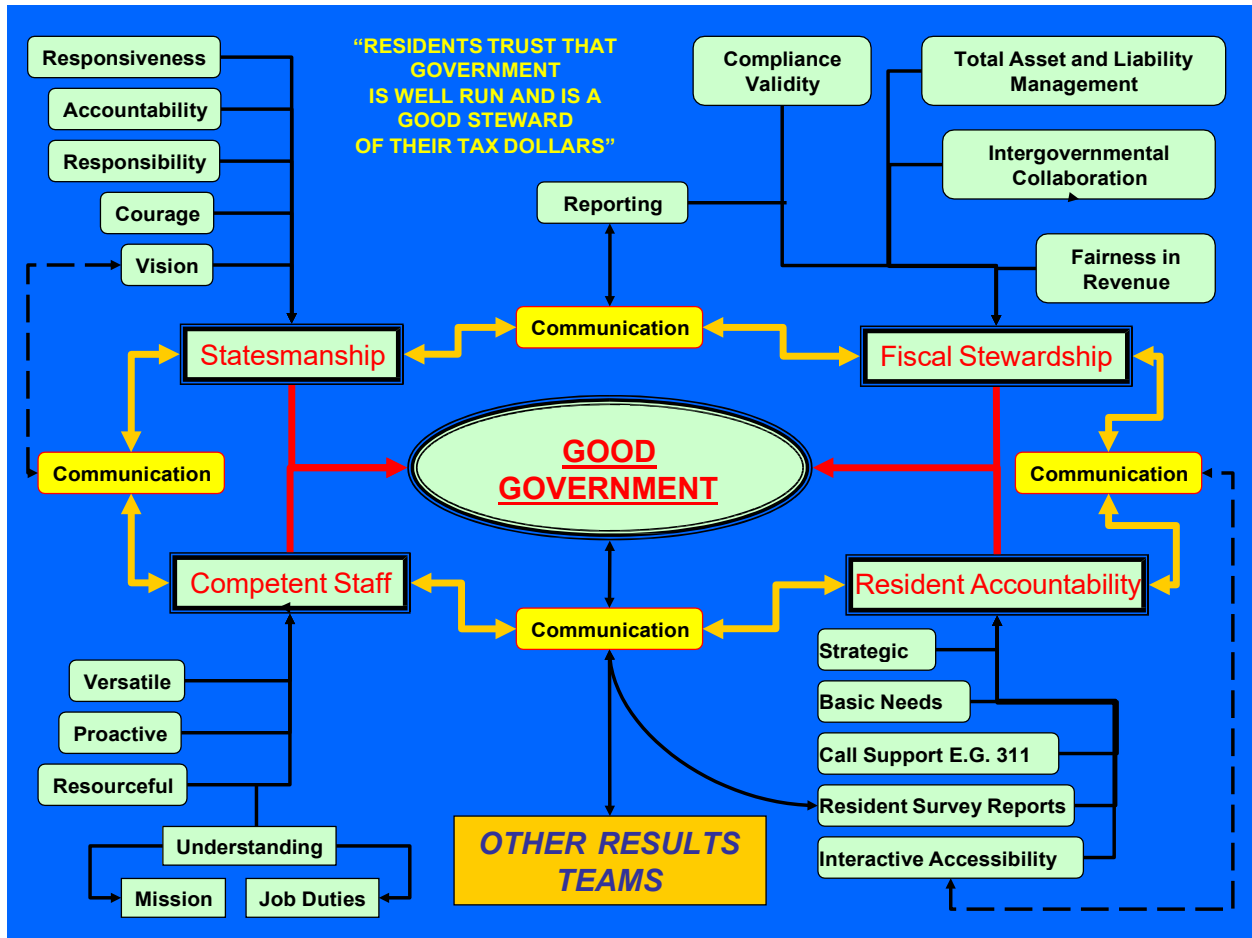


Good Government

“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 23/24			Plan FY 24/25		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Board of County Commissioners							
Board of County Commissioners Administration - 382	7.00	788,296	-	788,296	817,167	-	817,167
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
General County Administration - 386	0.00	62,548,857	100,000	62,648,857	39,040,172	-	39,040,172
General Capital Improvement - 91	0.00	-	6,500,000	6,500,000	-	-	-
Rancho Bonito - 1623	0.00	30,000	65,380	95,380	30,000	55,157	85,157
Subtotal	7.00	64,192,153	6,665,380	70,857,533	40,712,339	55,157	40,767,496
Budget and Management Services							
Budget and Management Services - 4	10.00	1,505,416	31,767	1,537,183	1,507,545	33,109	1,540,654
Subtotal	10.00	1,505,416	31,767	1,537,183	1,507,545	33,109	1,540,654
Procurement							
Procurement Administration - 395	0.00	-	-	-	-	-	-
Procurement - 131	13.00	1,550,306	261,416	1,811,722	1,605,171	272,332	1,877,503
Subtotal	13.00	1,550,306	261,416	1,811,722	1,605,171	272,332	1,877,503
Communications							
Communications - 5	12.00	1,320,524	469,998	1,790,522	1,390,475	489,816	1,880,291
PGTV - 313	7.00	963,874	-	963,874	860,368	-	860,368
Subtotal	19.00	2,284,398	469,998	2,754,396	2,250,843	489,816	2,740,659
County Attorney							
County Attorney - 20	9.00	2,390,114	168,420	2,558,534	2,435,748	175,346	2,611,094
Subtotal	9.00	2,390,114	168,420	2,558,534	2,435,748	175,346	2,611,094
County Manager							
County Manager Administration - 279	7.00	1,660,290	-	1,660,290	1,799,684	-	1,799,684
Subtotal	7.00	1,660,290	-	1,660,290	1,799,684	-	1,799,684
Equity and Human Resources							
Equity and Human Resources Administration - 1664	2.00	380,644	-	380,644	393,606	-	393,606
Benefits - 128	4.30	218,772	251,326	470,098	225,459	261,087	486,546
Employee Relations - 1552	2.00	232,521	-	232,521	241,338	-	241,338
Employment Services - 129	6.70	779,012	-	779,012	807,322	-	807,322
Organization & Talent Development - 408	3.00	658,467	-	658,467	673,451	-	673,451
Equal Opportunity - 56	2.00	303,235	-	303,235	314,461	-	314,461
Supplier Diversity - 184	2.00	253,687	55,683	309,370	263,124	57,973	321,097
Subtotal	22.00	2,826,338	307,009	3,133,347	2,918,761	319,060	3,237,821
Facilities Management							
Facilities Administration - 114	8.00	517,716	-	517,716	537,033	-	537,033
Leases - 92	0.00	382,247	-	382,247	382,247	-	382,247
Building Maintenance - 299	72.00	24,149,557	-	24,149,557	24,403,154	-	24,403,154
Architectural Services - 112	6.00	716,939	-	716,939	739,264	-	739,264
Facilities Management CIP Projects - 349	0.00	-	42,667,399	42,667,399	-	3,296,624	3,296,624
Subtotal	86.00	25,766,459	42,667,399	68,433,858	26,061,698	3,296,624	29,358,322
Fleet Management							
Fleet Maintenance Reserves - 111	0.00	-	1,181,023	1,181,023	-	1,741,985	1,741,985
Fleet Replacement Reserves/Transfers - 361	0.00	-	25,914,832	25,914,832	-	33,185,731	33,185,731
Fuel Management - 154	2.11	-	290,186	290,186	-	306,519	306,519
Stand-By Generator Availability - 156	4.90	-	1,541,263	1,541,263	-	1,514,051	1,514,051
Vehicle Availability - 153	29.70	-	8,419,753	8,419,753	-	8,402,614	8,402,614
City of Auburndale Fleet Maintenance - 1553	3.11	-	792,086	792,086	-	831,853	831,853
City of Lake Wales Fleet Maintenance - 1554	2.10	-	383,401	383,401	-	396,275	396,275
City of Ft. Meade Fleet Maintenance - 1555	0.56	-	102,367	102,367	-	106,693	106,693
Vehicle Renewal/Replacement - 152	1.52	-	9,877,337	9,877,337	-	4,789,820	4,789,820
Subtotal	44.00	-	48,502,248	48,502,248	-	51,275,541	51,275,541
Information Technology							
IT Administration - 113	5.90	-	1,489,562	1,489,562	-	1,422,250	1,422,250
IT CIP - 372	0.00	565,272	-	565,272	-	-	-
Enterprise Resource Planning - 121	7.18	-	1,982,723	1,982,723	-	1,953,360	1,953,360
Applications Development/Operations - 124	10.17	-	2,299,189	2,299,189	-	2,092,428	2,092,428
Records Management - 87	4.65	-	896,361	896,361	-	688,469	688,469
Technical Services - 123	30.40	-	9,338,466	9,338,466	-	9,832,184	9,832,184
Telecommunications Services - 120	7.10	-	2,161,094	2,161,094	-	2,054,847	2,054,847
Subtotal	65.40	565,272	18,167,395	18,732,667	-	18,043,538	18,043,538
Risk Management							
Employee Health Insurance Reserves - 132	0.00	-	27,421,420	27,421,420	-	28,752,853	28,752,853
Risk Management Administration - 301	1.30	178,320	102,527	280,847	183,900	106,754	290,654
Claims Management - 133	2.00	5,441,250	-	5,441,250	5,449,795	-	5,449,795
General Insurance - 135	0.00	4,097,667	-	4,097,667	4,465,140	-	4,465,140
Occupational/Employee Health Services - 138	0.15	405,996	-	405,996	416,112	-	416,112
Safety - 134	3.00	404,992	-	404,992	384,719	-	384,719
Employee Health Insurance - 140	2.55	-	76,556,039	76,556,039	-	81,452,180	81,452,180
Subtotal	9.00	10,528,225	104,079,986	114,608,211	10,899,666	110,311,787	121,211,453

**GOOD GOVERNMENT
DIVISION PROGRAM SUMMARY**

Program <i>(number listed is the program number)</i>	FTE	Adopted FY 23/24			Plan FY 24/25		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Health and Human Services							
Volunteer Polk - 130	3.00	152,534	205,673	358,207	157,190	211,828	369,018
Subtotal	3.00	152,534	205,673	358,207	157,190	211,828	369,018
Non-Departmental Reserves/Transfers/Indirects							
Non-Departmental Reserves/Transfers/Indirects - 375	0.00	60,238,629	30,760,391	90,999,020	82,707,332	28,460,493	111,167,825
Subtotal	0.00	60,238,629	30,760,391	90,999,020	82,707,332	28,460,493	111,167,825
TOTAL BoCC	294.40	173,660,134	252,287,082	425,947,216	173,055,977	212,944,631	386,000,608
Courts							
Legal Aid - 428	0.00	343,711	-	343,711	343,711	-	343,711
Court Administration - 261	18.00	3,327,111	-	3,327,111	3,363,307	-	3,363,307
Law Library - 263	2.00	416,477	-	416,477	415,858	-	415,858
Subtotal	20.00	4,087,299	-	4,087,299	4,122,876	-	4,122,876
Other Constitutional Officers/Elected Officials							
Clerk	47.00	7,432,913	-	7,432,913	7,808,954	-	7,808,954
Property Appraiser	125.00	9,488,593	3,463,679	12,952,272	9,960,469	3,636,864	13,597,333
Public Defender	6.00	1,086,481	-	1,086,481	1,085,154	-	1,085,154
State Attorney	8.00	1,474,055	-	1,474,055	1,303,790	-	1,303,790
Supervisor of Elections	32.00	6,657,682	254,660	6,912,342	6,559,991	67,974	6,627,965
Tax Collector	272.00	18,092,629	3,997,466	22,090,095	18,491,874	4,190,369	22,682,243
Subtotal	490.00	44,232,353	7,715,805	51,948,158	45,210,232	7,895,207	53,105,439
TOTAL BoCC & Constitutional Officers/Elected Officials	804.40	221,979,786	260,002,887	481,982,673	222,389,085	220,839,838	443,228,923

Programs highlighted in gray are not printed

Good Government

Appropriations	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	33,268,534	40,015,878	43,701,693	45,132,123
Operating Expenses	117,575,181	135,662,421	131,767,266	137,045,132
Capital Expenses	24,400,162	79,677,621	60,604,098	9,937,177
Debt Service	878,715	0	0	0
Grants And Aids	11,122,734	13,662,516	22,963,058	17,781,449
Interfund Transfers	42,566,462	88,306,285	35,387,861	6,785,176
Indirect Expense	1,388,815	1,389,579	1,333,756	1,333,756
InKind Expense	46,911	46,910	48,733	48,733
Constitutional Office-Budget Transfer	34,673,210	37,742,780	43,308,284	45,343,354
Reserves	0	116,208,800	142,867,924	179,822,023
Total Result Area	265,920,724	512,712,790	481,982,673	443,228,923

Revenue by Fund		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
00100	General Fund	146,924,929	261,116,444	221,979,786	222,389,085
10150	Special Revenue Grants	271,564	5,272,326	5,675,586	2,572,733
12190	Fire Rescue Funds	1,131,530	1,195,418	1,452,116	1,522,593
14490	Indigent Health Care Funds	21,657	39,697	42,922	44,696
14850	Hazard Mitigation Grant Program Irma FEMA-DR-4337-FL	39,106	7,554,690	5,125,002	0
14930	Leisure Services MSTU Funds	766,806	870,798	944,422	1,000,069
14950	Libraries MSTU Funds	283,412	315,449	338,782	358,994
14960	Rancho Bonito MSTU Fund	5,197	61,020	65,870	55,672
14970	Transportation Millage Fund	2,723,994	3,271,164	3,621,140	3,835,263
14980	Emergency Medical Millage Fund	567,363	656,204	731,708	775,364
15250	Eloise CRA Trust-Agency Funds	21,493	29,285	31,767	33,109
18000	Stormwater MSTU	146,096	180,080	202,858	214,262
30800	General Capital Improvement Funds	16,221,796	73,890,234	69,776,704	29,557,117
30900	2019 Capital Improvement Project Fund	1,699,350	0	0	0
41010	Solid Waste Funds	37,609	44,175	104,409	108,756
41210	Universal Solid Waste Collection Funds	609,823	515,939	662,582	633,859
42010	Utilities Operating Funds	255,403	296,183	427,568	445,266
50100	Fleet Maintenance Funds	9,374,237	12,179,973	12,710,079	13,299,990
50300	Employee Health Insurance Fund	70,875,783	94,068,118	104,376,278	110,619,743
51500	Fleet Replacement Funds	9,867,469	34,966,166	35,792,169	37,975,551
52000	Information Technology Fund	12,882,642	16,189,427	17,920,925	17,786,801
Total Result Area		274,727,259	512,712,790	481,982,673	443,228,923

Personnel

Full Time Equivalents	777	794	804	804
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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. The narrative below presents the trends and issues affecting the Growth and Infrastructure related divisions and programs.

Budget and Management Services

Countywide property values increased 15.86%, and the value of the unincorporated area increased 15.01% over FY 22/23. This increase was driven by both the appreciation of existing properties and new construction; new construction accounted for a record \$2.5 billion in property value growth. The Board reduced the Countywide millage rate and the unincorporated area MSTU millage rates by 3.00% for the second year in a row to help offset the impact to property owners. The Board also continued the 5.00% index to the Fire Fee originally established in FY 21/22 and reset the collection component of the residential solid waste assessment to the FY 21/22 rate following a one-time reduction in FY 22/23 due to chronic service disruptions experienced in the early part of 2022.

The adopted budget for FY 23/24 totals over \$2.5 billion, which represents roughly a 4.59% increase over the FY 22/23 adopted budget. Much of the increase is due to carryforward; the County received \$140.8 million in American Rescue Plan (ARP) funds in 2021 that must be expended by December 31, 2026. The majority of these funds are budgeted for infrastructure projects that will span multiple years. As projects progress, carryforward will be reduced.

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.

Communications developed a multi-year strategic communications plan in 2021 that lays out a roadmap with goals and specific objectives to help communicate effectively, address concerns proactively, and 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. This three-year plan will be evaluated and updated in FY 23/24.

In FY 23/24, the Communications Division launched a new website, then embark on developing new micro-sites for several divisions in Polk County. One of the new micro-sites will be for public notices, providing more transparency for residents to the workings of local government. The public notices website may be designated as the County's official publication for public notices, which would give other County governmental agencies the opportunity to put their notices on the micro-site.

Similarly, the Communications Division will work with the Budget and Management Services Division to develop the "Stories" functionality of the OpenGov app on the County's website.

Supply chain challenges in the FY 2022/23 fiscal year delayed the division's construction project to add live streaming and recording capabilities to the Commissioners' conference room (Room 407) to be able to broadcast meetings from that site. This project should be completed in the first quarter of FY 23/24.

Other opportunities for FY 23/24 include continuing to grow social media engagement and adding more short-format videos to YouTube and Instagram.

Equity and Human Resources

The Equity and Human Resources Division (EHR) provides Polk County residents and visitors with important resources, human resources, to perform the many services offered by the Polk County BoCC (BoCC). EHR recruits, hires, and onboards employees and provides them training and professional and personal development to carry out a variety of services for residents such as emergency rescue services, safe roads and traffic lights/signage, water resources, waste & recycling, and indigent health care services, just to name a few. See Polk County's Career page at www.polk-county.net/about/careers for details. Therefore, EHR is responsible for one of Polk County's most valuable assets: its employees. EHR takes this responsibility seriously and work with the Risk Management division to ensure that the BoCC offers its employees excellent benefits and employee support. EHR offers health and well-being programs such as an Employee Assistance Program, mental health counseling/treatment, and a sick leave pool donations program. All these benefits and programs help to ensure that BoCC employees are equipped physically, mentally, and emotionally to successfully perform their jobs and help to enhance the quality of life for people in Polk County.

EHR recruits and hires diverse employees that reflect the diversity of the Polk County population that the BoCC serves. Likewise, many of these diverse employees provide support services for BoCC divisions such as Equity and Human Resources, Information Technology, Procurement, Fleet Management, and Facilities. EHR worked with divisions to increase workforce diversity (racial and ethnic minorities) to 31.28% as of April 2023. Similarly, the Polk County population diversity (racial and ethnic minorities) increased to 56.38% as of June 2023 (Neilsberg Research). Thus, EHR offered several diversity awareness classes and conducted Equal Employment Opportunity (EEO) and employment law classes in FY 23/24 to educate employees about workplace diversity, illegal discrimination, and BoCC equal opportunity expectations.

Some of the diversity and EEO classes that EHR conducted were the ABCs of EEO Laws, BoCC Policies/Procedures, and Diversity and Sensitivity. These classes reiterated the BoCC's prohibition against discrimination in employment and County services. EHR also distributed a monthly Equal Opportunity Update newsletter to the BoCC management team and administration staff which updates, informs, and reminds them about important EO/employment issues, as well federal and state legal developments.

In addition to assisting and supporting employees during their tenure with the BoCC, EHR continues to do so when they retire from BoCC employment. EHR continues to assist them with maintaining BoCC benefits as a retiree, including assisting them with insurance enrollment and/or changes, sending them insurance invoices, and receiving insurance payments. Thus, during this year, EHR began taking measures to improve its services and relationship with its retiree force by revamping its benefits program services, specifically the retiree billing and payment process. A benefits software, Bentek, was purchased and will cater to the needs of the retirees and enhance the customer experience. The software will allow retirees to receive BoCC invoices and make payments online, instead of driving to Bartow to make their retiree insurance payments or spending money and time on postage to mail their payments and then call to verify that their payments were received.

This year, EHR served as the BoCC liaison for the Bartow Community Relations Council and partnered with it on its community-wide diversity luncheon promoting racial harmony in the City. Additionally, EHR continued to ensure good community relations with the Polk County Community Relations Advisory Council, hosting monthly meetings, and communicating with community leaders, including local NAACP branches. EHR staff again participated in Polk County communities' diversity events such as various Dr. Martin Luther King, Jr. parades and festivals in Polk County cities. As a result, EHR successfully increased diversity among the BoCC workforce and minority vendors.

Other opportunities EHR sees for FY 23/24 include continuing to increase workplace diversity to mirror the increased diversity in the Polk County communities and adding more resources to enhance customers' experiences.

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. Facilities Management plans, builds, and maintains facilities that enable efficient and quality delivery of public services which addresses the needs and priorities of Polk County employees, residents, and visitors while maintaining a safe, healthy, and comfortable working environment.

In FY 22/23, Facilities Management implemented a new Computerized Maintenance Management System (CMMS). The new software will allow Facilities Management to increase the efficiency in completing all work requests while improving the communication process between Facilities Management and customers about the status of all work requests. The new software will allow for enhanced budget and progress tracking of all vertical construction and renovations projects.

Facilities Management will continue to evaluate the Administrative Staff, Architectural Services Group, and Building Maintenance Group. The goal of the evaluation will be to increase efficiency in all the groups by providing more training opportunities for staff and to implement a step-in-grade program which will encourage employees to improve skills and abilities. In addition to becoming more efficient and more productive, the evaluation and training will help to offset the effects of a growing nationwide skilled labor shortage.

The Board approved funding for \$3.5 million in FY 23/24 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 \$2.7 million in funding for subsequent years until 2028. 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 goal of the Fleet Management Division is to meet the transportation needs of each division of the County by providing the proper vehicle for each operational requirement. 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 citizens. Services also include maintaining 12 fueling stations across the County, generator maintenance, and equipment disposal.

The lingering effects of COVID, inflation over the last two years, supply chain issues, and most recently the automobile manufacturing strike have created a situation where purchasing replacement vehicles and repair parts is not only difficult but very expensive. The shortage of new vehicles is creating the necessity to keep vehicles for years past the ideal retirement age and condition. This leads to greater repair costs for these older vehicles. Managing a budget with so many unknown factors will be the greatest challenge for the next several years.

As the population of the County continues to rapidly grow, the need for fire and rescue apparatus grows along at the same pace. The increased production times for engines and ambulances is now longer than the time it takes the County build a new fire station. As a result, fire and rescue apparatus on the road are kept longer and with fewer spare vehicles. This creates the need for more repairs and more costly repairs than normal. The supply chain issues and inflated costs only exasperate the situation. To help ease these new operational issues, County Management is providing relief by approving additional technicians and administrative staff for FY 23/24.

Cooperation between all the Fleet customer divisions is helping to avert vehicle shortages, vehicle abuse, and missed preventive maintenance. Despite outside forces beyond the control of the County, the transportation needs of the County will continue to be met.

Volunteer Polk

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.

Volunteer Polk volunteers serve in many areas of Polk County Government including natural resources and environmental sciences, cultural arts and historical education, parks and recreation events, and public safety. The program also partners with community non-profit organizations promoting the relationship between the community and local government. Volunteer Polk continues to branch out to help serve other areas including improving housing and homelessness, improving access to health care, reducing food insecurity, advocating for those experiencing mistreatment or neglect, enhancing literacy skills, and boosting economic development.

Each Spring, Volunteer Polk hosts a Countywide recognition event for the County's volunteers, including Retired Senior Volunteer Program (RSVP) volunteers and disaster volunteers. The event is held at various locations throughout Polk County to give all the volunteers an opportunity to attend. At this event, nominated volunteers are awarded for their outstanding service.

Retired Senior Volunteer Program (RSVP) Polk is grant funded by The Corporation for National and Community Service, d.b.a. AmeriCorps. RSVP volunteers are 55 years or older.

The popularity and effectiveness of the evidence-based RSVP Bone Builders program has led to RSVP Polk's identified primary focus area, which is access to care through education. Trained senior volunteers lead free RSVP Bone Builders (osteoporosis and falls prevention) classes. RSVP Bone Builders volunteers filmed a 30-minute version of the class to air on PGTV four times daily as well as on YouTube to expand the reach of the program. Through collaboration with Senior Connections (Area Agency on Aging) volunteers may also lead other evidence-based fall prevention classes.

RSVP Polk's senior volunteers also contribute to the safety and well-being of residents providing support to non-profit, faith-based, and government agencies by delivering meals to seniors, working in food pantries, investigating allegations of fraud, providing fraud prevention information, literacy, and economic opportunities.

As with other programs nationally, COVID continues to impact volunteerism and especially RSVP Polk volunteers, who are at a higher risk due to age and health, and the organizations they serve. According to AmeriCorps Seniors, it is anticipated to take five years post-COVID to return to normalcy.

As outlined in the AmeriCorps grant, RSVP Polk provides recognition for volunteers in a variety of ways including but not limited to, an annual Holiday Drop-in, President's Volunteer Service Awards, year/hour pins, and thank you cards. Activities are supported by the RSVP Polk Advisory Council consisting of volunteers, partners, and community volunteers.

RSVP Polk continues to work with non-profit partners to find additional ways of supporting organizations and in response additional opportunities are added. RSVP Polk continues to refer volunteers of all ages to help fill in the gaps since many non-seniors respond to recruitment efforts.

Volunteer Polk, including RSVP, serves as the Emergency Support Function-15 (ESF-15) (Volunteers and Donations) for the Board of County Commissioners (BoCC). ESF-15 manages unaffiliated volunteers assisting with disaster recovery and tracking donations to the BoCC to assist in recovery of Federal Emergency Management Agency (FEMA) match dollars.

Information Technology

The Information Technology strategic plan and FY 23/24 operating budget both reflect key trends that are impacting the IT industry. These trends reach across all IT disciplines and are reflected in many of the individual program budgets as well as the trends and issues mentioned below.

First, Cybersecurity continues to dominate planning and development. Ransomware and related cybercrimes are extremely difficult to prevent, and as a result they have become a foundational part of all IT operations. The State of Florida has established several new state-level cybersecurity offices, and state legislators have passed legislation that will define minimum security practices that the County must adhere to. These efforts center around identity, monitoring, and network segmentation, and the upcoming budget reflects these new mandates.

Secondly, leveraging cloud providers for hosting applications and software has finally become a cost-competitive option. This has been in motion for more than ten years, but Software as a Service and cloud-hosted applications are now very competitive options versus hosting applications within the County's datacenters. Since FY21/22, IT has migrated both the Oracle EBS environment and Accela to a Software as a Service model and has built all new in-house applications within a cloud environment. The upcoming budget reflects this, as many costs shift from capital infrastructure to annual operating payments. Additionally, datacenter architecture, disaster recovery planning, and staff skillsets must shift to prepare for this new model of IT support.

Third, data is self-service. Modern application development focuses on presenting data in reports and dashboards to non-IT employees in a way that they can access and analyze on their own. This shift from IT as the primary report writers and data testers to end-users performing these same functions will require similar shifts in project planning and training for County employees. Now line staff that embrace these new features will be able to access data as they need it and use it to make better business decisions.

Lastly, broadband Internet service and fiber optic network buildouts continue to be a strategic focus for both IT and the County. In the previous fiscal year, IT applied for several multimillion-dollar grants that will potentially provide funding for over 400 miles of new County-owned fiber. This new infrastructure will potentially provide low-cost Internet to citizens and high-speed data connections to remote fire stations.

Trends and Issues – Information Security

- Increased Federal and State cybersecurity mandates: As cyber threats continue to increase, governments are increasingly implementing more stringent cybersecurity regulations and requirements to protect critical infrastructure, sensitive data, and personal information. Compliance with mandates such as those set forth by FL House Bill 7055 (2022) and updated Criminal Justice Information Systems (CJIS) requirements will require a significant investment in the implementation of security controls, monitoring, auditing, and reporting.
- Difficulty in attracting and retaining cybersecurity talent: There is a high demand for skilled cybersecurity professionals and a shortage of qualified individuals to fill these positions. This talent gap is currently estimated at 3.5 million unfilled cybersecurity positions, with a 35% increase in demand over the next few years. Organizations are struggling to retain existing cybersecurity talent, as they are being heavily courted by other companies offering better compensation and benefits packages.
- Cybersecurity awareness training: As the human element remains a significant attack vector in cybersecurity, improving the management of human risk through increased investment in security awareness training will be necessary. Security awareness training aims to educate employees on best practices for identifying and responding to phishing attempts, social engineering, and other cyber threats. With the growing trend of remote work, organizations are providing more virtual training options, gamification, and simulations to make training more engaging and effective.
- Increased importance of Identity and Access Management (IAM): IAM is becoming critical for organizations to manage user identities, access privileges, and authentication processes. With the shift from protecting the network perimeter to viewing identity as the new perimeter, it is important that only authorized users have access to sensitive data and applications, and no user identity or device is implicitly trusted. Maturing the Okta implementation and supplementing additional capabilities will be important to a successful IAM program. Multi-factor authentication (MFA) implementation will be a top priority to help secure access to the County's systems and data.

Trends and Issues – Application Development

- In the upcoming year, Polk County's Application Development team plans to broaden supported web technologies to stay in alignment with modern trends. Over the previous years, the prevalence of Node.js-based web architectures has continued to rise throughout the industry. Node.js is a JavaScript runtime environment that supports popular frontend frameworks like React. According to a recent survey of professional developers, over 47% of developers now use Node.js with more than 42% choosing React.
- Alongside its adoption of new web technology standards, the Application Development team is incorporating a fully cloud-hosted architecture for deployments. Cloud environments offer significant performance and cost benefits over traditional on-premises solutions. The ability to rapidly allocate server resources to maintain zero downtime, containerize applications for consistent performance on any platform, and incorporate

geological redundancy to protect against natural disasters help Polk County to deliver applications that are accessible anytime from anywhere on any device.

- Polk County continues to face challenges with software testing. Issues such as insufficient testing coverage, slow adoption of user acceptance testing, and inadequate test data management have led to defects, longer release cycles, and increased costs. Polk County's Application Development team plans to address these issues by expanding its use of test automation frameworks.
- Polk County's Application Development team strives to be a leader in web technologies, continually pursuing modern best practices and standards to provide scalable, enterprise-grade solutions to the County and its residents.

Trends and Issues – Network Services

An industry-wide push to cloud services requires infrastructure groups to rethink and rebalance how files, storage, and communication are supported. 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 offsite. The BoCC's move to Office 365 and the strong data protection that this service offers provides options that IT staff 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-prem, 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 BoCC over the past years highlight the risks that this trend brings.

- The BoCC 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 their migration from legacy on-premise S:/ Drives to cloud based SharePoint folders to implement additional protections related to data security and availability.

- 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, Solid Waste).

Trends and Issues – Records Management

- Records & Information Management is an integrated component of Information Governance. It is mission critical to define an effective framework to effectively govern and manage all information assets. The framework will harmonize the components of security, privacy, appraisal, preservation, disposition, discovery, and disclosure of information.
- The new expansive digital landscape has created expectations by the public that information should be more accessible and available. This “push, not pull” mentality is defined that records should be from the outset available for public dissemination rather than the public requiring to submit a public records request.
- Digital records management requires a more than just a place to store records. Effective records management needs the ability to be quickly accessed, retrieved, and produced. There are additional and new mandates for eDiscovery rules and practices are requiring records to be produced in native formats which then must be managed by systems that can support multiple file types and sizes.

Trends and Issues – Desktop Support

Trends

- 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.
- A need for documents, files, and applications to be available anywhere, at any time, on any device
- Increased need for communication tools outside of email, like chat groups or project-based communication teams
- Mobile Device Management as the primary tool for managing field devices, including laptops, smartphones, and tablets

Issues

- 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 IT grows with the emerging technologies, the County's 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.

Trends and Issues – Project Coordination Office

Trends

- IT Enterprise shift from Project Management Offices (PMOs) to Resource Management Offices (RMOs)
- Greater reliance on digital and remote project teams
- A closer connection between projects and strategy
- A melding of project management and organizational change management
- Melding of project management methodologies to form hybrid solutions primarily between agile and waterfall
- Adaptive PMOs are those that can flex in response to the needs of the organization at any given time
- A focus on data analytics for the management of projects (e.g, this data has the impact on the formation and size of project teams to best align stakeholders and skill sets)

Issues

- The ability to manage more project teams remotely using virtual tools
- Organizational human resource management to support the overall project portfolio and enterprise initiatives
- The ability to clearly define organizational project prioritization for the entire project portfolio

Trends and Issues – Systems Architecture

Trends

- **Enterprise Architecture (EA) is the way.** First developed and practiced more than thirty years ago, enterprise architecture has reached a level of maturity that is driving organizations large and small to include its practices, not just in IT, but in the entire enterprise. Enterprise architecture is the art of defining, modeling, documenting, and categorizing the elements that make up an organization while defining the relationships between those elements to gather actionable information to support strategic and tactical decisions. EA represents a change from siloed information and intense operational specialization to treating the enterprise and the functions of IT within that enterprise holistically. Understanding the relationships between divisions, departments, and user stories will drive increased efficiency in enterprise-wide operations by reducing duplicate applications, redundant effort, and the need for “recreating the wheel” of discovery for each new initiative.
- **IT Management as strategy leaders within organizations.** As business improvement processes become increasingly dependent on technology, IT staff are leveraged as leaders in non-IT projects. This can be seen within the BoCC 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 BoCC; many organizations have recently elevated their CIO or technology leader to a key strategy position as they respond to new requirements and market conditions. 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.
- **The cloud is the first choice.** 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 BoCC has now completed several high-priority projects within this space, including the Polk One project leveraging the Oracle Cloud, Office 365 which leverages Microsoft’s Azure Cloud, and Accela within its hosted environment. IT is continuing to use a “cloud first” mindset when designing new deployments, reducing the need for on-premise hardware and datacenter availability.

As the BoCC expands its use of cloud-based systems, its IT needs (and spend) shift away from maintaining and updating servers and hardware (capital expenses) to utilizing subscription cloud services (operational expenses). IT has planned for this transition by working closely with divisions to better tailor applications to their unique needs, automating workflows, and creating new positions like the Cloud Tools and Support Analyst. Keeping applications and their associated hardware patched and functional is a labor- and time-intensive task that is often performed outside of business hours. Cloud environments allows IT to outsource these tasks and focus on division and citizen centric deliverables.

Issues

- **Cloud-based systems shift functional tasks from IT to divisions.** As the BoCC deploys and leverages more cloud-based applications and workflows, many traditional IT tasks will shift away from IT to functional teams within the divisions. In the past, creating reports, validating data, and planning new workflows were custom-developed by IT staff. In new systems, these tasks are designed to be performed through low-code web applications or other no-code options and no longer require IT engagement. This shift improves efficiency, but it also requires divisions to perform work they may have previously offloaded.
- **Federally-funded projects continue to challenge existing workloads.** The federal government has created significant funding opportunities related to broadband and other technology improvements that the BoCC is pursuing. These projects, while helpful, need to be balanced against existing projects, timelines, and infrastructure. As IT engages divisions to plan projects, consideration needs to be given to existing workloads, project timelines, and most importantly the staff's ability to support new systems post-implementation.

Trends and Issues – Telecommunications

Trends

Telecommunications is migrating towards seamless unified communications and collaboration available at work, home, or mobile (any device, anytime, anywhere). 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 moving towards completely outsourcing cabling installation by means of a competitive bid process.

Issues

As a result of the move from on-premises contact centers, the telecommunications section forecasts a budgeting shift from a primarily capital expenditure model to an operating expenditure model. One of the challenges is maintaining investment in existing supported hardware and equipment, while strategically migrating some elements to the cloud.

To meet the growing business requirement of tools for collaboration and training, telecommunications is researching opportunities to provide intuitive presentation, collaboration, and conferencing solutions throughout the organizational footprint.

Procurement

Procurement continues to be dedicated to increasing partnerships with Women and Minority Business Enterprise vendors. Procurement also continues to partner with divisions to meet growing innovative solicitation demands, as well as continued management of the strategic plan focusing on adding value to the procurement process.

The Polk One online training includes but is not limited to P-Card allocation and approval procedures, requisition, scope of work development, vendor registration, and small purchase report. trainings. The communications and training of vendors on how to do business with the County, as well as how to submit a bid, is now offered through an on-line solution that can be accessed nights and weekends. While in-person training is still available, the online solution provides for more outreach.

Procurement also continues to leverage technology to its full potential. Continued use of Zoom/Microsoft Teams to facilitate meetings with County staff and vendors has reduced drive time and increased productivity Countywide. This leverage of technology has been pivotal in meeting strategic objectives of adding value to the procurement process while increasing open communications. What used to take a week can now be resolved in a quick Zoom meeting in which documents can be shared and explained. Divisions spend less time responding to emails and driving to meetings, resulting in more time being spent on operations.

FY 24 technology improvements include utilizing Oracle's Sourcing Module to begin to accept bids electronically through the County's ERP system, increasing efficiency by capturing vendor information at the beginning of the process as well as the ability to use Oracle analytics to prepare bid analysis data. When using the Sourcing module to accept RFP submittals has begun, there will be a marked decrease in copies needed to be made, storage of large binders, and manual creation of score sheets and bid tabs, etc. RFP Committee Members will be able to access proposals online and can download to a thumb drive is desired.

Procurement will continue to provide services in alignment with the strategic plan. Staff is committed to continual process improvement and increased communications with internal and external customers.

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 is also tasked with 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 the insurance market, which has allowed the County to effectively mitigate rising insurance costs amid an ongoing difficult insurance market. Property insurance continues to be an ongoing challenge, which is magnified by a multi-year hardening insurance cycle, exacerbated by inflationary increases in building materials and costs post COVID and

following hurricanes. In addition to rate increases, the organic growth of County government increases the premiums as well. Polk County has attempted to mitigate rate increases by adjusting purchased limits and retention levels. Risk Management works closely with third-party claims administrators to ensure prompt and proper claims handling within self-insured retention levels. Claims payments continue to come in within budgeted projections.

Polk County continues to face the ongoing need to manage increasing health care costs and simultaneously improve health outcomes. However, Polk County has been able to effectively manage health costs, and for yet another year announced no increase in premiums to employees, spouses, and dependents covered by the health plan.

New wellness initiatives with new partners have been rolled out over the last couple of years. A new chronic disease management program was implemented with documented improved outcomes among participants. In 2023, Polk County partnered with PrudentRx to provide specialty medications at no cost to employees, while simultaneously decreasing pharmacy costs to the Employee Health Fund. Polk County rolled out a partnership with Brightline to provide immediate mental health assistance to youth and their families. The onsite Employee Wellness Clinic continues to provide high-level medical care at no cost to employees, spouses, and dependents. In 2023, Polk County Government was awarded a national wellness programming "Platinum" award from Aetna for our wellness offerings to County employees and their families. This is the highest level award available and Polk was one of less than 20 employers nationally to win this award.

Risk Management looks forward to 2024 and beyond and stands ready to support the mission and vision of Polk County Government.

Budget and Management Services

Program Number:	4			
Result Area:	Good Government			
Division:	Budget & Management Services Division			
Section:	N/A			
I. Program Offer Description:				
<p>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.</p>				
II. Contribution to Result:				
<p>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:</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>				
This Program is:	Not Mandated (X)	Mandated: Federal ()	State ()	Local ()
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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of training sessions provided to County fiscal staff	2,4,5	4	7	7	7
# of CIP/Budget transfers/amendments processed	1,2,6	82	150	150	150
# of PCIP agreements monitored	7	26	23	23	23
# of PCIP new agreements	7	3	3	3	3
# of projects coordinated for the Eloise CRA	8	1	3	3	3
Effectiveness Indicators:					
GFOA Distinguished Budget Presentation Award	1,3	1	1	1	1
% satisfaction of employees of trainings	1,2,5	n/a	90%	90%	90%
Efficiency Indicators:					
Ratio of Budget Analyst to Budget (Millions)	3,6	1/\$116	1/\$110	1/\$110	1/\$110
Significant Changes					
There are no significant changes to this program.					

	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personnel:				
Full Time Equivalent	10.00	10.00	10.00	10.00
Funding Sources:				
General Fund Subsidy	979,642	1,257,640	1,424,544	1,420,241
Eloise CRA Trust-Agency Funds	21,493	29,285	31,767	33,109
Charges For Services	500	0	0	0
Taxes	44,429	65,882	80,872	87,304
Total Program	1,046,064	1,352,807	1,537,183	1,540,654
Revenue by Fund:				
General Fund	1,024,571	1,323,522	1,505,416	1,507,545
Eloise CRA Trust-Agency Funds	21,493	29,285	31,767	33,109
Total Program	1,046,064	1,352,807	1,537,183	1,540,654
Appropriations:				
Personal Services Expenses	852,469	1,009,915	1,115,084	1,108,993
Operating Expenses	190,660	342,892	422,099	431,661
Debt Service	2,935	0	0	0
Total Program	1,046,064	1,352,807	1,537,183	1,540,654

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 Statue 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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of trainings provided to division staff	1,2,3,4	920	1,000	1,000	1,000
# of division meetings attended	1,2,3,4	60	60	72	72
# of solicitations processed	1,2,3,4	872	900	900	900
# of solicitations per specialist	1,2,3,4	125	129	129	129
# of contracts written	1,2,3,4	210	190	200	200
# of vendors trained	1,2,3,4	37	30	30	30

Significant Changes

There are no significant changes to this program.

Procurement

Personnel:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Full Time Equivalents	13.00	13.00	13.00	13.00
Funding Sources:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund Subsidy	1,013,420	1,213,864	1,397,806	1,452,671
Fire Rescue Funds	43,156	44,583	47,616	49,579
Transportation Millage Fund	0	121,395	108,943	113,518
Utilities Operating Funds	92,200	94,927	104,857	109,235
Cash/Fund Balance Forward	0	12,000	0	0
Charges For Services	(194)	0	0	0
Miscellaneous	117,270	152,500	152,500	152,500
Others (Centrl I/D Inkind/Othr)	12,248	0	0	0
Total Program	1,278,100	1,639,269	1,811,722	1,877,503
Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund	1,142,744	1,378,364	1,550,306	1,605,171
Fire Rescue Funds	43,156	44,583	47,616	49,579
Transportation Millage Fund	0	121,395	108,943	113,518
Utilities Operating Funds	92,200	94,927	104,857	109,235
Total Program	1,278,100	1,639,269	1,811,722	1,877,503
Appropriations:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Personal Services Expenses	979,034	1,286,592	1,371,809	1,428,934
Operating Expenses	285,086	352,677	439,913	448,569
Capital Expenses	12,248	0	0	0
Debt Service	1,732	0	0	0
Total Program	1,278,100	1,639,269	1,811,722	1,877,503

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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of Press Releases/Media Advisories/Blog Posts	1,2	183	225	200	200
# of Other Informative Materials Published	1,2	328	300	300	300
# of Switchboard Calls	1,2	47,194	50,000	50,000	50,000
# of county website page views	1,2	3,488,299	3,750,000	4,250,000	4,250,000
# of FYI Polk Messages received	1,2	7,126	n/a	18,000	18,000
# of Facebook Followers	1,2	107,368	92,000	114,000	114,000
# of Nextdoor Posts	1,2	114	300	156	156
# of Twitter Followers	1,2	21,276	24,000	24,000	24,000
# of email publications sent	1,2	104	80	100	100
# of email contacts for newsletters & division information	1,2	85,964	70,000	90,000	90,000
# of hours of Fire Rescue PIO on call/crisis communications	1,2	69	150	75	75

Significant Changes

A Secretary/ADA floating position was added to this program to assist various divisions as needed with answering phones and converting ADA documents as needed.

Communications

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	10.00	12.00	12.00	12.00
Funding Sources:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	802,882	1,116,080	1,303,227	1,373,178
Special Revenue Grants	28,601	31,695	34,972	36,418
Fire Rescue Funds	41,929	67,759	196,197	204,460
Indigent Health Care Funds	21,657	39,697	42,922	44,696
Leisure Services MSTU Funds	11,719	30,526	42,257	44,078
Stormwater MSTU	11,719	30,526	42,257	44,078
Solid Waste Funds	37,609	44,175	44,966	46,869
Utilities Operating Funds	10,830	19,848	21,461	22,348
Employee Health Insurance Fund	37,610	44,175	44,966	46,869
Cash/Fund Balance Forward	0	(11,066)	0	0
Interest	(92)	0	0	0
Miscellaneous	5,360	28,263	17,297	17,297
Total Program	1,009,824	1,441,678	1,790,522	1,880,291
Revenue by Fund:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	808,150	1,133,277	1,320,524	1,390,475
Special Revenue Grants	28,601	31,695	34,972	36,418
Fire Rescue Funds	41,929	67,759	196,197	204,460
Indigent Health Care Funds	21,657	39,697	42,922	44,696
Leisure Services MSTU Funds	11,719	30,526	42,257	44,078
Stormwater MSTU	11,719	30,526	42,257	44,078
Solid Waste Funds	37,609	44,175	44,966	46,869
Utilities Operating Funds	10,830	19,848	21,461	22,348
Employee Health Insurance Fund	37,610	44,175	44,966	46,869
Total Program	1,009,824	1,441,678	1,790,522	1,880,291
Appropriations:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	646,459	941,232	1,254,858	1,302,930
Operating Expenses	361,303	495,746	533,164	574,861
Capital Expenses	0	4,700	2,500	2,500
Debt Service	2,062	0	0	0
Total Program	1,009,824	1,441,678	1,790,522	1,880,291

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 Televisе 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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of Live Boardroom Meetings	1	112	110	110	110
# of original programs produced	1,2	284	450	380	380
# of Truck and off-site productions	1,2	59	36	40	40
# of programs watched online	1,2	348,452	255,000	400,000	400,000
# of Billboard slides created	2	1,028	600	1,200	1,200

Significant Changes

There are no significant changes to this program.

PGTV

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	7.00	7.00	7.00	7.00
Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	538,753	870,424	799,874	796,368
Cash/Fund Balance Forward	0	0	100,000	0
Interfund Transfer	47,000	54,000	54,000	54,000
Miscellaneous	17,336	10,000	10,000	10,000
Total Program	603,089	934,424	963,874	860,368
Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	603,089	934,424	963,874	860,368
Total Program	603,089	934,424	963,874	860,368
Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	406,540	557,375	571,968	595,754
Operating Expenses	196,549	259,549	261,906	264,614
Capital Expenses	0	117,500	130,000	0
Total Program	603,089	934,424	963,874	860,368

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:

1. **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, and remained at six during FY 21/22 while maintaining high customer service standards and quality of work. Support staff remained at three during FY 21/22. In FY 21/22, attorneys logged an average of 12,480 hours at an average cost of \$82.14 per hour including benefits for a combined \$1,025,107 for the year. The cost to provide those services with outside counsel at a conservative local rate of \$275.00 per hour would have cost the County \$3,432,000 for the same number of hours, reflecting a savings of over \$2,406,892 by the doing legal work in-house.

2. **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.

3. **STATESMANSHIP:** The CAO works closely with the County Manager and the Board of County Commissioners in the development and implementation 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.

4. **ENHANCING STAFF COMPETENCY AND WORKFORCE PLANNING:** As mandated by the Florida Bar, all CAO attorneys meet Continuing Legal Education (CLE) requirements each year.

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of public meetings of boards and commissions attended	1,3	302	302	302	302
Total attorney hours (in house)	1,2,3,4	12,480	12,480	14,560	14,560
Effectiveness Indicators:					
Total attorney hours	1,2,3,4	12,480	12,480	14,560	14,560
Cost of attorney hours (in house)	1,2,3,4	\$1,025,107	\$1,172,746	\$1,348,984	\$1,403,875
Market value of attorney hours at \$275/hr	5	\$3,432,000	\$3,432,000	\$4,004,000	\$4,004,000
Net cost avoidance to County:	1	(\$2,406,893)	(\$2,259,254)	(\$2,565,016)	(\$2,600,125)

County Attorney

Significant Changes

There are no significant changes to this program.

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	9.00	9.00	9.00	9.00
Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	1,473,811	2,230,198	2,389,814	2,435,448
Solid Waste Funds	0	0	59,443	61,887
Utilities Operating Funds	0	0	108,977	113,459
Miscellaneous	6,278	300	300	300
Total Program	1,480,089	2,230,498	2,558,534	2,611,094
Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	1,480,089	2,230,498	2,390,114	2,435,748
Solid Waste Funds	0	0	59,443	61,887
Utilities Operating Funds	0	0	108,977	113,459
Total Program	1,480,089	2,230,498	2,558,534	2,611,094
Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	1,144,140	1,249,062	1,549,929	1,598,099
Operating Expenses	335,949	981,436	1,008,605	1,012,995
Total Program	1,480,089	2,230,498	2,558,534	2,611,094

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). The program processes and maintains benefit elections for employees including holding an annual open enrollment and ensures procedures/processes are compliant with County and IRS policies, accounting rules, and statutes. 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 Cloud 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, benefits, 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 benefit processing improvements
- 4 Coordinate all aspects of the DROP program

Benefits

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of pension and investment plan enrollees	3	308	350	500	525
# of employees processed in the DROP Program	4	23	30	35	40
# of new hires processed	1	308	350	500	525
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 : 2125	3.0 : 2300	3.0 : 2300	3.0 : 2500

Significant Changes

There are no significant changes for this program.

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	4.30	4.30	4.30	4.30
Funding Sources:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	135,513	165,748	218,772	225,459
Employee Health Insurance Fund	211,113	235,238	251,326	261,087
Total Program	346,626	400,986	470,098	486,546
Revenue by Fund:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	135,513	165,748	218,772	225,459
Employee Health Insurance Fund	211,113	235,238	251,326	261,087
Total Program	346,626	400,986	470,098	486,546
Appropriations:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	275,405	321,343	340,848	355,014
Operating Expenses	71,221	79,643	129,250	131,532
Total Program	346,626	400,986	470,098	486,546

Employee Relations

Program Number:	1552
Result Area:	Good Government
Division:	Equity and 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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# collective bargaining agreements negotiated	1,2,3	3	3	3	3
# of grievances filed	1,2	10	15	15	15
# of grievances taken to arbitration	1,2	2	4	4	4
# of unemployment compensation claims filed/responded to	1,2	21	30	30	30
# of Management consultations	1,2,3	45	60	60	60
Effectiveness Indicators:					
# of grievances taken to arbitration and modified	1,2	1	0	0	0
# Positive drug tests with action taken	1,2	1	0	0	0
Efficiency Indicator:					
% of grievances resolved without arbitration	2,3	100%	100%	100%	100%

Significant Changes

There are no significant changes to this program.

Employee Relations

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	2.00	2.00	2.00	2.00
Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	199,205	209,243	232,521	241,338
Total Program	199,205	209,243	232,521	241,338
Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	199,205	209,243	232,521	241,338
Total Program	199,205	209,243	232,521	241,338
Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	170,174	174,109	182,544	190,058
Operating Expenses	29,031	35,134	49,977	51,280
Total Program	199,205	209,243	232,521	241,338

Employment Services

Program Number:	129
Result Area:	Good Government
Division:	Equity and Human Resources
Section:	N/A

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 ()
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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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of positions turned over annually	1	156	300	563	400
# of vacant positions per month (average)	1	60	60	398	200
# of positions posted annually	1	511	400	3,575	500
# of applicants interviewed annually	1	1,379	1,500	1,865	1,750
# of new hires annually (including transfers/promotions)	1,3	319	500	562	500
# of positions filled by minorities (new hires)	1,3	123	150	213	250
# of transfers/promotions	1,3	149	250	325	300
# of Job Fairs/Career Fairs	2	8	20	35	40
# of job descriptions developed/revised	1,2	229	150	225	175
# of position classification reviews performed	1,2	75	40	225	100
# of PAF's processed	1	1,012	1,200	1,345	1,350
Effectiveness Indicators:					
% of vacant positions posted within two days of receipt	1	100%	100%	100%	100%
# of days from receipt of job requisition to posting	3	1	1	1	1
% of positions filled by minorities (new hires)	1,3	22%	30%	37%	40%
% of positions filled by minorities (transfers/promotions)	1,3	29%	35%	37%	37%
% of PAFs processed correctly	1,3	98%	100%	100%	100%
Efficiency Indicators:					
Cost per new hire and transfer/promotion	1	\$1,000	\$1,250	\$1,250	\$1,375

Significant Changes

There are no significant changes for this program.

Personnel:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents		6.70	6.70	6.70	6.70
Funding Sources:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy		518,972	714,227	779,012	807,322
Others (Centrl I/D Inkind/Othr)		6,372	0	0	0
Total Program		525,344	714,227	779,012	807,322
Revenue by Fund:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund		525,344	714,227	779,012	807,322
Total Program		525,344	714,227	779,012	807,322
Appropriations:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses		405,768	585,987	611,892	637,321
Operating Expenses		112,460	128,240	167,120	170,001
Capital Expenses		6,372	0	0	0
Debt Service		744	0	0	0
Total Program		525,344	714,227	779,012	807,322

Organization & Talent Development

Program Number:	408
Result Area:	Good Government
Division:	Equity and Human Resources
Section:	N/A

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. Organizational Talent Development (OTD) 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 OTD is aligned with Good Government strategies and priorities. Additionally, OTD impacts each of the key result areas with effective programs designed to improve the capabilities of employees and processes throughout the County. OTD'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. OTD's Employee Development Programs offers approximately 100 ground-based courses to enhance skills and abilities crucial to all the result areas. OTD'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. OTD also shepherds the KUDOS program which gives employees a mechanism to share positive feedback and enable the building of a values based culture. OTD'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. OTD'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 OTD for many positions. Each of the Succession Plan candidates creates an Individual Development Plan (IDP) to assist them by 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, OTD 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

OTD 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 citizens expect. OTD provides mission critical "maintenance and upgrades" for these human assets as evidenced by the feedback employee's provide post-program.

Organization & Talent Development

II. Contribution to Result (continued):

<p>IMPROVE SERVICE AND PERFORMANCE A variety of professional development 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.</p> <p>EMPLOYMENT DESTINATION "Opportunities for growth and development" is on the short list of what most employees want from their place of employment. OTD's Employee Development Programs offers approximately 100 ground-based courses to enhance skills and abilities crucial to all the result areas. OTD's substantive course offerings have attracted many County employees from other constitutional agencies. A total of 1,651 participants took courses offered in 2020/2021. A virtual calendar containing the course schedule and other development information, is available to all employees online. OTD also shepherds the KUDOS program which gives employees a mechanism to share positive feedback and enable the building of a values based culture. OTD'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.</p> <p>OTD'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.</p> <p>RESPONSIBLE, VISIONARY LEADERSHIP A systematic Succession Planning process, another of the BoCC's award winning programs, has been developed and deployed by OTD 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, OTD offers the Emerging Leaders Program (ELP), access to the Florida Certified Public Manager (CPM) certification program, and other programs specific to Supervisors and Directors.</p> <p>IMPROVE ORGANIZATIONAL COMMUNICATION OTD designs and administers the Employee Engagement Survey process every few years and works with leadership to respond to the results, as needed and communicate results to employees. In the 2016/17 survey, 89% of BoCC employees participated in the survey and had their voices heard.</p>
<p>This Program is: Not Mandated (X) Mandated: Federal () State () Local ()</p>

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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of programs	1	170	170	175	180
# of course participants	1	1,651	1,755	1,765	1,775
# of new hires participating in new employee orientation	1	462	250	275	275
# of virtual education programs	3	46	15	50	55
# of employees participating in employee survey	2,4	N/A	2,100	2,100	2,100
# of Certified Public Manager Program candidates	4	10	10	9	25
# of Succession Plan candidates	5	18	40	25	25
Effectiveness Indicators:					
Employee satisfaction rating with overall learning experience (1-5 scale)	1	3.77	4.71	4.71	4.71
# of new employees who believe the orientation program improved their customer service skills	2	95%	95%	95%	95%
# of Certified Public Manager Program graduates	4	8	10	9	9
# of Succession Management Planning graduates	4,5	0	0	0	25
# of Emerging Leader Program graduates	5	22	20	0	0
Efficiency Indicators:					
# of surveys completed to total workforce	1	0%	0%	75%	75%

Organization & Talent Development

Significant Changes

There are no significant changes for this program.

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	3.00	3.00	3.00	3.00
Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	535,397	608,291	658,467	673,451
Total Program	535,397	608,291	658,467	673,451
Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	535,397	608,291	658,467	673,451
Total Program	535,397	608,291	658,467	673,451
Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	277,419	365,075	347,129	359,725
Operating Expenses	255,967	243,216	311,338	313,726
Debt Service	2,011	0	0	0
Total Program	535,397	608,291	658,467	673,451

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 is compliant 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 the 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 ()**

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"

Equal Opportunity

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of discrimination and sexual harassment complaints investigated and resolved	1,2,3	10	9	5	5
# of federal complaints filed	1,2,4	1	3	2	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	120	100
Cumulative # of employees educated/informed about workplace diversity & discrimination	1,2,3,4	2,000	2,000	2,000	2,100
# 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	90%	90%	95%	90%
# of actions appealed	1,2,3,4	2	3	3	2
Efficiency Indicators:					
Ratio of EO Staff to Employees		1/1000	1/1000	1/1000	1/1000

Significant Changes

There are no significant changes to this program.

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	2.00	2.00	2.00	2.00
Funding Sources:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	248,249	269,695	300,735	311,961
Cash/Fund Balance Forward	0	3,253	0	0
Miscellaneous	2,400	2,500	2,500	2,500
Total Program	250,649	275,448	303,235	314,461
Revenue by Fund:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	250,649	275,448	303,235	314,461
Total Program	250,649	275,448	303,235	314,461
Appropriations:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	205,525	217,745	233,851	243,521
Operating Expenses	43,704	57,703	69,384	70,940
Debt Service	1,420	0	0	0
Total Program	250,649	275,448	303,235	314,461

Supplier Diversity

Program Number:	184
Result Area:	Good Government
Division:	Equity and Human Resources
Section:	N/A

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 National Association for the Advancement of Colored People (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. Office of Supplier Diversity (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 Disadvantaged/Women/Minority Business Enterprise (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 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

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of DBEs, WBEs, and MBEs assisted in their efforts to obtain bids	1,2,3,4	100	100	110	120
# of procurement opportunities publicized	1,2,4	568	500	515	525
# of DBEs, WBEs, and MBEs recruited for Polk County	1,2,4	50	50	60	70
\$ of contracts won by W/MBE	1,2,3,4	\$4.5M	\$8M	\$7M	\$8M
Effectiveness Indicators:					
% of increase of D/W/MBE participation over previous year	1,2,3,4	5%	10%	5%	5%
# of D/W/MBEs registered with Polk County	1,2,3,4	200	400	425	450
Number of bids offered under sheltered markets	1,2,3,4	5	25	7	8

Supplier Diversity

Significant Changes
There are no significant changes to this program.

There are no significant changes to this program.

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	2.00	2.00	2.00	2.00

Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	111,188	224,956	248,687	258,124
Fire Rescue Funds	51,544	52,802	55,683	57,973
Miscellaneous	0	5,000	5,000	5,000
Total Program	162,732	282,758	309,370	321,097

Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	111,188	229,956	253,687	263,124
Fire Rescue Funds	51,544	52,802	55,683	57,973
Total Program	162,732	282,758	309,370	321,097

Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	138,556	237,920	258,514	269,291
Operating Expenses	24,176	44,838	50,856	51,806
Total Program	162,732	282,758	309,370	321,097

Building Maintenance

Program Number:	0299
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 12% 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 22/23 adopted budget is approximately \$4.3 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
- 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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
Square footage maintained annually	1-4	4,634,979	4,708,679	4,708,679	4,708,679
# of repair work orders	1-4	11,585	11,505	11,505	11,505
# of preventive maintenance work	1-4	31,112	3,201	3,201	3,201
# of emergency work orders	1-3	358	370	370	370
% of preventive maintenance work orders completed as scheduled	1-3	93%	94%	94%	94%
# of utility cost savings initiatives	5	6	6	6	6
Square footage of buildings cleaned	3	1,627,075	1,630,034	1,630,034	1,630,034
Effectiveness Indicators:					
% of repair work orders closed within seven days	1	92%	94%	94%	94%
Utility savings generated/early cost savings initiatives	5	\$858,992	\$866,432	\$866,432	\$866,432
Cost/square foot of buildings maintained through this program	1-5	\$4.15	\$4.15	\$4.15	\$4.15
Square footage maintained per trades employee	1	82,767	84,083	84,083	84,083
Efficiency Indicators:					
Backlog of deferred capital maintenance work list	1-4	\$29,133,918	\$29,867,732	\$29,867,732	\$29,867,732
Backlog of maintenance and repair	1,2	\$2,646,624	\$4,346,624	\$2,700,000	\$2,700,000

Significant Changes

There are no significant changes to this program.

Building Maintenance

Personnel:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Full Time Equivalents	72.00	72.00	72.00	72.00
Funding Sources:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund Subsidy	19,431,845	19,331,224	21,869,557	22,053,154
General Capital Improvement Funds	86,274	0	0	0
Charges For Services	1,716,956	2,001,840	2,050,000	2,100,000
Miscellaneous	194,848	220,000	230,000	250,000
Others (Centrl I/D Inkind/Othr)	3,903,286	0	0	0
Total Program	25,333,209	21,553,064	24,149,557	24,403,154
Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund	25,246,935	21,553,064	24,149,557	24,403,154
General Capital Improvement Funds	86,274	0	0	0
Total Program	25,333,209	21,553,064	24,149,557	24,403,154
Appropriations:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Personal Services Expenses	4,326,759	5,375,599	5,994,402	6,237,413
Operating Expenses	16,245,436	16,134,465	18,155,155	18,165,741
Capital Expenses	3,926,755	43,000	0	0
Debt Service	804,333	0	0	0
Grants And Aids	29,926	0	0	0
Total Program	25,333,209	21,553,064	24,149,557	24,403,154

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 General Capital Improvement 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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
<i>Workload Indicators:</i>					
# 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
<i>Effectiveness Indicators:</i>					
# of CIP projects managed	1,3	10	8	33	36
# of "other" projects managed	2,3	30	30	30	30
<i>Efficiency Indicators:</i>					
# 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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents		6.00	6.00	6.00	6.00
Funding Sources:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy		553,230	732,729	716,939	739,264
	Total Program	553,230	732,729	716,939	739,264
Revenue by Fund:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund		553,230	732,729	716,939	739,264
	Total Program	553,230	732,729	716,939	739,264
Appropriations:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses		472,373	569,143	539,087	561,455
Operating Expenses		80,857	163,586	177,852	177,809
	Total Program	553,230	732,729	716,939	739,264

Fuel Management

Program Number:	0154
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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
\$ total of fuel site service calls per year (contract)	2	\$16,760	\$15,000	\$20,000	\$20,000
# of fuel deliveries per year	1	340	280	382	381
# of gallons pumped annually	1	2,318,000	2,019,909	2,603,019	2,600,000
\$ total of tax recovery	3	\$256,948	\$380,000	\$400,000	\$400,000
Effectiveness Indicators:					
cost per gallon (incl. markup) of diesel and unleaded compared to market price	3	(\$0.30)	(\$0.30)	(\$0.10)	(\$0.10)
Efficiency Indicators:					
# of tank inventory turns per year	1	8.0	7.0	8.4	8.1

Significant Changes

There are no significant changes to this program.

		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personnel:					
Full Time Equivalents		1.80	2.11	2.11	2.11
Funding Sources:					
Fleet Maintenance Funds		0	149,287	132,222	140,657
Internal Service Funds		283,238	123,313	157,964	165,862
Total Program		283,238	272,600	290,186	306,519
Revenue by Fund:					
Fleet Maintenance Funds		283,238	272,600	290,186	306,519
Total Program		283,238	272,600	290,186	306,519
Appropriations:					
Personal Services Expenses		137,319	180,682	195,335	201,541
Operating Expenses		44,266	91,918	94,851	104,978
Total Program		181,585	272,600	290,186	306,519

Stand-By Generator Availability

Program Number:	0156
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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of service calls per month - Non PM	2	18	20	18	18
% of Load Bank tests completed before June 1st each year	1	82%	95%	90%	92%
PM compliance % of total fleet	3	95%	98%	98%	98%
Total number of generators maintained by Fleet Management	1,2,3	216	247	250	264
Effectiveness Indicators:					
# of service calls per unit within 90 days of a PM inspection	2	1	2	1	1
Average response time to system failures (hours)	2	2	1.5 hr.	2	2
Efficiency Indicators:					
% of mechanical/electrical start failures in emergency situations	1,2	3.0%	2.5%	2.5%	2.5%

Significant Changes

There are no significant changes to this program.

Stand-By Generator Availability

Personnel:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Full Time Equivalents	2.90	3.90	3.90	3.90
Funding Sources:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Fleet Maintenance Funds	55,517	0	0	0
Cash/Fund Balance Forward	0	805,578	419,570	355,723
Interest	(39,972)	3,826	1,993	1,690
Internal Service Funds	640,224	639,846	1,119,700	1,156,638
Total Program	655,769	1,449,250	1,541,263	1,514,051
Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Fleet Maintenance Funds	655,769	1,449,250	1,541,263	1,514,051
Total Program	655,769	1,449,250	1,541,263	1,514,051
Appropriations:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Personal Services Expenses	237,382	333,101	343,515	357,530
Operating Expenses	397,732	129,953	332,130	351,520
Capital Expenses	20,655	46,000	510,000	375,000
Reserves	0	940,196	355,618	430,001
Total Program	655,769	1,449,250	1,541,263	1,514,051

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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of PMs performed per month (on average)	1,3	118	155	150	150
% of work orders closed vs work orders opened in the fiscal year	1	87%	97%	90%	90%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	81%	85%	85%	85%
% of parts availability	1	86%	90%	90%	90%
Efficiency Indicators:					
% of vehicles retired prior to expected end of life (excluding accidents)	1	12%	15%	10%	10%
Vehicle to technician ratio	1,2,3	75	65	58	58

Significant Changes

There are no significant changes to this program.

Vehicle Availability

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	28.75	28.70	32.70	32.70
Funding Sources:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Fleet Maintenance Funds	7,149,534	6,433,186	8,418,645	8,400,321
Interest	(176,943)	10,765	1,108	2,293
Internal Service Funds	77,993	0	0	0
Miscellaneous	2,479	0	0	0
Others (Centrl I/D Inkind/Othr)	6,170	0	0	0
Total Program	7,059,233	6,443,951	8,419,753	8,402,614
Revenue by Fund:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Fleet Maintenance Funds	7,059,233	6,443,951	8,419,753	8,402,614
Total Program	7,059,233	6,443,951	8,419,753	8,402,614
Appropriations:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	2,352,713	2,587,013	3,101,648	3,183,259
Operating Expenses	4,437,448	3,789,438	5,079,605	5,143,355
Capital Expenses	268,496	67,500	238,500	76,000
Debt Service	576	0	0	0

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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of PMs performed per month (on average)	1,3	22	25	25	25
% of work orders closed vs work orders opened in the fiscal year	1	93%	96%	95%	95%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	95%	70%	95%	95%
Efficiency Indicators:					
Vehicle to technician ratio	1,2,3	88	92	95	97

Significant Changes

There are no significant changes to this program.

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	3.14	3.11	3.11	3.11
Funding Sources:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Fleet Maintenance Funds	24,865	0	0	0
Interest	(1,502)	0	0	0
Internal Service Funds	610,376	582,462	792,086	831,853
Total Program	633,739	582,462	792,086	831,853
Revenue by Fund:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Fleet Maintenance Funds	633,739	582,462	792,086	831,853
Total Program	633,739	582,462	792,086	831,853
Appropriations:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	245,202	274,731	293,736	283,217
Operating Expenses	388,537	307,731	498,350	548,636
Total Program	633,739	582,462	792,086	831,853

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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of PMs performed per month (on average)	1,3	6	11	8	8
% of work orders closed vs work orders opened in the fiscal year	1	79%	90%	80%	80%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	91%	70%	90%	90%
Efficiency Indicators:					
Vehicle to technician ratio	1,2,3	110	104	100	100

Significant Changes

There are significant changes to this program.

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	2.14	2.10	2.10	2.10
Funding Sources:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Fleet Maintenance Funds	36,416	0	0	0
Interest	(1,483)	0	0	0
Internal Service Funds	328,031	353,659	383,401	396,275
Total Program	362,964	353,659	383,401	396,275
Revenue by Fund:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Fleet Maintenance Funds	362,964	353,659	383,401	396,275
Total Program	362,964	353,659	383,401	396,275
Appropriations:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	179,426	183,129	209,316	217,966
Operating Expenses	183,538	170,530	174,085	178,309
Total Program	362,964	353,659	383,401	396,275

City of Ft. 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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
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	52%	97%	60%	70%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	100%	60%	90%	90%
Efficiency Indicators:					
Vehicle to technician ratio	1,2,3	36	40	35	35

Significant Changes

There are no significant changes to this program.

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	0.57	0.56	0.56	0.56
Funding Sources:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Fleet Maintenance Funds	41,012	0	0	0
Interest	(7,172)	0	0	0
Internal Service Funds	70,071	109,627	102,367	106,693
Total Program	103,911	109,627	102,367	106,693
Revenue by Fund:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Fleet Maintenance Funds	103,911	109,627	102,367	106,693
Total Program	103,911	109,627	102,367	106,693
Appropriations:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	44,009	43,972	49,635	51,608
Operating Expenses	59,902	65,655	52,732	55,085
Total Program	103,911	109,627	102,367	106,693

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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
\$ total of vehicles/equipment replaced	1	\$4,610,581	\$9,368,192	\$9,672,958	\$4,585,101
Effectiveness Indicators:					
% of approved purchases delivered in fiscal year	3	64%	82%	85%	87%
Efficiency Indicators:					
Vehicle/equipment auction proceeds	1	\$382,719	\$350,250	\$206,157	\$206,157

Significant Changes

There are no significant changes to this program.

		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personnel:					
Full Time Equivalents		1.70	1.52	1.52	1.52
Funding Sources:					
Fleet Replacement Funds		5,829,496	8,703,857	8,452,933	3,655,867
Interest		(1,644,857)	114,394	113,247	122,796
Interfund Transfer		375,000	375,000	1,105,000	805,000
Miscellaneous		390,042	350,250	206,157	206,157
Total Program		4,949,681	9,543,501	9,877,337	4,789,820
Revenue by Fund:					
Fleet Replacement Funds		4,949,681	9,543,501	9,877,337	4,789,820
Total Program		4,949,681	9,543,501	9,877,337	4,789,820
Appropriations:					
Personal Services Expenses		156,742	145,013	165,538	163,696
Operating Expenses		141,679	30,296	38,841	41,023
Capital Expenses		4,651,260	9,368,192	9,672,958	4,585,101
Total Program		4,949,681	9,543,501	9,877,337	4,789,820

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 after 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 Enterprise Resource and Planning system which manages the daily business of the County's financial domains, human capital management, and payroll. The ERP team's role in this enterprise-wide system is to maintain the integrity of its data assets, automated processes, system security, and act as technical advisors to all supported entities. FY 20/21 enhancements were solely focused on preparing and implementing the County's migration from its on-premises platform to a cloud-based platform.
2. Information distribution and integration: Polk County migrated to the cloud-based Oracle platform in late 2021. This system manages the data, processes, workflows, and reporting aspects across all financial domains, human capital management, and payroll. It supports operations within the Board of County Commissioners, Clerk of Courts, Supervisor of Elections, Circuit Court, and other local, public entities. This system also provides direct integration with many other systems, both on-premises as well as cloud, in supporting the day-to-day operations of all the aforementioned agencies.
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
- 4 Develop standardized repeatable processes that make the most of limited resources

Enterprise Resource Planning

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
Effectiveness Indicators:					
Software Updates Deployed	2	4	4	4	4
Average Testing Coverage	2	30%	30%	50%	95%
Support Tickets Opened	1,2,4	159	631	600	400
Support Tickets Closed	1,2,4	159	625	560	380
Training Courses Completed	3	2	2	6	8

Significant Changes

As a part of its adopted budget, the Enterprise Resource Planning (ERP) Systems Program plans to address a lack of testing coverage, increased demand for custom reporting, complex integrations, and resource constraints by partnering with a managed services provider.

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
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Full Time Equivalents	7.65	7.08	7.18	7.18
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Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
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Information Technology Fund	779,000	0	0	0
Cash/Fund Balance Forward	0	0	(1,021,670)	0
Interfund Transfer	0	0	1,021,670	0
Internal Service Funds	1,520,946	1,633,529	1,982,723	1,953,360
Total Program	2,299,946	1,633,529	1,982,723	1,953,360

Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
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Information Technology Fund	2,299,946	1,633,529	1,982,723	1,953,360
Total Program	2,299,946	1,633,529	1,982,723	1,953,360

Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
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Personal Services Expenses	801,929	852,960	910,414	948,132
Operating Expenses	1,498,017	780,569	1,072,309	1,005,228
Total Program	2,299,946	1,633,529	1,982,723	1,953,360

Applications Development/Operations

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

I Program Offer Description:

The Application Development Program provides expertise in the design, creation, testing, deployment, and ongoing support of software. Application development enhances the quality of life for the citizens of Polk County by providing greater access to services, information, and resources. The goal of the Application Development Program is to provide innovative solutions to government challenges.

II Contribution to Result:

The Application Development Program contributes to Good Government in several ways, including:

1. Improved transparency: Applications help make government more transparent by providing citizens with access to information about government activities, such as budgets, policies, and decision-making processes.
2. Increased citizen engagement: Applications provide citizens with a platform to communicate with government officials, provide feedback, and participate in decision-making processes.
3. Streamlined services: Applications help streamline government services, making them more accessible and efficient for citizens. For example, citizens can pay taxes or apply for permits online, which reduces the need for in-person visits to government offices.
4. Better data management: Applications help government agencies better manage and analyze data, improving decision-making and program outcomes.
5. Enhanced communication: Applications improve communication between government agencies and citizens, making it easier for citizens to report issues and for government agencies to respond to citizen needs.

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

III Performance Objectives:

1. Meet or exceed the expectations of the public for easy access to information through a modern, usable, and flexible architecture that drives access to government information, services, and data.
2. Respond appropriately to service requests and public inquiries initiated through the various channels supported by the Application Development Program.
3. Provide enterprise solutions and expert consultation to Polk County to enhance business processes and provide services to the public.
4. Research and implement technical methodologies that eliminate waste, reduce operational costs, and increase the value that staffing provides to the organization and the public.
5. Invest in career development that enriches staff and fosters knowledge of industry standards and best practices.

Applications Development/Operations

IV Measures:

	Key Obj	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Number of Supported Applications	1,2,3,4	124	126	96	90
Development Team Size	1,2,3,4	8	6	6	6
Ratio of Applications to Developers	1,2,3,4	15.5:1	21:01	16:01	15:01
Support Tickets Opened	1,2,3,4	420	307	300	280
Support Tickets Closed	1,2,3,4	352	294	285	266
Training Courses Completed	5	30	18	30	30

Significant Changes

As a part of its adopted budget, the Application Development Program plans to address trends and issues by:

1. Improving application security
2. Implementing continuous integration and delivery
3. Modernizing development technologies
4. Implementing an automated testing framework
5. Hosting applications in the Cloud

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	10.25	11.07	10.17	10.17

Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Special Revenue Grants	39,780	42,678	54,197	56,513
Utilities Operating Funds	152,373	109,073	121,790	126,763
Cash/Fund Balance Forward	0	213,205	546,495	288,222
Internal Service Funds	1,365,723	1,599,866	1,576,707	1,620,930
Total Program	1,557,876	1,964,822	2,299,189	2,092,428

Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Special Revenue Grants	39,780	42,678	54,197	56,513
Utilities Operating Funds	152,373	109,073	121,790	126,763
Information Technology Fund	1,365,723	1,813,071	2,123,202	1,909,152
Total Program	1,557,876	1,964,822	2,299,189	2,092,428

Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	906,283	1,160,089	1,136,781	1,183,809
Operating Expenses	554,821	591,528	615,913	620,397
Interfund Transfers	0	0	258,273	0
Reserves	0	213,205	288,222	288,222
Total Program	1,461,104	1,964,822	2,299,189	2,092,428

Records Management

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	4.60	4.65	4.65	4.65
Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Cash/Fund Balance Forward	0	138,720	318,836	168,155
Internal Service Funds	565,482	528,079	577,525	520,314
Miscellaneous	4,585	0	0	0
Total Program	570,067	666,799	896,361	688,469
Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Information Technology Fund	570,067	666,799	896,361	688,469
Total Program	570,067	666,799	896,361	688,469
Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	297,354	364,721	410,316	427,356
Operating Expenses	71,387	163,358	167,209	92,958
Interfund Transfers	0	0	150,681	0
Reserves	0	138,720	168,155	168,155
Total Program	368,741	666,799	896,361	688,469

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 2,100 personal computers, network design, and management of 300 network servers and over 400 network devices (i.e. routers, switches, etc.).

Over the previous five fiscal years, the Technical Services team has expanded its support of mobile devices, as these devices increasingly become essential to the day-to-day functions of County employees. The BoCC environment now includes approximately 1,300 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 22/23, the BoCC Service Desk is projected to receive over 25,000 telephone calls 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. 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 1,300 iOS devices.
2. Security Enhancement: In FY 22/23, IT will move towards a homogenous security environment. IT is implementing a VPN replacement which will improve the end user experience by providing an in the office experience when working outside of the BoCC office environment. IT has also begun pursuing a philosophy which consists of: Cloud is the data center, any device is a work device, internet is the network, and identity is the perimeter. By embracing this philosophy and aligning the security strategy with these perspectives, IT achieves a robust, agile, secure cyber environment.
3. Open Environment: IT completed a migration of all Servers to modern Windows Server 2016 or newer. This migration project eliminated older versions of Microsoft's Windows and Server OS before they reached end of life.
4. 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 began 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 ()
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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. |

Technical Services

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Effectiveness Indicators:					
# of high priority service calls received	4	200	300	300	300
# of medium priority service calls received	4	3,000	3,500	3,700	3,700
# of spam emails blocked	4,5,6	6,300,000	14,000,000	14,000,000	14,000,000
# of valid emails processed	1	900,000	3,000,000	3,000,000	3,000,000
% SPAM received vs valid email	1	90%	90%	90%	90%
Number of calls received at the Service Desk		18,750	19,000	19,500	19,500
Effectiveness Indicators:					
% Of Time High Priority Service requests were responded to	1,2,4	90%	90%	90%	90%
% Of Time Medium Priority Service requests were	1,2,4	90%	90%	90%	90%
% of "Abandoned" calls to the Service Desk	1	10%	10%	10%	10%
% of time e-mail available during business hours	1,2,4,6	99%	99%	99%	99%
% of time internet available during business hours	1,2,4,6	100%	99%	99%	99%
Significant Changes					
This program gained a Technical Service Manager position as a reclassification from other I.T. programs along with partial funding of a new Senior Cyber Security Firewall Analyst position. Additional increases in software renewals and replacement capital equipment occurred due to County growth and increase in pricing.					

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalent	27.40	29.00	30.40	30.40

Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Utilities Operating Funds	0	72,335	70,483	73,461
Information Technology Fund	107,303	0	0	0
Cash/Fund Balance Forward	0	629,283	330,275	174,188
Internal Service Funds	6,239,430	7,883,933	8,937,708	9,584,535
Others (Centrl I/D Inkind/Othr)	4,847	0	0	0
Total Program	6,351,580	8,585,551	9,338,466	9,832,184

Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Utilities Operating Funds	0	72,335	70,483	73,461
Information Technology Fund	6,351,580	8,513,216	9,267,983	9,758,723
Total Program	6,351,580	8,585,551	9,338,466	9,832,184

Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	2,447,671	3,045,385	3,333,380	3,556,349
Operating Expenses	3,017,911	2,820,497	4,817,811	5,043,647
Capital Expenses	885,432	2,331,258	857,000	1,058,000
Debt Service	566	0	0	0
Interfund Transfers	0	0	156,087	0
Reserves	0	388,411	174,188	174,188
Total Program	6,351,580	8,585,551	9,338,466	9,832,184

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 seven 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.

II. Contribution to Result:

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

1. Performance & Results: Ongoing investments in staff training and the strategic decision to standardize telephone technology on the NEC telephone system platform have provided a very effective support structure. To date in FY 22/23, service outages have been kept to a minimum to keep with the highest industry standard for overall downtime. Investment in training has eliminated the primary need for vendor service support contracts. By utilizing in-house trained resources, the turn round time to address issues was reduced as well as outside vendor support costs was mimized.
2. Asset Management: An ongoing Internal Services fund for telephones now averaging \$400,000 annually began as a CIP in 1996 and allowed strategically planned upgrades and replacements for all major phone systems over their projected life cycle. IT is currently focused on replacing end-of-life NEC phone systems with newer, more robust equipment. These newer PBXs leverage virtualization to streamline backups and system upgrades. As the call center functionality transitions to the cloud, ISF allocations will be used to fund these operating expenses.
3. 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 FYs 19/20 and 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 moving forward with implementing Contact Centers as a Service, as a means to give greater flexibility in providing customer service to citizens.
4. 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. A new initiative is to securely deploy a product that will allow for desk extensions to ring on mobile devices and laptop personal computers that are internet connected.
5. Employment Competency: Education and promotion of Telecommunications staff are done via 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. Flexible work schedules have been beneficial for staff and Polk County through the reduction of overtime and allows for extended coverage hours.

This Program is:	Not Mandated (<input type="checkbox"/>)	Mandated: Federal (<input type="checkbox"/>)	State (<input checked="" type="checkbox"/>)	Local (<input type="checkbox"/>)
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III. Performance Objectives:

- | | |
|---|---|
| 1 | Provide support for seven large NEC phone systems, five medium, and 34 smaller NEC phone systems including approximately 5,375 telephones and 12 contact 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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Efficiency Indicators:					
Technical support staff ratio to service request	1,2	1:462	1:375	1:375	1:375
Training hours per technical staff	3	40	40	40	40
# of New PBX Systems to be replaced/upgraded this fiscal year (Quarterly Progress)	1	5	5	5	5

Telecommunications Services

Significant Changes

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.

Telecommunications Services

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	6.85	6.90	7.10	7.10
Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Cash/Fund Balance Forward	0	484,642	424,900	224,093
Internal Service Funds	1,521,490	1,656,043	1,736,194	1,830,754
Total Program	1,521,490	2,140,685	2,161,094	2,054,847
Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Information Technology Fund	1,521,490	2,140,685	2,161,094	2,054,847
Total Program	1,521,490	2,140,685	2,161,094	2,054,847
Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	710,385	743,077	820,212	853,466
Operating Expenses	522,239	439,678	642,694	690,336
Capital Expenses	228,607	473,288	273,288	286,952
Interfund Transfers	0	0	200,807	0
Reserves	0	484,642	224,093	224,093
Total Program	1,461,231	2,140,685	2,161,094	2,054,847

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

Claims Management

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
Number of General Liability claims open	2,4	103	100	105	105
Number of General Liability claims closed	2,4	46	100	105	105
Number of Automobile Liability claims open	2,4	97	100	105	105
Number of Automobile Liability claims closed	2,4	73	100	105	105
Number of Property Damage claims open	2,4	36	100	100	100
Number of Property Damage claims closed	2,4	25	100	100	100
Number of Workers' Comp. claims received	3	288	1,000	800	800
Number of Workers' Comp. claims processed	1,3,4	274	630	800	800
Number of Automobile Subrogation Claims Open	1,2	45	90	90	90
Number of Automobile Subrogation Claims Closed	1,2	36	90	90	90
Number of Property Damage Subrogation Claims Open	1,2	29	100	100	100
Number of Property Damage Subrogation Claims Closed	1,2	35	100	100	100
Effectiveness Indicators:					
Average cost per workers' comp claim in comparison to benchmark of \$17,528 for FY 20/21	1,3,4	4,679	13,067	13,524	13,997
Percentage of Auto and General Liability claims compared to County budget	2,4	10.00%	0.10%	10.00%	10.00%
Workers comp experience modification factor	1,3,4	0.75	0.80	0.80	0.80
% 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 \$100.01 for Workers Compensation	1,3,4	\$1.43	\$1.93	\$1.95	\$1.95

Significant Changes

There are no significant changes to this program

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalent	2.00	2.00	2.00	2.00
Funding Sources:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	3,646,472	5,031,094	5,141,250	5,149,795
Interfund Transfer	158,454	0	0	0
Miscellaneous	409,195	300,000	300,000	300,000
Total Program	4,214,121	5,331,094	5,441,250	5,449,795
Revenue by Fund:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	4,214,121	5,331,094	5,441,250	5,449,795
Total Program	4,214,121	5,331,094	5,441,250	5,449,795
Appropriations:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	2,366,349	2,973,400	2,982,593	2,990,305
Operating Expenses	1,847,772	2,357,694	2,458,657	2,459,490
Total Program	4,214,121	5,331,094	5,441,250	5,449,795

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 within County government 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 BoCC has also increased safety staff positions to better address safety concerns.

*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 and self-insured retention increases in order to maintain reasonable premiums.

*After many years of Cyber Liability insurance premiums skyrocketing nationally, they have begun to subside. However the risk to County governments is more than ever as government entities continue to experience cyber attacks, including many in Florida. 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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
Number of insurance applications prepared	1,4	42	45	50	50
Number of contracts and lease agreements received and reviewed	2	178	200	200	200
Number of insurance certificates processed and created self-insured letters	3,4	196	200	210	210
Number of County facilities (both owned and leased)	1	1,444	1,520	1,520	1,520
Effectiveness Indicators:					
The primary indicator for this program relates to the cost of procurement of excess insurance for the property/casualty program.	1,4	\$517,500	530,000	540,000	550,000
General Liability					
Commercial Property Program	1,4	\$2,229,003	2,300,000	2,600,000	2,900,000
Workers Compensation Excess	1,4	\$275,045	300,000	300,000	300,000
Efficiency Indicators:					
% cost of insurance difference from prior year	1,4	4.25%	17.66%	19.28%	8.98%
Cost of Insurance per Capita GENERAL LIABILITY	1,4	\$0.69	\$0.68	\$0.72	\$0.73
Commercial Property Program	1,4	\$2.96	\$2.95	\$3.45	\$3.85
Workers Compensation Excess	1,4	\$0.37	\$0.38	\$0.41	\$0.41

Significant Changes

There are no significant changes to this program.

General Insurance

General Insurance

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	0.00	0.00	0.00	0.00
Funding Sources:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	3,439,695	4,007,409	4,097,667	4,465,140
Total Program	3,439,695	4,007,409	4,097,667	4,465,140
Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	3,439,695	4,007,409	4,097,667	4,465,140
Total Program	3,439,695	4,007,409	4,097,667	4,465,140
Appropriations:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Operating Expenses	3,439,695	4,007,409	4,097,667	4,465,140

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 the 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 ()**

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
- 5 Immunizations and antibody testing against occupational health exposures and other potential infectious diseases

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
Number of Workers' Compensation visits	1,5	355	515	530	530
Number of physical examinations performed	2,4	923	1,591	1,600	1,600
Number of diagnostic screens	1,2,3,4,5	337	2,000	2,000	2,000
Number of all lab work collected	1-6	730	1,500	1,500	1,500
Number of vaccines	5	47	200	200	200
Effectiveness Indicators:					
% of injured employees treated	1,5	88%	90%	90%	90%
% of vaccines admin. vs industry	1,5	85%	85%	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	\$275,763	\$327,000	\$335,000	\$335,000
% of cost savings for vaccines admin vs industry	1,5	46%	40%	40%	40%
% of cost savings for physical exams performed	1-5	68%	60%	60%	60%

Significant Changes

There are no significant changes to this program.

Occupational/Employee Health Services

Personnel:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents		0.15	0.15	0.15	0.15
Funding Sources:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy		268,821	383,148	405,996	416,112
Miscellaneous		132	0	0	0
	Total Program	268,953	383,148	405,996	416,112
Revenue by Fund:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund		268,953	383,148	405,996	416,112
	Total Program	268,953	383,148	405,996	416,112
Appropriations:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses		7,735	8,188	9,506	9,902
Operating Expenses		261,218	374,960	396,490	406,210
	Total Program	268,953	383,148	405,996	416,112

Safety

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

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 three 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 meetings.

* 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

Safety

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
Incidents investigated	2,4,6	159	190	190	190
Inspections	1,2,6	46	40	40	40
Defensive Driving Classes	3,4	26	32	32	32
Training classes	3,4,5	126	80	130	130
Committee meetings	1,3,4,7	40	48	48	48
Construction Meetings and Inspections	1,2,7	24	26	26	26
CDL Sessions	3,4,5	10	10	10	10
Safety Snippets Activity	3,4	6	6	6	6
Effectiveness Indicators:					
% Reduction in Workers' Compensation Claims	1,2,3,4	-54%	-2%	-2%	-2%
% reduction in vehicle collisions from previous year	1,2,3,4	-12%	10%	-3%	-3%
Efficiency Indicators:					
Safety cost per employee	1,2,3,2	\$52.50	\$54.29	\$56.26	\$58.30

Significant Changes

A Safety Coordinator with operating and a vehicle costs were added to this program.

Personnel:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	2.00	2.00	3.00	3.00
Funding Sources:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	210,846	238,627	404,992	384,719
Total Program	210,846	238,627	404,992	384,719
Revenue by Fund:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	210,846	238,627	404,992	384,719
Total Program	210,846	238,627	404,992	384,719
Appropriations:				
	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	172,284	185,081	305,848	318,520
Operating Expenses	38,562	53,546	67,144	66,199
Capital Expenses	0	0	32,000	0
Total Program	210,846	238,627	404,992	384,719

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 ()

III. Performance Objectives:

- 1 Contain health insurance costs or the rate of premium increases through effective design changes, wellness initiatives, and data management
- 2 Coordination and evaluation of plan benefits through the Insurance Committee composed of the Board and Elected Officials
- 3 Expand employee wellness programs to promote and encourage employee health and well-being and to impact the long-term health insurance costs
- 4 Treatment of minor injury or illness and palliative treatment of disorders to allow completion of work shift for which an employee may not ordinarily consult a physician

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of contracts for active employees	2	3,716	3,728	3,728	3,728
# of contracts for self-insured retired employees	2	452	445	445	445
# of contracts for medical advantage employees	2	982	1,108	1,144	1,144
Medical claims paid	1	\$42.4M	\$49.3M	\$48.5M	\$51.8M
Prescription claims paid	1	\$15.0 M	\$16.0M	\$18.0M	\$19.4M
Effectiveness Indicators:					
% decrease of Emergency Room Visits per 1,000	1,3,4	8%	-2%	-2%	-2%
Health risk assessments completed as a % of eligible population	1,3	18%	75%	75%	75%
Routine Physical completed as a % of eligible population	1,3	18%	75%	75%	75%
Efficiency Indicators:					
Cost of Employee Health Services	1,3,4	\$1,926,094	\$2,110,833	\$2,176,000	\$2,231,080
Administrative costs as a % of direct health plan expenses	1,2	6.27%	6.56%	5.50%	4.81%
Medical PEPM	1	\$847	\$985	\$968	\$1,034
Rx PEPM	1	\$300	\$320	\$359	\$389

Significant Changes

There are no significant changes to this program.

Employee Health Insurance

Personnel:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents		2.55	2.55	2.55	2.55
Funding Sources:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Employee Health Insurance Fund		0	4,171,132	4,105,474	6,179,962
Fines And Forfeitures		599	0	0	0
Interfund Transfer		350,000	0	0	0
Internal Service Funds		67,355,135	72,010,970	72,452,565	75,274,218
Miscellaneous		4,987,450	(2,000)	(2,000)	(2,000)
Others (Centrl I/D Inkind/Othr)		(75)	0	0	0
	Total Program	72,693,109	76,180,102	76,556,039	81,452,180
Revenue by Fund:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Employee Health Insurance Fund		72,693,109	76,180,102	76,556,039	81,452,180
	Total Program	72,693,109	76,180,102	76,556,039	81,452,180
Appropriations:		Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses		178,044	185,401	202,830	211,233
Operating Expenses		66,113,219	75,682,709	76,110,158	80,997,896
Capital Expenses		0	15,000	15,000	15,000
Debt Service		1,732	0	0	0
Indirect Expense		296,992	296,992	228,051	228,051
	Total Program	66,589,987	76,180,102	76,556,039	81,452,180

Volunteer Polk

Program Number:	130
Result Area:	Good Government
Division:	Health and Human Services
Section:	Health and Human Services Administration

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 Services Coordinator 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, utilizing a volunteer handbook outlining policies/procedures, and maintaining 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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of volunteers/Interns for BoCC	1-6	1,006	1,500	1,500	1,500
# of volunteer hours reported in support of BoCC programs	1-6	45,676	80,000	80,000	80,000
# of recruitment/PR events/presentations	1-6	15	15	15	15
# of disaster related meetings/calls/events	1-6	23	5	5	5
# of Volunteer Polk referrals to community partners	1-6	97	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	\$1,332,980	\$900,000	\$900,000	\$900,000
\$ Extension of services by RSVP volunteers	1-6	\$278,647	\$200,000	\$200,000	\$200,000
\$ Spent on lawsuits or non-compliance penalties/fines	1-6	\$0	\$0	\$0	\$0

Significant Changes

There are no significant changes to this program.

Volunteer Polk

Personnel:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Full Time Equivalents	3.00	3.00	3.00	3.00
Funding Sources:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund Subsidy	110,875	141,629	152,534	157,190
Special Revenue Grants	12	0	0	0
Interfund Transfer	42,769	52,830	63,696	69,851
Intergovernmental	94,308	93,244	93,244	93,244
Others (Centrl I/D Inkind/Othr)	46,911	46,910	48,733	48,733
Total Program	294,875	334,613	358,207	369,018
Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund	110,875	141,629	152,534	157,190
Special Revenue Grants	184,000	192,984	205,673	211,828
Total Program	294,875	334,613	358,207	369,018
Appropriations:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Personal Services Expenses	192,077	213,885	233,508	243,531
Operating Expenses	54,389	73,818	75,966	76,754
Debt Service	1,498	0	0	0
InKind Expense	46,911	46,910	48,733	48,733
Total Program	294,875	334,613	358,207	369,018

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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of computer work orders annually	1	2,427	2,400	2,400	2,400
# of PCs to maintain and update	1	669	575	650	650
# of relief judges utilized	2	14	14	14	14
# of court programs managed	3	23	23	22	22
# of AIM classes	4	20	22	20	20
# of family mediations scheduled	4	2,741	1,500	2,000	2,000
# of dependency mediations scheduled	4	293	300	300	300
Effectiveness Indicators:					
average # of work orders resolved within timeframe	1	2,741	1,400		
# of people attending AIM classes	4	240	200	200	200
average # of PCs replaced/upgraded each year	1	100	100	100	100
Efficiency Indicators:					
% of court docket in compliance with time standards	2	100%	100%	100%	100%

Significant Changes

There are no significant changes to this program.

Court Administration

Personnel:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Full Time Equivalents	17.00	17.00	18.00	18.00
Funding Sources:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund Subsidy	1,553,782	2,015,337	2,236,908	2,273,104
Cash/Fund Balance Forward	0	737,670	781,305	781,305
Charges For Services	4,760	2,214	2,280	2,280
Miscellaneous	284,634	297,412	306,618	306,618
Others (Centrl I/D Inkind/Othr)	3,721	0	0	0
Total Program	1,846,897	3,052,633	3,327,111	3,363,307
Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund	1,846,897	3,052,633	3,327,111	3,363,307
Total Program	1,846,897	3,052,633	3,327,111	3,363,307
Appropriations:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Personal Services Expenses	1,171,865	1,409,233	1,586,957	1,623,153
Operating Expenses	648,354	1,543,400	1,640,154	1,640,154
Capital Expenses	3,721	100,000	100,000	100,000
Debt Service	22,957	0	0	0
Total Program	1,846,897	3,052,633	3,327,111	3,363,307

Law Library

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

I. Program Offer Description:

Provides the general public and legal community access to legal resources and general services. The law library functions as a unique and important resource to Polk County residents as it offers the general public free access to legal materials not generally obtainable elsewhere in the County, including state and federal statutes, practical treatises, case reporters, and online legal research platforms. The law library also contributes to the day-to-day operations of the courthouse by giving patrons access to printers, copiers, and computers. This access allows visitors to gather what they need for their courthouse business and enables other departments to focus on their primary objectives.

II. Contribution to Result:

The law library contributes to Good Government Purchasing Strategy #7 (ensuring sound fiscal management of public funds) by continuously collaborating with other institutions to streamline services for courthouse patrons and provide cost-effective legal resources and services that would otherwise be cost-prohibitive for individual members of the community. Collaborators include the Board of County Commissioners, Court Administration, Clerk's Office, Polk County Library Cooperative, local legal aid offices, and other legal associations.

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

III. Performance Objectives:

- 1 Collect and maintain up-to-date legal research materials
- 2 Provide patrons access to legal resources, computers, printers, copiers, and meeting spaces
- 3 Host legal clinics and other law-related programs

IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Workload Indicators:					
# of printed books and supplements added to collection	1	2,950	3,600	3,600	3,600
Effectiveness Indicators:					
# of library visitors	2,3	30,000	30,000	30,000	30,000
# of electronic library visitors	2	20,000	30,000	15,000	15,000
# of clinics and programs hosted (NEW)	3	12	12	12	12

Significant Changes

There are no significant changes to this program.

	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personnel:				
Full Time Equivalent	2.00	2.00	2.00	2.00
Funding Sources:				
General Fund Subsidy	191,058	301,400	344,601	343,982
Charges For Services	153,777	99,060	63,252	63,252
Miscellaneous	6,761	6,407	8,624	8,624
Total Program	351,596	406,867	416,477	415,858
Revenue by Fund:				
General Fund	351,596	406,867	416,477	415,858
Total Program	351,596	406,867	416,477	415,858
Appropriations:				
Personal Services Expenses	92,723	136,867	136,477	135,858
Operating Expenses	258,873	270,000	280,000	280,000
Total Program	351,596	406,867	416,477	415,858

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 21/22	FY 22/23	FY 23/24	FY 24/25
Operating Expenses	459,403	456,601	452,208	492,231
Constitutional Officers-Budget Transfers	181	0	0	0
Total Department	459,584	456,601	452,208	492,231

Revenue Summary:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund Subsidy	2,546,773	5,538,716	6,437,465	6,810,693
Licenses & Permits	11,721	8,617	14,065	16,878
Miscellaneous Revenue	56,909	39,900	81,383	81,383
Others (Centrl I/D Inkind/Othr)	0	0	0	0
Others (Residuals)	3,990,639	900,000	900,000	900,000
Total Department	6,606,042	6,487,233	7,432,913	7,808,954

Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund	6,606,042	6,487,233	7,432,913	7,808,954
Total Department	6,606,042	6,487,233	7,432,913	7,808,954

Personnel:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Full-Time Equivalent	45.00	46.00	47.00	47.00

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	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Operating Expenses	119,562	129,204	88,540	90,413
Constitutional Officers-Budget Transfers	10,549,635	12,130,875	12,863,732	13,506,920
Total Department	10,669,197	12,260,079	12,952,272	13,597,333

Revenue Summary:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund Subsidy	7,009,411	8,774,072	9,288,593	9,760,469
Leisure Services MSTU Funds	473,444	540,178	553,459	581,132
Libraries MSTU Funds	177,700	202,790	207,835	218,227
Rancho Bonito MSTU Fund	292	300	315	331
Transportation Millage Fund	1,707,020	2,024,770	2,154,658	2,262,391
Emergency Medical Millage Fund	355,628	421,827	448,887	471,331
Stormwater MSTU	84,256	96,142	98,525	103,452
General Capital Improvement Funds	0	0	0	0
Miscellaneous	0	0	0	0
Others (Residuals)	861,446	200,000	200,000	200,000
Total Department	10,669,197	12,260,079	12,952,272	13,597,333

Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund	7,870,857	8,974,072	9,488,593	9,960,469
Leisure Services MSTU Funds	473,444	540,178	553,459	581,132
Libraries MSTU Funds	177,700	202,790	207,835	218,227
Rancho Bonito MSTU Fund	292	300	315	331
Transportation Millage Fund	1,707,020	2,024,770	2,154,658	2,262,391
Emergency Medical Millage Fund	355,628	421,827	448,887	471,331
Stormwater MSTU	84,256	96,142	98,525	103,452
General Capital Improvement Funds	0	0	0	0
Total Department	10,669,197	12,260,079	12,952,272	13,597,333

Personnel:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Full-Time Equivalent	112.00	125.00	125.00	125.00

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	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Personal Services Expenses	392,777	529,110	580,472	570,035
Operating Expenses	526,651	662,430	474,009	483,119
Capital Expenses	0	32,000	32,000	32,000
Total Department	919,428	1,223,540	1,086,481	1,085,154

Revenue Summary:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund Subsidy	919,428	1,223,540	1,086,481	1,085,154
Miscellaneous Revenue	0	0	0	0
Total Department	919,428	1,223,540	1,086,481	1,085,154

Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund	919,428	1,223,540	1,086,481	1,085,154
Total Department	919,428	1,223,540	1,086,481	1,085,154

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

Personnel:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Full-Time Equivalent	6.00	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	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Capital Expenses	1,010,128	1,168,548	1,194,055	1,223,790
Reserves	1,088	79,800	280,000	80,000
Total Department	1,011,216	1,248,348	1,474,055	1,303,790

Revenue Summary:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund Subsidy	1,028,772	1,248,348	1,324,055	1,153,790
Miscellaneous	0	0	0	0
Total Department	1,028,772	1,398,348	1,474,055	1,303,790

Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund	1,029,860	1,398,348	1,474,055	1,303,790
Total Department	1,029,860	1,398,348	1,474,055	1,303,790

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	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
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	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Personal Services	2,408,937	3,056,941	3,712,119	3,893,624
Operating Expenses	2,117,136	2,327,379	3,190,223	2,714,341
Capital Expenses	44,364	20,000	10,000	20,000
Transfers	10,608	0	0	0
Total Department	4,581,045	5,404,320	6,912,342	6,627,965

Revenue Summary:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Special Revenue Grants	20	0	0	0
Charges for Services	21,878	0	0	0
Interest	3,671	0	218,122	58,470
Interfund Transfer	2,104	14,626	36,538	9,504
Intergovernmental	19,183	95,102	0	0
Miscellaneous Revenue	0	0	0	0
Others (Residuals)	4,539,964	5,294,592	6,657,682	6,559,991
Total Department	4,586,820	5,404,320	6,912,342	6,627,965

Revenue by Fund:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
General Fund	4,563,966	5,294,592	6,657,682	6,559,991
Special Revenue Grants	22,854	109,728	254,660	67,974
Total Department	4,586,820	5,404,320	6,912,342	6,627,965

Personnel:	Actual	Budget	Adopted	Plan
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Full-Time Equivalent	28.00	29.00	32.00	32.00

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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Operating Expenses	74,727	113,689	104,685	107,330
Interfund Transfers	564,052	564,052	564,052	564,052
Constitutional Office-Budget Transfer	13,437,153	14,285,107	16,806,165	17,959,720
Reserves	0	1,726,937	4,615,193	4,051,141
Total Department	14,075,932	16,689,785	22,090,095	22,682,243

Revenue Summary:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund Subsidy	8,649,909	10,976,875	12,477,436	13,440,733
Fire Rescue Funds	994,901	1,030,274	1,152,620	1,210,581
Leisure Services MSTU Funds	281,643	300,094	348,706	374,859
Libraries MSTU Funds	105,712	112,659	130,947	140,767
Rancho Bonito MSTU Fund	173	167	175	184
Transportation Millage Fund	1,016,974	1,124,999	1,357,539	1,459,354
Emergency Medical Millage Fund	211,735	234,377	282,821	304,033
Stormwater MSTU	50,121	53,412	62,076	66,732
General Capital Improvement Funds	29	0	0	0
Universal Solid Waste Collection Funds	609,823	515,939	662,582	633,859
Cash/Fund Balance Forward	0	1,776,937	4,615,193	4,051,141
Others (Residuals)	2,154,912	564,052	1,000,000	1,000,000
Total Department	14,075,932	16,689,785	22,090,095	22,682,243

Revenue by Fund:	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
General Fund	10,804,821	13,317,864	18,092,629	18,491,874
Fire Rescue Funds	994,901	1,030,274	1,152,620	1,210,581
Leisure Services MSTU Funds	281,643	300,094	348,706	374,859
Libraries MSTU Funds	105,712	112,659	130,947	140,767
Rancho Bonito MSTU Fund	173	167	175	184
Transportation Millage Fund	1,016,974	1,124,999	1,357,539	1,459,354
Emergency Medical Millage Fund	211,735	234,377	282,821	304,033
Stormwater MSTU	50,121	53,412	62,076	66,732
General Capital Improvement Funds	29	0	0	0
Universal Solid Waste Collection Funds	609,823	515,939	662,582	633,859
Total Department	14,075,932	16,689,785	22,090,095	22,682,243

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 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full-Time Equivalent	275.00	272.00	272.00	272.00