N/A
Effectiveness Indicators:					
% Reduction in Workers' Compensation Claims	1,2,3,4	-4%	1%	1%	1%
% reduction in vehicle collisions from previous year	1,2,3,4	27%	10%	10%	10%
Efficiency Indicators:					
Safety cost per employee	1,2,3,2	\$44.78	\$46.84	\$49.66	\$52.03

Safety

Significant Changes

"Incidents Investigated" is down 27% due to fewer incidents during last fiscal year. Second DDC was down because of the COVID shutdown, Safety coordinators were not able to conduct classes as they usually do. They also held off until the the NSC curriculum began.

Personnel:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents		2.00	2.00	2.00	2.00
Funding Sources:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy		192,567	201,400	214,160	224,814
Total Program		192,567	201,400	214,160	224,814
Revenue by Fund:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund		192,567	201,400	214,160	224,814
Total Program		192,567	201,400	214,160	224,814
Appropriations:		Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses		158,294	165,781	172,627	178,878
Operating Expenses		34,273	35,619	41,533	45,936
Total Program		192,567	201,400	214,160	224,814

Employee Health Insurance

Program Number:	140
Result Area:	Good Government
Division:	Risk Management
Section:	N/A

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 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. 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 lab work/service, exams, check-ups, annual physicals, and treatment for non-work related illnesses and injuries. In addition, plan members with a prescription for certain radiology services can obtain this services from County approved radiology providers. 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 ()
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III. Performance Objectives:

- 1 Contain health insurance costs or the rate of premium increases through effective design changes, wellness initiatives, and data
- 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 for which an employee may not ordinarily consult a physician

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of contracts for active employees	2	3,767	3,762	3,781	3,781
# of contracts for self-insured retired employees	2	457	459	435	435
# of contracts for medical advantage employees	2	1,028	1,051	1,090	1,126
Medical claims paid	1	\$39.5M	\$44.1M	\$49.6M	\$50.3M
Prescription claims paid	1	\$12.1M	\$13.5M	\$14.1M	\$15.1M
Effectiveness Indicators:					
% decrease of Emergency Room Visits per 1,000	1,3,4	-18%	-2%	-2%	-2%
Health risk assessments completed as a % of eligible population	1,3	20%	75%	75%	75%
Routine Physical completed as a % of eligible population	1,3	20%	75%	75%	75%
Efficiency Indicators:					
Cost of Employee Health Services	1,3,4	\$1,614,694	\$2,027,451	\$2,040,333	\$2,073,200
Administrative costs as a % of direct health plan expenses	1,2	6.40%	6.76%	6.66%	6.59%
Medical PEP	1	\$780	\$872	\$980	\$994
Rx PEP	1	\$240	\$266	\$278	\$298

Significant Changes

Health Insurance claim cost increased significantly during calendar year 2020, primarily driven by high cost claimants. Outpatient behavioral health visits increased 25%, and 14% more health plan members accessed BH services during 2020. The Plan is experiencing an increase in the telemedicine utilization, which helps to reduce the physician, urgent care, and ER visits. A 5% increase in premiums is projected for FY 22/23.

Employee Health Insurance

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	2.55	2.55	2.55	2.55
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	3,252	0	0	0
Employee Health Insurance Fund	0	1,599,913	6,292,025	5,015,431
Fines And Forfeitures	91	0	0	0
Interfund Transfer	1,001,544	0	0	0
Internal Service Funds	62,468,922	66,113,443	67,983,108	71,193,136
Miscellaneous	170,763	22,000	22,000	22,000
Others (Residuals)	1,000,000	0	0	0
Total Program	64,644,572	67,735,356	74,297,133	76,230,567
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	3,252	0	0	0
Employee Health Insurance Fund	64,641,320	67,735,356	74,297,133	76,230,567
Total Program	64,644,572	67,735,356	74,297,133	76,230,567
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	169,231	185,484	175,212	181,687
Operating Expenses	60,382,488	67,317,057	73,794,146	75,721,105
Capital Expenses	0	0	6,000	6,000
Indirect Expense	167,763	232,815	321,775	321,775
Total Program	60,719,482	67,735,356	74,297,133	76,230,567

Volunteer Polk

Program Number:	130
Result Area:	Good Government
Division:	Health and Human Services
Section:	Health and Human Services/Community Relations/Volunteer Polk

I. Program Offer Description:

Volunteer Polk provides a mechanism for extending County services through the utilization of volunteer resources of time and talent. Effective management and oversight of these resources for the BoCC results in a positive fiscal impact and improved community relations while mitigating organizational risk.

II. Contribution to Result:

1. Volunteer Polk Manager provides professional volunteer administration utilizing accepted volunteer management industry standards, and managerial oversight for volunteers engaged in volunteering throughout the County's programs including volunteers, interns, advisory members, etc. Volunteer Polk mitigates risk for the County by adhering to compliance with governing policies, local, state, and federal laws, providing background screens, utilizes a volunteer handbook outlining policies/procedures, and maintains records of volunteers and their activities.
2. Volunteer Polk demonstrates fiscal accountability to residents by providing opportunities for involvement and cost saving measures for the BoCC and recognizes the achievements made by volunteers in support of BoCC activities.
3. Volunteer Polk promotes positive interactions between residents and local government by providing the opportunity to participate and become part of the solution to problems or barriers and extend the capabilities of County programs.
4. Volunteering empowers individuals to gain valuable job skills enriching the local workforce with high-quality employees while providing services to the County.
5. RSVP volunteers engage volunteers 55 years and older in activities which demonstrate measureable impact in the areas of health, nutrition, housing, K-12 and adult education, and disaster education throughout Polk County supporting the BoCC and area non-profit agencies.
6. Volunteer Polk employs the same high volunteer administration standards as the lead agency for coordinating Disaster volunteers and donations to process and utilize volunteers and donated resources to assist Polk County in recovery following disaster. Program leadership staff is trained in Volunteer Disaster Management and is responsible for screening, deploying, and documenting response volunteers to support recovery efforts. The documentation of disaster volunteers enables the County to recover funds from FEMA to aid in the recovery of tax dollars used in response and recovery.
7. Studies show that volunteering helps stave off depression, increases life satisfaction, boosts well-being, and increases longevity. This contributes to a healthier and more vibrant community to live, work, and play.

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

III. Performance Objectives:

- 1 Expand BoCC program operations/outreach beyond budget limits to meet community needs through volunteer engagement
- 2 Contribute to advancement of Polk's economic development through volunteer engagement and creation of a skilled workforce
- 3 Support BoCC's Emergency Disaster Plan as Lead Agency for Volunteers & Donations
- 4 Promote community involvement and government/resident relationships
- 5 Demonstrate good government & stewardship through collaboration with community partners and resources
- 6 Improve the quality of life for Polk residents to live, work, and play through utilization of volunteer services

IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Proposed FY 21/22	Plan FY 22/23
Workload Indicators:					
# of volunteers/Interns for BoCC	1-6	1,642	1,500	1,500	1,500
# of volunteer hours reported in support of BoCC programs	1-6	56,428	80,000	80,000	80,000
# of recruitment/PR events/presentations	1-6	26	15	15	15
# of disaster related meetings/calls/events	1-6	43	5	5	5
# of Volunteer Polk referrals to community partners	1-6	51	200	200	200
Effectiveness Indicators					
% of volunteers impacting quality programming for BoCC programs	1-6	100	98	98	98
% of staff trainend in volunteer and disaster volunteer administration	1-6	100	98	98	98
Efficiency Indicators					
\$ Extension of services provided to the BoCC	1-6	\$1,267,329	\$900,000	\$900,000	\$900,000
\$ Extension of services by RSVP volunteers	1-6	\$230,629	\$200,000	\$200,000	\$200,000
\$ Spent on lawsuits or non-compliance penalties/fines	1-6	\$0	\$0	\$0	\$0

Significant Changes

COVID results in extra health and safety precautions and the creation of more virtual interaction and assignments. Not all programs are utilizing volunteers during Covid or are using them in limited capacity.

Volunteer Polk

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	3.00	3.00	3.00	3.00
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	111,413	144,511	116,458	119,173
Special Revenue Grants	10	0	0	0
Interfund Transfer	16,439	39,014	46,728	51,847
Intergovernmental	87,021	103,597	93,244	93,244
Others (Centrl I/D Inkind/Othr)	53,216	50,000	46,156	46,156
Total Program	268,099	337,122	302,586	310,420
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	111,413	144,511	116,458	119,173
Special Revenue Grants	156,686	192,611	186,128	191,247
Total Program	268,099	337,122	302,586	310,420
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	177,015	212,103	193,574	201,109
Operating Expenses	37,868	75,019	62,856	63,155
InKind Expense	53,216	50,000	46,156	46,156
Total Program	268,099	337,122	302,586	310,420

Court Administration

Program Number:	261
Result Area:	Good Government
Division:	Courts
Section:	N/A

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.

Florida Statute 29.008 County funding of court-related functions.—

(1) Counties are required by s. 14, Art. V of the State Constitution to fund the cost of communications services, existing radio systems, existing multiagency criminal justice information systems, and the cost of construction or lease, maintenance, utilities, and security of facilities for the circuit and county courts, public defenders' offices, state attorneys' offices, guardian ad litem offices, and the offices of the clerks of the circuit and county courts performing court-related functions. For purposes of this section, the term "circuit and county courts" includes the offices and staffing of the guardian ad litem programs, and the term "public defenders' offices" includes the offices of criminal conflict and civil regional counsel. The county designated under s. 35.05(1) as the headquarters for each appellate district shall fund these costs for the appellate division of the public defender's office in that county.

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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Workload Indicators:					
# of computer work orders annually	1	1,500	1,200	1,500	1,500
# of PCs to maintain and update	1	500	400	500	500
# of relief judges utilized	2	17	17	17	17
# of court programs managed	3	24	24	24	24
# of co-parenting classes	4	13	11	12	12
# of AIM classes	4	4	23	23	23
# of family mediations scheduled	4	1,238	1,500	1,500	1,500
# of dependency mediations scheduled	4	60	275	250	250
Effectiveness Indicators:					
average # of work orders resolved within timeframe	1	1,400	1,100	1,400	1,400
# of people attending co-parenting classes	4	99	300	120	120
# of people attending AIM classes	4	35	400	300	300
average # of PCs replaced/upgraded each year	1	200	40	100	100
Efficiency Indicators:					
% of court docket in compliance with time standards	2	100%	100%	100%	100%

Court Administration

Personnel:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Full Time Equivalents	20.00	20.00	21.00	21.00
Funding Sources:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
General Fund Subsidy	1,458,402	1,680,689	1,737,371	1,719,281
Cash/Fund Balance Forward	0	649,329	732,441	447,356
Charges For Services	4,655	9,624	4,422	4,422
Miscellaneous	265,210	265,460	281,136	290,156
Total Program	1,728,267	2,605,102	2,755,370	2,461,215
Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
General Fund	1,728,267	2,605,102	2,755,370	2,461,215
Total Program	1,728,267	2,605,102	2,755,370	2,461,215
Appropriations:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Personal Services Expenses	1,086,225	1,136,490	1,224,357	1,265,287
Operating Expenses	557,550	1,368,612	1,431,013	1,095,928
Capital Expenses	84,492	100,000	100,000	100,000
Total Program	1,728,267	2,605,102	2,755,370	2,461,215

Law Library

Program Number:	263
Result Area:	Good Government
Division:	Courts
Section:	N/A

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.

FS. 29.008 County funding of court-related functions.—

(1) Counties are required by s. 14, Art. V of the State Constitution to fund the cost of communications services, existing radio systems, existing multiagency criminal justice information systems, and the cost of construction or lease, maintenance, utilities, and security of facilities for the circuit and county courts, public defenders' offices, state attorneys' offices, guardian ad litem offices, and the offices of the clerks of the circuit and county courts performing court-related functions. For purposes of this section, the term "circuit and county courts" includes the offices and staffing of the guardian ad litem programs, and the term "public defenders' offices" includes the offices of criminal conflict and civil regional counsel. The county designated under s. 35.05(1) as the headquarters for each appellate district shall fund these costs for the appellate division of the public defender's office in that county.

FS. 939.185 Assessment of additional court costs and surcharges.— (1)(a)The board of county commissioners may adopt by ordinance an additional court cost, not to exceed \$65, to be imposed by the court when a person pleads guilty or nolo contendere to, or is found guilty of, or adjudicated delinquent for, any felony, misdemeanor, delinquent act, or criminal traffic offense under the laws of this state. Such additional assessment shall be accounted for separately by the county in which the offense occurred and be used only in the county imposing this cost, to be allocated as follows:

1. 25% of the amount collected shall be allocated to fund innovations, as determined by the chief judge of the circuit, to supplement state funding for the elements of the state courts system identified in s. 29.004 and county funding for local requirements under s. 29.008(2)(a)2.
2. 25% of the amount collected shall be allocated to assist counties in providing legal aid programs required under s. 29.008(3)(a).
3. 25% of the amount collected shall be allocated to fund personnel and legal materials for the public as part of a law library.
4. 25% of the amount collected shall be used as determined by the board of county commissioners to support teen court programs, except as provided in s. 938.19(7), juvenile assessment centers, and other juvenile alternative programs.

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 FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<i>Workload Indicators:</i>					
# of supplements, advance sheets, and loose leaf materials added to collection per month	1	3,600	3,600	3,600	3,600
# of library visitors	1	21,608	21,608	30,000	40,000
# of electronic library visitors	1	30,000	30,000	30,000	30,000

Law Library

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full Time Equivalents	2.00	2.00	2.00	2.00
Funding Sources:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	213,928	229,795	224,810	225,758
Charges For Services	137,382	140,831	142,943	145,088
Miscellaneous	4,036	5,448	5,448	5,448
Total Program	355,346	376,074	373,201	376,294
Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	355,346	376,074	373,201	376,294
Total Program	355,346	376,074	373,201	376,294
Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	104,399	106,074	103,201	106,294
Operating Expenses	250,947	270,000	270,000	270,000
Total Program	355,346	376,074	373,201	376,294

Clerk of the 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	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Operating Expenses	316,278	416,777	433,385	439,411
Constitutional Officers-Budget Transfers	5,247,286	5,447,052	5,646,461	5,826,422
Total Department	5,563,564	5,863,829	6,079,846	6,265,833
Revenue Summary:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
General Fund Subsidy	2,618,577	4,915,312	5,131,329	5,317,316
Licenses & Permits	12,935	8,617	8,617	8,617
Miscellaneous Revenue	34,686	39,900	39,900	39,900
Others (Centrl I/D Inkind/Othr)	0	0	0	0
Others (Residuals)	2,897,366	900,000	900,000	900,000
Total Department	5,563,564	5,863,829	6,079,846	6,265,833
Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
General Fund	5,563,564	5,863,829	6,079,846	6,265,833
Total Department	5,563,564	5,863,829	6,079,846	6,265,833
Personnel:	Actual	Budget	Adopted	Plan
	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Full-Time Equivalents	44.00	44.00	45.00	45.00

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 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Operating Expenses	87,697	108,038	109,814	111,840
Constitutional Officers-Budget Transfers	9,625,879	10,018,626	10,556,614	11,084,472
Total Department	9,713,576	10,126,664	10,666,428	11,196,312

Revenue Summary:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	6,658,646	7,402,384	7,666,208	8,056,085
Leisure Services MSTU Funds	419,794	451,086	473,756	497,445
Libraries MSTU Funds	157,564	169,308	177,816	186,708
Rancho Bonito MSTU Fund	289	329	329	329
Transportation Millage Fund	1,379,288	1,485,634	1,708,143	1,793,557
Emergency Medical Millage Fund	313,476	337,644	355,863	373,658
Stormwater MSTU	74,709	80,279	84,313	88,530
General Capital Improvement Funds	156,738	0	0	0
Miscellaneous	0	0	0	0
Others (Residuals)	553,072	200,000	200,000	200,000
Total Department	9,713,576	10,126,664	10,666,428	11,196,312

Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	7,211,718	7,602,384	7,866,208	8,256,085
Leisure Services MSTU Funds	419,794	451,086	473,756	497,445
Libraries MSTU Funds	157,564	169,308	177,816	186,708
Rancho Bonito MSTU Fund	289	329	329	329
Transportation Millage Fund	1,379,288	1,485,634	1,708,143	1,793,557
Emergency Medical Millage Fund	313,476	337,644	355,863	373,658
Stormwater MSTU	74,709	80,279	84,313	88,530
General Capital Improvement Funds	156,738	0	0	0
Total Department	9,713,576	10,126,664	10,666,428	11,196,312

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full-Time Equivalents	111.00	111.00	112.00	112.00

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 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	351,803	431,343	475,604	491,755
Operating Expenses	259,884	520,430	520,430	412,430
Capital Expenses	67,463	32,000	32,000	32,000
Total Department	679,150	983,773	1,028,034	936,185

Revenue Summary:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	679,150	983,773	920,034	936,185
Miscellaneous Revenue	0	0	108,000	0
Total Department	679,150	983,773	1,028,034	936,185

Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	679,150	983,773	1,028,034	936,185
Total Department	679,150	983,773	1,028,034	936,185

As described in Florida Statutes, Chapter 27, salaries for the Public Defender are paid by the State of Florida.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full-Time Equivalent	8.00	6.00	6.00	6.00

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 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services Expenses	5,288	0	0	0
Operating Expenses	981,146	1,104,146	1,110,379	1,135,805
Capital Expenses	6,673	76,000	76,000	76,000
Reserves	0	50,000	100,000	150,000
Total Department	993,107	1,230,146	1,286,379	1,361,805

Revenue Summary:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	991,507	1,180,146	1,186,379	1,211,805
Cash/Fund Balance Forward	0	50,000	100,000	150,000
Miscellaneous	1,600	0	0	0
Total Department	993,107	1,230,146	1,286,379	1,361,805

Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	993,107	1,230,146	1,286,379	1,361,805
Total Department	993,107	1,230,146	1,286,379	1,361,805

As described in Article V of the State Constitution and Section 29.008 Florida Statutes, it is the full responsibility of the 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 (FTEs) in FY 05/06; and then added four Technology FTE positions since then, bringing the total to eight FTEs for the SAO in the Tenth Judicial Circuit.

Personnel:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full-Time Equivalent	8.00	8.00	8.00	8.00

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 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Personal Services	2,710,907	2,784,955	2,863,660	3,033,699
Operating Expenses	2,175,710	2,030,447	2,369,031	2,321,008
Capital Expenses	135,360	35,700	17,500	24,500
Transfers	4,520	0	0	0
Total Department	5,026,497	4,851,102	5,250,191	5,379,207
 Revenue Summary:	 Actual FY 19/20	 Budget FY 20/21	 Adopted FY 21/22	 Plan FY 22/23
General Fund Subsidy	450	0	0	0
Charges for Services	133,904	0	0	0
Interest	7,585	0	0	0
Interfund Transfer	7,663	109,000	0	0
Intergovernmental	78,460	0	11,799	11,799
Miscellaneous Revenue	317,837	0	66,201	66,201
Others (Residuals)	4,480,598	4,742,102	5,172,191	5,301,207
Total Department	5,026,497	4,851,102	5,250,191	5,379,207
 Revenue by Fund:	 Actual FY 19/20	 Budget FY 20/21	 Adopted FY 21/22	 Plan FY 22/23
General Fund	4,493,153	4,742,102	5,172,191	5,301,207
Special Revenue Grants	533,344	109,000	78,000	78,000
Total Department	5,026,497	4,851,102	5,250,191	5,379,207
 Personnel:	 Actual FY 19/20	 Budget FY 20/21	 Adopted FY 21/22	 Plan FY 22/23
Full-Time Equivalent	27.00	27.00	28.00	29.00

Tax Collector

Mission

The Tax Collector's Office is working to earn the public's trust and confidence by providing the best in customer services through assured quality and the efficient use of public funds.

Appropriations:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Operating Expenses	101,790	99,219	101,288	102,880
Interfund Transfers	56,381	564,052	564,052	564,052
Constitutional Office-Budget Transfer	11,716,691	12,554,610	13,488,027	13,993,581
Reserves	0	1,257,339	1,776,937	1,776,937
Total Department	11,874,862	14,475,220	15,930,304	16,437,450

Revenue Summary:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund Subsidy	7,854,400	10,957,546	10,176,111	10,580,696
Fire Rescue Funds	814,187	919,000	1,041,380	1,093,019
Leisure Services MSTU Funds	239,251	261,000	290,514	302,135
Libraries MSTU Funds	89,816	98,000	109,040	113,402
Rancho Bonito MSTU Fund	165	188	169	184
Transportation Millage Fund	785,597	856,000	1,047,459	1,089,357
Emergency Medical Millage Fund	178,294	195,000	218,221	226,950
Stormwater MSTU	42,568	47,000	51,703	53,771
General Capital Improvement Funds	89,147	0	0	0
Landfill Closure Funds	0	10,434	0	0
Universal Solid Waste Collection Funds	553,987	567,000	654,718	636,947
Cash/Fund Balance Forward	0	0	1,776,937	1,776,937
Miscellaneous	3,300	0	0	0
Others (Residuals)	1,224,150	564,052	564,052	564,052
Total Department	11,874,862	14,475,220	15,930,304	16,437,450

Revenue by Fund:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
General Fund	9,081,850	11,521,598	12,517,100	12,921,685
Fire Rescue Funds	814,187	919,000	1,041,380	1,093,019
Leisure Services MSTU Funds	239,251	261,000	290,514	302,135
Libraries MSTU Funds	89,816	98,000	109,040	113,402
Rancho Bonito MSTU Fund	165	188	169	184
Transportation Millage Fund	785,597	856,000	1,047,459	1,089,357
Emergency Medical Millage Fund	178,294	195,000	218,221	226,950
Stormwater MSTU	42,568	47,000	51,703	53,771
General Capital Improvement Funds	89,147	0	0	0
Landfill Closure Funds	0	10,434	0	0
Universal Solid Waste Collection Funds	553,987	567,000	654,718	636,947
Total Department	11,874,862	14,475,220	15,930,304	16,437,450

The budget reflected above is not the budget of the Tax Collector but 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 1 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:	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
Full-Time Equivalent	261.00	261.00	275.00	275.00