

Appendix A

Polk County

Budget Resolutions

Fiscal Year 23/24

RESOLUTION NO. 2023-117
Fiscal Year 2023-2024

WHEREAS, the Board of County Commissioners of Polk County, Florida finds it necessary as a requirement of law to establish the ad valorem millage rate to be levied by the County for the 2023-2024 fiscal year;

NOW, THEREFORE BE IT RESOLVED by the Board of County Commissioners of Polk County, Florida in open session duly assembled pursuant to notice on September 13, 2023 that:

SECTION 1: The Board does hereby determine and state the rate of millage to be levied for the Polk County Stormwater MSTU of the County budget for the 2023-2024 fiscal year as 0.0941.

SECTION 2: The millage to be levied pursuant to this Resolution, Section 1, is a 7.1% increase over the rolled-back rate of 0.0879 mills, computed pursuant to Section 200.065(1), Florida Statutes.

SECTION 3: This Resolution shall take effect immediately upon its adoption.

RESOLUTION NO. 2023-118
Fiscal Year 2023-2024

WHEREAS, the Board of County Commissioners of Polk County, Florida finds it necessary as a requirement of law to establish the ad valorem millage rate to be levied by the County for the 2023-2024 fiscal year;

NOW, THEREFORE BE IT RESOLVED by the Board of County Commissioners of Polk County, Florida in open session duly assembled pursuant to notice on September 13, 2023 that:

SECTION 1: This Board does hereby determine and state the rate of millage to be levied for the Board of County Commissioners for each fund of the County budget for the 2023-2024 fiscal year as follows:

	Mills
General Fund	5.0352
Transportation	1.2000
Emergency Medical	0.2500
Environmental Lands	<u>0.2000</u>
	6.6852

SECTION 2: The millage to be levied pursuant to this Resolution, Section 1, is a 10.0% increase over the rolled-back rate of 6.0777 mills, computed pursuant to Section 200.065(1), Florida Statutes.

SECTION 3: The Board does hereby determine and state the rate of millage to be levied for the Polk County Parks MSTU of the County budget for the 2023-2024 fiscal year as 0.5286.

SECTION 4: The millage to be levied pursuant to this Resolution, Section 3, is a 7.0% increase over the rolled-back rate of 0.4940 mills, computed pursuant to Section 200.065(1), Florida Statutes.

SECTION 5: The Board does hereby determine and state the tentative rate of millage to be levied for the Polk County Library MSTU of the County budget for the 2023-2024 fiscal year as 0.1985.

SECTION 6: The millage to be levied pursuant to this Resolution, Section 5, is a 7.0% increase over the rolled-back rate of 0.1855 mills, computed pursuant to Section 200.065(1), Florida Statutes.

SECTION 7: The Board does hereby determine and state the rate of millage to be levied for the Polk County Rancho Bonito MSTU of the County budget for the 2023-2024 fiscal year as 9.1272.

SECTION 8: The tentative millage to be levied pursuant to this Resolution, Section 7 is a 2.1% increase over the rolled-back rate of 8.9432 mills, computed pursuant to Section 200.065(1), Florida Statutes.

SECTION 9: This Resolution shall take effect immediately upon its adoption.

RESOLUTION NO. 2023-119
Fiscal Year 2023-2024

WHEREAS, the Board of County Commissioners of Polk County, Florida finds it necessary as a requirement of law to adopt the Final Budget for the 2023-2024 fiscal year;

NOW, THEREFORE BE IT RESOLVED by the Board of County Commissioners of Polk County, Florida in open session duly assembled pursuant to notice on September 13, 2023 that:

SECTION 1: The Board does hereby adopt the tentative budget for the Polk County Stormwater MSTU for fiscal year 2023-2024 totaling \$12,327,493, which is hereby filed with the Clerk.

SECTION 2: This Resolution shall take effect immediately upon its adoption.

RESOLUTION NO. 2023-120
Fiscal Year 2023-2024

WHEREAS, the Board of County Commissioners of Polk County, Florida finds it necessary as a requirement of law to adopt the Final Budget for the 2023-2024 fiscal year;

NOW, THEREFORE BE IT RESOLVED by the Board of County Commissioners of Polk County, Florida in open session duly assembled pursuant to notice on September 13, 2023 that:

SECTION 1: The Board does hereby adopt the final budget for the Polk County Parks MSTU for fiscal year 2023-2024 totaling \$40,765,548, which is hereby filed with the Clerk.

SECTION 2: The Board does hereby adopt the final budget for the Polk County Library MSTU for fiscal year 2023-2024 totaling \$8,897,956, which is hereby filed with the Clerk.

SECTION 3: The Board does hereby adopt the final budget for the Polk County Rancho Bonito MSTU for fiscal year 2023-2024 totaling \$65,870, which is hereby filed with the Clerk.

SECTION 4: This Board does hereby adopt the final budget of Polk County for the 2023-2024 fiscal year totaling \$2,547,803,259, which includes the Polk County Parks MSTU budget of \$40,765,548, the Polk County Library MSTU budget of \$8,897,956, the Polk County Stormwater MSTU budget of \$12,327,493, and the Polk County Rancho Bonito MSTU budget of \$65,870, the summary of which is attached hereto, and the full text of which is hereby filed with the Clerk.

SECTION 5: This Resolution shall take effect immediately upon its adoption.

FY 23/24 ADOPTED TENTATIVE BUDGET

FUND GROUP FUND DESCRIPTION	ADOPTED TENTATIVE FY 23/24
General Fund	
00100 General Fund	576,372,782
Special Revenue Funds	
10100 County Transportation Trust Fund	150,600,411
10150 Special Revenue Grants	78,864,981
12160 Tourism Tax Funds	37,691,991
12180 Lake And River Enhancement Trust Funds	3,818,832
12190 Fire Rescue Funds	70,860,150
12240 Impact Fees	142,966,593
14350 Emergency 911 Funds	5,920,890
14370 Hazardous Waste Funds	111,480
14390 Radio Communications Funds	5,004,265
14460 Local Provider Participation (Ord. No. 22-029)	37,485,000
14480 Polk County Florida Opioid Abatement Trust Fund	6,177,664
14490 Indigent Health Care Funds	163,244,765
14500 Coronavirus Local Fiscal Recovery Funds American Rescue Plan	110,855,767
14850 Hazard Mitigation Grant Program Irma FEMA-DR-4337-FL	6,445,002
14930 Leisure Services MSTU Funds	40,765,548
14950 Libraries MSTU Funds	8,897,956
14960 Rancho Bonito MSTU Fund	65,870
14970 Transportation Millage Fund	128,392,710
14980 Emergency Medical Millage Fund	42,401,703
14990 Law Enforcement Trust Funds	946,077
15010 Land Management Nonexpendable Trust Funds	37,881,231
15250 Eloise CRA Trust-Agency Funds	1,010,001
15290 Harden Parkway CRA Funds	1,611,139
15310 Building Funds	21,843,861
15350 Affordable Housing Assistance Trust Funds	15,321,155
15550 Hurricane Irma Fund	2,000,000
16000 Street Lighting Districts	3,459,347
18000 Stormwater MSTU	12,327,493
15650 Hurricane Ian Fund	32,250,000
Debt Service Funds	
23500 Public Facilities Rev Ref Bonds, Series 2014 (Ref 2005)	9,380,915
23700 Public Fac Rev Note, S2015(Ref CFT 2006)	3,749,566
23800 Promissory Note 2020A	4,875,325
24000 Promissory Revenue Note, Series 2020 C	10,713,242
Capital Funds	
30200 Drainage and Water Quality Fund	2,202,791
30800 General Capital Improvement Funds	115,448,455
31200 Environmental Land Acquisition Funds	10,942,871
31900 Northeast Polk Roadway Fund	800
Enterprise Funds	
41000 Solid Waste	233,068,542
42000 Utilities	238,218,293
43110 Rohr Home Fund	1,795,749
Internal Service Funds	
50100 Fleet Maintenance Funds	12,710,079
50300 Employee Health Insurance Fund	104,376,278
51500 Fleet Replacement Funds	35,792,169
52000 Information Technology Fund	18,933,520
Grand Total	2,547,803,259

Appendix B

Polk County

Strategic Plan

Fiscal Year 23/24

BUDGET & MANAGEMENT SERVICES STRATEGIC PLAN

Vision

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.

Mission

Promote the productive delivery of public services through budget planning and management.

Values

- Consistency in application of restrictions, policies, and controls
- Timely communication of restrictions, policies and controls
- Fiscally responsible
 - Accurate
 - Realistic
- Informed decision making
- Transparency
- Integrity and ethics (pass the newspaper test)

Goals

1. Continue to provide a work product that:
 - Meets the priorities and needs of stakeholders
 - Is recognized as exceeding the expected professional standards
 - Assists divisions in providing accurate, realistic, and timely budget and financial information

Strategy:

Work with Human Resources to review job descriptions and pay classifications for budget and financial staff.

Objective:

- Ensure consistency of minimum skill requirements
- Ensure consistency of job titles for essentially similar responsibilities
- Ensure consistency of compensation levels for essentially similar levels of responsibility

Strategy:

Create needed training and operational documents.

Objective:

Update operational and budget policies, procedures, account definitions, and financial tasks

2. Maintain professional working relationships with all stakeholders.

Strategy:

Maintain communication practices.

Objective:

- Continue regular meetings with various financial staff
- Provide training on changes and updates

3. Improve provision of long term economic and financial planning

Strategy:

Strengthen long term financial planning

Objective:

- Incorporate long-term financial plans into the budget process (work sessions and documents)
- Develop standard format for five-year projections with simplified process for out-years (three to five)
- Develop five-year financial projections simultaneously with budget development
- Redesign long term financial analysis for:
 - Greater ease of use by management and policy makers
 - Incorporation of best and worst case scenarios

4. Link the budget to the strategic plan

Strategy:

Improve the linkage of the budget and CIP to the strategic plan

Objective:

- The budget review process should include a discussion of how the requested budget is linked to the strategic plan
- Use the strategic plan as a guide to program description
- Provide an analysis of the resources committed to each goal of the strategic plan
- Develop five-year financial projections simultaneously with budget development
- Use the budget review process to foster a culture of strategic thinking and disciplined planning

5. Use technology for continuous improvement in quality and efficiency in the budget process

Strategy:

Complete a financial dashboard

Objective:

- Develop criteria for the dashboard (desired information, project status, automated capacity, timeliness, etc.)
- Review existing options
- Determine if an existing system meets criteria or can be adapted (ensure coordination with finance to ensure it meets the divisions needs)
- Implement dashboard with consultant or IT

6. Enhance the capacity for management analysis

Strategy:

Improve financial, capital planning, and budget skills training

Objective:

- Provide regular training opportunities on the financial system, coordinated with OED
- Conduct mini-training sessions at various meetings Provide training to managers via OED on the budget and
- financial management process from both the County and Clerk's perspective

CODE ENFORCEMENT DIVISION STRATEGIC PLAN

Vision

Code Enforcement Division is known as a community resource, recognized as a fair and consistent unit that is highly professional, proficient, technically-advanced, and a valued partner for community improvement.

Mission

Promote the health, safety, and welfare of the public and maintain property values by removing dangerous conditions, decreasing crime, and maintaining aesthetics in the community.

Values

- Community improvement
- Safety of staff
- Getting it right
- Open and direct communication
- Work closely together

Key Trends

- Polk County is becoming increasingly urbanized
- Increased technology and skill requirements to manage various types of violations
- More proactive code enforcement will be expected in the future
- Staff compensation will become a more significant issue

Outcomes

- Enhanced public health, safety, and general welfare
- Improved community aesthetics
- Improved property values
- Appropriate balance of compliance and enforcement

Goals

1. Improve the community and the division's relationship with the community
2. Improve quality of services and efficiency of operations
3. Maintain and enhance the organizational culture and values

Outcome Metrics

1. Response time from first complaint to inspection
2. Number of days from complaint verification to compliance
3. Percentage of verified complaints brought into compliance
4. Number of acres mowed
5. Tonnage of junk and debris removed
6. Number of cars towed
7. Number of structures secured
8. Number of pools secured

Strategies and Objectives

1. Improve the community and the division's relationship with the community

Strategy:

Educate the community on the role of Code Enforcement in decreasing crime, maintaining property values, and aesthetics

Objectives:

- Increase awareness of and involvement in community events
- Improve outreach to communities
- Strengthen relationship with Keep Polk County Beautiful
- Develop public information material, such as flyers, annual reports, etc.

Strategy:

Increase proactive neighborhood cleanup/volunteer work

Objectives:

- Support efforts of Keep Polk County Beautiful
- Determine additional resources needed to achieve objective
- Maintain professional working relationships with all stakeholders.

Strategy:

Strengthen partnerships

Objectives:

- Initiate task force of Sheriff, State Attorney, and Code Enforcement to identify issues and joint solutions
- Develop training material for Sheriff on the role of deputies in code enforcement actions
- Develop a modified process with the Land Development Division so that Code Enforcement is engaged early in land regulation revisions

Strategy:

Develop a prioritization of resources criteria in the context of urbanizing the County

Objectives:

- Obtain process approval from the County Manager
- Develop draft criteria
- Review with stakeholders
- Seek approval of recommendations from County Manager

2. Improve the quality of services and efficiency of operations

Strategy:

Improve fines and liens collection process

Objective:

Develop a dedicated function to manage fines and liens collection

Strategy:

Identify additional revenue/cost recovery options

Objective:

Review fee structure to identify revenue/recovery for all services and costs

Strategy:

Strengthen training system

Objective:

Establish training coordinator position to develop and manage training

Strategy:

Review need and options for satellite offices

Objectives:

- Coordinate with Facilities and operating divisions to identify potential spaces for satellite offices
- Identify resources needed in satellite offices to make them more functional
- Work with Property Appraiser, IT, and other offices to enhance data access from satellite offices

Strategy:

Increase FTEs commensurate with County growth and broader practice of proactive code enforcement

Objective:

Develop staffing standards for a variety of levels of code enforcement

Strategy:

Enhance Safety

Objective:

Review current safety procedures and identify potential improvements

Strategy:

Decrease cost of nuisance abatement

Objective:

Review alternative methods of providing supervision during nuisance abatement actions

Strategy:

Determine need for, and role in, specialized expertise

Objectives:

- Review certification requirements for specialized nuisance, e.g., noise, odor, vibration
- Review technology and equipment requirements for specialized nuisances
- Identify level of need for specialized services
- Identify partners who could provide these services that would meet the County's need
- Conduct cost/benefit analysis of developing internal capacity
- Prepare budget recommendation, if warranted

3. Maintain and enhance the organizational culture and values

Strategy:

Ensure staff is in appropriate pay grades

Objectives:

- Review functions of office staff with HR
- Provide to HR salary information on positions with comparable education and experience requirements

Strategy:

Promote teamwork

Objectives:

- Continue team building efforts with office staff
- Initiate a team building effort with investigators

Strategy:

Promote employee safety

Objectives:

- Continue to provide safety using in-County resources
- Maintain capacity for communication from and to field staff
- Continue "back-up" practices of field staff

COMMUNICATIONS DIVISION STRATEGIC PLAN

Vision

The source for news and information in and about Polk County:

Strengthening brand identity and proactively informing County residents about services, amenities and needs

Mission

Promote, educate, and communicate County services and amenities to all residents and visitors of Polk County and enhance the credibility of the County

Values

- Proactively transparent
 - Easily understood information
 - Easily accessible information
 - Accurate and timely information
- Partnerships with customers and users
- Fun

Goals

1. Enhance the capacity of the office to provide communication support to County units

Strategy:

Continue to develop and execute a strategic, coordinated communication plan consistent with the County's mission and branding

Objectives:

- Continue annual review meetings with divisions
- Develop budget based on review meetings
- Continue to provide accurate and timely information
- Develop familiarity with each division's strategic plan and determine if Communications could assist with that plan

Strategy:

Increase County branding and marketing resources

Objectives:

- Develop fiscal scenarios for increased resources
- Explore costs and benefits of the county becoming an original television content provider

2. Broaden the impact of county messages

Strategy:

Continue to translate public policies, procedures, and practices in a user-friendly form to the public

Objective:

- Develop more visual presentations format
- In concert with OED, assist staff to develop more visual PowerPoint presentations
- In concert with OED, provide training on preparing written documents at a level appropriate for public consumption

Strategy:

Encourage more consistent practice of the County's communication policy and branding

Objective:

- Conduct periodic reviews with directors
- Incorporate policy training into employee orientation
- Encourage consistent use of County branding materials

3. Stay current with proven communication practices and technologies

Strategy:

Provide analysis of communication tools that could be better utilized with greater bandwidth capacity

Objective:

- Explore feasibility, need, and value of a text messaging system
- Examine digital signage system for County facilities
- Examine geofencing options
- Examine other improved technologies like live streaming and high definition
- Study costs and benefits of adding a dedicated TV channel for hotels on local sporting events

Strategy:

Prepare a Level of Service matrix describing added value services and costs for management and policy review

Objective:

Develop a matrix presenting options, costs, benefits, and accountability approach

4. Strengthen the market research capacity

Strategy:

Explore reviving the County's biannual citizen's survey

Objective:

Measure the value of County services to the residents and how they perceive we are doing

Strategy:

Conduct a communications audit to improve outreach

Objective:

Determine the new outreach methods the County needs and ways to analyze them for effectiveness

Strategy:

Analyze the ways County outreach connects with internal and external audiences

Objective:

Research, and invest in software that will measure and analyze the Communication division's PR/marketing effectiveness and engagement

5. Leverage every chance we have to tell the County's story

Strategy:

Establish an administrative position charged with developing sponsorships, obtaining grants, and fostering other forms of entrepreneurial activity to support the communication function

Objective:

Conduct a position analysis of skill and education requirements to compensation level

Strategy:

Increase communication of “good news”

Objectives:

- Improve communication flow from divisions to the Communications office
- Design a process for the transmission of good news items

6. Proactively manage bad news

Strategy:

Develop a proactive strategy for working with the media before, during, and after a crisis

Objectives:

- Audit the County’s information systems; plan for them to fail and establish backup systems
- Create and teach internal procedures for handling County crises and emergencies
- Train cross-divisional staff who may be called on to help in emergency and crisis situations

Strategy:

Develop a proactive strategy for using social media during and after a crisis

Objectives:

- Determine critical social media outlets to monitor as well as post, and assign specific people to these actions
- Technology audit for equipment and broadband in crisis situations

COOPERATIVE EXTENSION STRATEGIC PLAN

Vision

UF/IFAS Extension Polk County will be known as a leading source of information in the areas of agriculture and life sciences by providing quality science-based education.

Mission

Cooperative Extension translates research to help the people, businesses, and neighborhoods of Polk County solve problems, develop solutions, and build a better future through youth development, nutrition and healthy living, and agriculture and natural resources education.

Values

- Excellence in impartial, science-based programs
- Responsiveness to local needs
- Draw upon diverse knowledge bases
- Innovation
- Volunteers
- Diversity
- Collaboration and Partnership
- Lifelong Learning

Key Trends

- Impact of urbanization on programming and clientele outreach
- Public access to both accurate and inaccurate information via the Internet
- Rising average age of principal farmers, impacting the economic sustainability of farms
- Increasing demand on natural resources—especially water—and space for production agriculture
- Public interest in accessing and consuming local, sustainably-grown food
- School-aged youth engagement in science for workforce preparation

Outcomes

- Public awareness and appreciation of food systems and the environment
- Resource sustainability and conservation in Polk's communities
- Adult residents at all income levels develop healthier lifestyles.
- STEM and general workforce development opportunities available to Polk's diverse youth ages 5-18
- Public more informed about agriculture and natural resource topics
- Broader use of best practices

Goals

1. Effectively partner with county divisions to reach mutual goals in education, outreach or service to residents and county staff
2. Sustain current efforts and continue to advance innovations in educational outreach to agricultural producers.
3. Enhance public understanding of agriculture and natural resources
4. Foster youth development and workforce readiness
5. Provide family and consumer sciences programming for targeted audiences.

Outcome Metrics

1. Number of individual educational contacts in person, by phone, email, and online teaching
2. Number of educational group learning events
3. Number of residents and clientele attending learning events Number of active, registered volunteers
4. Number of volunteer hours contributed
5. Percentage of clientele adopting best practices

Strategies and Objectives

1. Effectively partner with County divisions to reach mutual goals in education, outreach, or service to residents and County staff

Strategy:

Form and strengthen collaborative relationships where there is mission compatibility

Objectives:

- Advise Parks & Natural Resources division on cattle grazing agreements.
- Provide resources to assist in the determination by the Property Appraiser as to whether the farms are really farmland or not.
- Advise multiple County divisions on water quantity and quality issues as they relate to agricultural, conservation, and urban areas.
 - Nitrogen runoff
- Continue to assist the Utilities and Parks & Natural Resources divisions with public education of Florida-Friendly Landscaping™ principles
- Provide education to adults and youth in landscaping, water conservation, and water quality in partnership with Parks & Natural Resources
- Provide outreach data to Parks & Natural Resources for annual NPDES permit reporting.
- Support public education and outreach on natural resources and the environment by Parks & Natural Resources
- Promote licensure of County employees through teaching of the Green Industries Best Management Practices training and certification program
- Conduct training for Polk County Sheriff's Office Agricultural Unit deputies to obtain agriculture certification
- Develop training so agriculture deputies don't have to go out of state for training
- Administrate training with County division staff on using herbicides and pesticides
- Partner with Parks & Recreation summer youth day camping programs
- Work with Tourism & Sports Marketing in development and promotion of agri-tourism in Polk County

Objectives (contd)

- Develop working relationship with Planning & Development Comprehensive Planning staff on land use analysis.
- Provide training for County staff on natural resources topics including invasive species management, lake ecology and restoration, low-impact development, and wildlife conflicts
- Continue to provide nutrition education in partnership with Health & Human Services

2. Sustain current efforts and continue to advance innovations in educational outreach to agricultural producers

Strategy:

Continue to provide one-on-one technical assistance

Objectives:

Develop a dedicated function to manage fines and liens collection

Strategy:

Identify additional revenue/cost recovery options

Objective:

- Field visits
- Office visits
- Phone consultation
- Email or other electronic communication

Strategy:

Continue to provide group-learning experiences for agricultural producers and industry employees

Objectives:

- Group learning events
- Explore feasibility of providing education on the use of herbicides and pesticides in Spanish
- Explore feasibility of providing guidance on Green Industries best management practices in Spanish

3. Enhance public understanding of agriculture and natural resources

Strategy:

Active education and outreach to the general public

Objectives:

- Continue to provide public education on reducing water use
- Continue to provide public education on Florida-Friendly Landscaping™
- Continue to provide public education on the value of and strategies for protecting and enhancing natural areas, green space, and conservation areas
- Continue to provide public education on co-existing with wildlife
- Continue to provide public education on the value of the Green Industries Best Management Practices course and how to obtain services using such practices
- Continue to inform the public on the use of agricultural best practices in the County
- Continue to provide public education on protecting and enhancing lake ecosystems

4. Foster youth development and workforce readiness

Strategy:

Incorporate youth development (4-H) in all extension programs

Objective:

Active collaboration with other extension agents

Strategy:

Expand 4-H programs into non-traditional settings or communities including Spanish-speaking communities

Objective:

Active collaboration with grass-roots organizations

Strategy:

Continue multiple delivery methods for 4-H programming

Objective:

- Support volunteer-led community clubs
- Support residential camping for ages 8 - 18
- Support in-school 4-H programs for fourth and fifth grades

5. Provide family and consumer sciences programming for targeted audiences

Strategy:

Continue community-centered public education and to offer and expand classes in Spanish

Objective:

- Teach group learning sessions on nutrition and chronic disease management
- Continue nutrition and chronic disease management education for families at or below the poverty level
- Partner with Organizational and Employee Development and Communications Division for Vitality Health Program to provide County employees with nutrition, wellness, and chronic disease management education
- Explore feasibility of offering classes in languages other than English and Spanish

COURT SERVICES STRATEGIC PLAN

Vision

The Court Services will provide and communicate relevant and recognized value to the criminal justice system and the County through strong and collaborative working relationships, consistent quality work, exercising good judgment, and providing exceptional customer service.

Mission

Provide efficient and effective alternatives to incarceration

Values

- Respect
- Fairness
- Collaboration and willingness to help
- Transparency
- Focus on the big picture

Key Trends

- Urbanizing County with a growing population
- Growth in jail population
- Significant and declining changes in communicative, cognitive, and life skills of probationers

Outcomes

- Cost savings to the County
- Delay in need for additional jail beds
- Positive impact on victims, defendants, and the criminal justice system

Outcome Metrics

1. Number of persons diverted from jail
2. Percentage of persons successfully completing probation
3. Number and value of community service hours completed
4. Value of cost of supervision fees collected

Strategies and Objectives

1. Maintain and strengthen relationships

Strategy

Identify areas of need that could be addressed by additional referral capacity

Objectives

- Practice continual reminders to staff about identifying referral sources
- Research pre-arrest diversion program and existing pilot projects
- Maintain awareness of changes in the field

Strategy

Enhanced marketing of program to the agencies in the criminal justice system

Objectives

- Practice regular involvement with court system
- Schedule regular meetings with new judges
- Engage in program updates with attorneys

Strategy

Identify potential additional services

Objective

Consistent review of change opportunities

Strategy

Obtain appointments to technical working groups on water resources and other relevant topics

Objectives

- Identify desired working groups and who has appointment authority
- Prioritize preferences for appointment

2. Better communicate role and services

Strategy

Create documentation procedure and improve communication of “good news” stories

Objectives

- Establish a procedure for collecting good news stories
- Continue use of PGTV
- Provide refresher training and materials for review once a year
- Establish employee recognition program

Strategy

Develop solid referral sources for probationer needs/rehabilitation in addition to being an alternative to incarceration

Objectives

- Establish an on-going function or FTE to liaise with United Way and keep information up to date
- Consistent staff practice of sharing resources they identify
- Explore information page/internet/newsletter

3. Maintain positive Return on Investment (ROI)

Strategy

Continue to document and communicate ROI

Objectives

- Maintain statistical report
- Continue budget preparation that includes ROI analysis
- Maintain manager briefings

4. Maintain stable and qualified staff

Strategy

Maintain and strengthen organizational culture through leadership transition

Objectives

- Identify staff interested in advancement
- Provide mentoring
- Provide additional work opportunities
- Stress skill development in, and significance of, continuity of relationships

Strategy

Develop competitive salaries

Objectives

- Participate in any HR studies
- Conduct comparative analysis of similar positions in other agencies
- Provide HR with salary status of the field

Strategy

Enhance policy training

Objectives

- Update policy manual
- Assign responsibility for policy manual updates and training to a single person
- Provide regular training on updates
- Participate in training with other agencies

Strategy

Develop systems to transmit institutional knowledge

Objectives

- Consistent practice of involving more than one person in agency roles
- Consistent practice of maintaining notebooks
- Make a photo map of key working relationships

5. Ensure successful transition to a new leader

Strategy

Continue transition planning

Objectives:

- Clarify expectations of County Manager's office
- Enact other relevant action steps described earlier

EMERGENCY MANAGEMENT DIVISION STRATEGIC PLAN

Vision

The Division is a professional and trusted emergency management program dedicated to the safety and protection of residents, visitors, and mission-critical first responders in Polk County. It will achieve this vision via continuous preparation for known and emerging risks by using current technology, training, and policy and process adaptation to changing requirements.

Mission

Provide a comprehensive emergency management system, including radio communications, 911 addressing and operations, and emergency planning to ensure Polk County is prepared for all hazards and emergencies.

Values

- Accuracy
- Accountability
- Reliability
- Public confidence/trustworthy
- Forward thinking
- Customer service

Comprehensive Emergency Management Plan

The Emergency Management Division Strategic Plan works in concert with the Polk County Comprehensive Emergency Management Plan (CEMP). The CEMP is the County's all-hazards operations-oriented document, as required under Chapter 252, Florida Statutes. The CEMP establishes the framework for an effective system to ensure that Polk County will be adequately prepared to deal with the occurrence of emergencies and disasters. The plan outlines the roles and responsibilities of State and County agencies, municipal governments, and volunteer organizations. The CEMP unites the efforts of these groups for a comprehensive approach to reduce the vulnerability to a host of identified hazards.

Key Trends

- Population growth and growth of the system
- Continuous changes in technology and broader interoperability
- Staff skill development to utilize more complex technology and competitive compensation
- Historic funding sources inadequate for future needs and service levels

Outcomes

- Emergency preparedness and response
- Ability to communicate in both emergency situations and regular public safety operations
- Ability to identify location where emergency response is required
- Remain current with state of the art technology

Goals

1. Increased investment in people
2. Continuously focus on core mission and the use of best management practices to achieve that mission
3. Create and implement a capital improvement technology and infrastructure master plan that will meet the needs generated by growth and changing technology and requirements

Outcome Metrics

1. Percentage of downtime of the radio system
2. Number of push-to-talk actions
3. Percentage of landline telephones that have an address match in the 911 system
4. Percentage of healthcare facilities that have an up-to-date emergency management plan
5. Percentage of hazardous materials facilities that are in compliance with regulations and standards

Strategies and Objectives

1. Increased investment in people

Strategy:

Develop a more competitive salary for the market

Objectives:

- Provide salary data about the field to HR and County Manager's Office
- Participate in salary survey if and as conducted.

Strategy:

Continue and expand staff training

Objectives:

- Identify current or future skills that need to be strengthened
- Provide training on new system releases
- Identify future systems for which skill development will be needed
- Develop Individual Development Plans
- Develop training plan and budget
- Plan for participation in industry events such as conferences and trade shows

Strategy:

Develop technical professional development pathway

Objective:

Develop technical progression model for each technical area including certifications, examinations, training, and skills

2. Continuously focus on core mission and the use of best management practices to achieve that mission

Strategy:

Achieve accreditation

Objective:

Continue steps in process

Strategy:

Review and update job descriptions

Objectives:

- Clarify process for job description and approval process
- Conduct reviews

Strategy:

Identify organizational efficiencies

Objectives:

- Conduct internal discussions with staff on mission creep, mission gaps, and alternative forms of work
- Identify priorities based on feasibility and impact
- Assess skill development needs to implement changes
- Support operational effectiveness of customers
- Initiate customer feedback process

Strategy:

Continue and expand training and exercises

Objectives:

- Continue current training and exercise plan
- Review options for expansion

Strategy:

Assess staffing level and skill needs

Objectives:

- Examine if a staffing formula would be of value for radio staffing or staffing of other functions
- If so, develop a formula or standard
- Develop comparative data on staffing of other units
- Assess changing skill requirements due to technology, regulation, or other factors

Strategy:

Identify alternative funding sources

Objectives:

- Research available revenue sources
- Review fee levels

3. Create and implement a capital improvement technology and infrastructure master plan

Strategy:

Identify equipment changes and funding sources

Objectives:

Create master list of equipment, status as to needed change, and potential funding sources

Strategy:

Continue implementation of Next Generation 911 and next phases

Objectives:

- Complete system replacement
- Continue to convene dispatch agencies to discuss trends and topics where joint planning would be beneficial

Strategy:

Identify and plan for a physical facility that would meet current and future operational needs

Objectives:

- Initiate a discussion with Facilities Management
- Create a construction estimate
- Update comprehensive preventive maintenance review of radio sites
- Complete review of equipment capacity at equipment shelters
- Complete identification of non-supported equipment and plans for upgrade or replacement

Strategy:

Enhance interoperability

Objectives:

- Continue interoperability planning with Orlando region
- Implement interoperability planning process with Tampa Bay region
- Continue or expand participation in regional forums and training

EQUITY AND HUMAN RESOURCES STRATEGIC PLAN

Vision

The Equity and Human Resources Division provides professional and proactive concierge-type services by recruiting, developing, and supporting the diverse talent needed to achieve the County's mission and fulfill the vision of Polk County Government.

Mission

Recruit, develop, retain, and ensure equal opportunity for the talent and culture that drives success providing Polk County a competitive advantage in the job marketplace.

Values

- Listening and understanding
- Flexibility
- Quality customer service
- Growth and development
- Professionalism

Key Trends

- Increasing competition for talent, particularly technical talent
- Increased tendency of workforce to move jobs
- Significant number of retirements
- Ever changing motivations to work
- County jobs are increasingly technical in nature

Outcomes

- A qualified workforce
- A meaningful, safe, productive and rewarding work environment
- Provide a broad range of quality services
- A strategic partner with divisions and the community

Goals

1. Improve performance of the division and the County
2. Develop relationships and trust with all divisions
3. Formulate and communicate a new brand identity
4. Strengthen training, talent and organizational development
5. Strengthen employee retention efforts

Outcome Metrics

1. Turnover rates of key positions
2. Cost of turnover for key positions
3. Workforce diversity

Strategies and Objectives

1. Improve the performance of the division and the County

Strategy:

Streamline various HR processes

Objectives:

- Develop comparative benchmarks on completion of Personnel Action File (PAF) process by divisions
- Analysts provide training in PAF application to divisions
- Initiate Learning Management System for enterprise-wide training, if approved

Strategy:

Develop key divisional performance metrics

Objectives:

- Review current measures
- Test validity and consistency of current measures
- Develop Level 2, 3, or 4 (impact) program measures
- Identify trend measures
- Develop trend tracking and analysis procedures

Strategy:

Develop workforce plan

Objectives:

- Determine unmet needs through staff meetings, interviews, and other techniques
- Work with each division to prioritize its HR needs

Strategy:

Clarify joint role definition and processes with the sourcing company

Objectives:

- Promote consistent practice of the current role statement
- Clarify roles for the divisions and the sourcing company

Strategy:

Enhance proactive practices of the division

Objectives:

- Maintain role of HR analyst as a proactive position with responsibility for trend and barrier analysis and division outreach
- Identify future workforce trends
- Continue the professional development of HR staff

2. Develop relationships and trust with all divisions

Strategy:

Increase knowledge and understanding of each division's job and its role

Objectives:

- Continue field visits
- Continue regular meetings with Deputy County Managers
- Continue to attend divisions' special events
- Continue to attend selected training events

Strategy:

Develop fuller understanding of a division's HR goals and find legitimate means to achieve those goals

Objectives:

- Continue participation in division staff meetings
- Review divisional strategic plans
- Review divisional and program budget submittals

Strategy:

Increase each division's understanding of and skill in HR processes

Objectives:

- Continue regular meetings with divisions
- Provide coaching
- Provide training on developing interview questions and how to interview

3. Formulate and communicate a new brand identity for the division and the county as a workplace

Strategy:

Provide concierge-level services

Objectives:

- Complete an existing and preferred brand analysis
- Define what concierge services means
- Communicate the meaning of concierge services
- Improve assistance in making better hires and placements
- Better track and analyze the data given in exit interviews
- Expand recognition of HR's capacity for competent consultation and counsel through meetings with staff and coaching
- Expand recognition and use of HR as a partner for competent consultation and counsel on discipline, evaluation, and diversity

4. Strengthen training, talent and organizational development

Strategy:

Improve alignment of talent development and assistance for divisions and employees

Objectives:

- Conduct field visits to assess current alignment
- Conduct talent and gap analysis
- Communicate HR resources and talent development alternatives to the divisions

Strategy:

Develop desired organizational culture

Objectives:

- Initiate conversation with directors about culture
- Identify critical skill requirements for culture development effort
- Develop talent development plan 1.0
- Conduct employee survey

Strategy:

Continue and enhance succession talent development and training

Objectives:

- Review current status
- Develop plan to address improvements
- Implement plan

5. Improve employee retention efforts

Strategy:

Establish periodic outreach to different employees to get a “pulse” of the organization

Objective:

Conduct focus groups annually

Strategy:

Communicate message that HR is a safe place to talk about things that employees many not be comfortable discussing in the division

Objective:

Consistent use of safe place message

Strategy:

Market the multiple benefits of County employment

Objective:

Prepare and keep updated a list of benefits

Strategy:

Establish schedule to contact new employees after a few months to determine their work experience

Objective:

Develop program

Strategy:

Continue to monitor critical salary issues

Objective:

Maintain monitoring procedures

FACILITIES MANAGEMENT DIVISION STRATEGIC PLAN

Vision

Facilities that enable productivity and efficiency

Mission

Plan, build, and maintain facilities that enable efficient and quality delivery of public services, addressing the needs and priorities of Polk County employees and residents

Values

- Customer service: Maintaining a safe, healthy, and comfortable working environment
- Protection of public facilities and financial assets
- Good stewardship of public funds
- Compliant with standards
- Transparency of workload, resources, priority, and user need
- Efficiency

Goals

1. Increase communication and quality services for users

Strategy:

Increase communication with users

Objective:

- Implement a dashboard that includes a work order system
- Hold regular meetings with end users

Strategy:

Improve quality of services to end users

Objectives:

- Develop a cost/benefit analysis of reinstating in-house custodial services
- Conduct and submit an analysis of staffing requirements for improved facility maintenance
- Keep master space plans up to date
- Continue ongoing staff training

Objectives (contd)

- Conduct a cost/benefit analysis of extended hours for maintenance services
- Plan for the impact of video and other technologies in the court system
- Improve the capacity to resolve repeated issues
- Continue to work with end users to have contingency plans in place for various space needs
- Build a new Facilities Management office complex

2. Enact best practices

Strategy:

Enact best practices in pre-planning, planning, design, construction, and maintenance

Objectives:

- Increase consistent practice of collaborative design of new facilities, repurposed facilities, or modifications with architect and end user
- Increase consistent use of comprehensive financial impact analysis for construction, operations, and maintenance
- Institute broader practice of using CM at-risk processes
- Include superintendents in plans review

Strategy:

Enhance preventive maintenance practices

Objectives:

- Develop maintenance plans with end-users
- Continue to conduct life cycle analyses
- Place proximity scan devices on all major pieces of equipment
- Assist each end-user to develop an asset management plan
- Expand the use of preventative work orders

Strategy:

Improve work order system

Objectives:

- Simplify work order process for addition of minimal on-site tasks
- Pilot a work order system that uses smartphones

Strategy:

Improve process and procurement efficiency

Objectives:

- Hold regular meetings with Procurement
- Schedule and host site visits with Procurement staff
- Regularly involve Procurement in the process of construction planning
- Review Procurement practice of automatic rejections when a requisition is unclear

Strategy:

Energy efficiency

Objective:

Continue to regularly review status of older equipment to determine energy efficiency options

3. Update master plans

Strategy:

Update existing master plans using best practice models

Objective:

- Develop and propose an active demolition strategy
- Examine ways to meet future growth needs through expansion or repurposing of existing facilities
- Continue to consider co-location opportunities
- Monitor partnering opportunities

FLEET MANAGEMENT STRATEGIC PLAN

Vision

Providing cost-effective services for the maintenance, fueling, and procurement of the fleet needs of the County

Mission

Provide maintenance, fuel, and procurement of vehicles and equipment to support the service delivery needs of County units in a quality and effective manner

Values

Customer service

- Timely response and repair
- Do the job right the first time
- Transparency of operations and financial status
- Being a valued partner with customers

Goals

1. Improve equipment availability (i.e., increase the percentage of time equipment is ready and available for use)

Strategy:

Improve the internal process

Objective:

- Establish a contract for short term rental equipment
- Review internal workflow procedures
- Reduce customer travel time utilizing porter or mobile technicians

2. Meet changing state and federal environmental regulations

Strategy:

Update knowledge of new and existing regulations through training

Objectives:

- Increase training on regulations
- Request voluntary inspections
- Increase training for spill response

3. Maintain constant level of service for the expanding fleet while using the most economic means

Strategy:

Improve divisional performance

Objective:

- Increase analytic and planning capacity to identify areas of efficiency and cost savings
- Increase the capacity for contract management
- Plan for additional facilities in the County's growth areas
- Develop a plan for placing existing Bartow facilities under one roof
- Develop long term projections of cumulative impacts of equipment additions on fleet staffing needs
- Retain spare vehicles for identified divisions
- Upgrade management and diagnostic systems
- Streamline fuel and fleet data handling processes

4. Maintain transparency for all user divisions

Strategy:

Increase the understanding of divisions regarding fleet policies and practices

Objective:

- Hold annual pre-budget meeting with customers to evaluate replacement vehicle list
- Maintain existing transparency practices
- Provide formulas to assist divisions in estimating maintenance costs
- Create inflation index for vehicle replacement costs

HEALTH AND HUMAN SERVICES DIVISION STRATEGIC PLAN

Vision

Polk County will have a comprehensive health and human services network for residents utilizing a combination of public and private funding delivered through a network of community providers.

Mission

Facilitate delivery of comprehensive health and human services to residents.

Values

- People and Community
 - Providing an array of services that enhance the lives of citizens of Polk County
 - Recognition of the diverse assets and needs of individuals
- Education
 - To bring awareness to the community
 - Technology and mobile services to provide outreach to the community
- Collaboration and Partnership
 - Working with local agencies and non-profits to enhance services
 - Creating relationships to connect citizens to resources

Goals and Strategies

1. Revisit, refresh, and restructure the service delivery models

Strategies:

- Facilitate partnerships with stakeholders to implement changes that would improve services
- Adopt innovative technologies and best practice changes that would improve service delivery
- Implement a business model in which the County is a prime facilitator of service delivery rather than a primary service deliverer itself

2. Expand and align the capacity of community-based providers to provide services

Strategies:

- Partner with United Way and the Health Department to provide technical assistance and resources

Strategies (contd)

- Examine feasibility of different ways of providing administrative support to smaller non-profit entities as appropriate
 - Align multiple non-profits through the development of networks or other forms of collaboration and alignment
 - Design more effective systems through systems analysis using GIS-based gap analysis and process redesign where appropriate to avoid duplication and enhance access
 - Continue to look for outsourcing where appropriate
3. Promote, adapt, and align the services associated with the brand identity of Indigent Health Care

Strategies:

- Maintain a presence in the community
 - Provide public education and information regarding the purpose of Indigent Health Care
 - Align this strategic plan with the strategies and long-term funding objectives of the Citizen Oversight Committee and Board of County Commissioners community partners
4. Maintain the performance and credibility of Health and Human Services programs

Strategies:

Provide performance and impact data to the community

5. Improve access to services

Strategies:

- Enhance mobile services where feasible
- Enhance connectivity using technological venues and tools, including social media
- Expand technology that results in easier access to services (e.g. CareScope dental)
- Collaborate with transportation entities to improve transportation options
- Enhance partnerships or collaborations that result in improved access

6. Obtain and leverage federal, state, and private funding where eligible

Strategies:

- Maintain existing efforts
- Expand the use of leverage

Community Outcomes

1. Teen pregnancy rates
2. Obesity
3. Child abuse rates
4. Percent of households at or under the poverty line
5. Increased access to health care services

INFORMATION TECHNOLOGY STRATEGIC PLAN

Vision

The Information Technology (IT) division will be a valued business partner in developing, modifying, and training on the core technical work processes of each County division so that they may fulfill their mission in ways that optimize the effectiveness and efficiency of themselves and County government.

Mission

The six-fold mission of IT is to:

- Maintain and keep current the IT infrastructure of the County
- Promote the development of an IT infrastructure that meets the needs of each division while at the same time maintains an enterprise focus
- Provide expert consultation on technology solutions to operational challenges
- Partner with divisions on process reengineering projects to incorporate appropriate levels of technology
- Information is available anytime, anywhere
- Information about the County's policies and operations is transparent, easily accessible, and easily understandable

Values

- Meet the needs of the organization
- Help our users do their job better and more effectively
- Provide a systems perspective

Key Trends

- Continual changes in technology
- Competition for skilled staff
- Need to ensure capacity of various technologies to function in a compatible manner
- Growth of Internet of Things

Outcomes

- More integrated and effective use of technology
- Appropriate solutions using proper level of technology
- Enhanced organizational effectiveness
- Positive customer experience in working with IT

Outcome Metrics

1. Unplanned down time
2. Percentage of projects on time, on scope, on budget
3. Number of active engagements
4. Percentage of replacement schedule that is current
5. Percentage of software that is supported by manufacturer
6. Penetration test ranking
7. Current status of security protocols
8. Percent of time SLA standards are met

Strategies and Objectives

1. Change the image of the division from back-office image to a business partner in effective and efficient operations

Strategy

Better understand the needs of the divisions

Objective

Hold quarterly meetings with each division

Strategy

Strengthen capacity for providing Enterprise Architecture services

Objective

Fill Enterprise Architect position

Strategy

Enhance role of IT in needs assessment, planning and procurement process from the perspective of the organization

Objective

Develop Master and Professional Service Agreements

Strategy

Develop training program on managing a technology-driven organization

Objective

Conduct current status analysis and develop concept paper with OED

2. Develop the capacity to engage in process reengineering, particularly in using technology

Strategy

Develop business plan demonstrating ROI of process reengineering

Objective

Assign development of business plan to Enterprise Architect once on board

3. Maintain an effective IT infrastructure

Strategy

Develop plan for addressing the challenges of a more wireless infrastructure

Objective

Develop a plan in collaboration with vendors

Strategy

Develop multiple paths of redundancy to avoid any single point of failure

Objective

Conduct analysis of redundancy strengths and gaps

Strategy

Continue planned replacement schedule

Objective

Update replacement schedules

Strategy

Continue to adopt proven technological advances

Objective

Explain rationale and continue proof of concepts tests

Strategy

Review Service Level Agreements (SLAs) with users to determine acceptability

Objective

Conduct annual reviews

MINORITY, WOMEN, AND SMALL BUSINESS ASSISTANCE OFFICE STRATEGIC PLAN

Vision

Creating and supporting business opportunities and success with the County for minority, women, and small business vendors

Mission

Identify, recruit, and assist minority, women, and small business owners to obtain and grow the amount of business they provide to Polk County Government in furthering the County's mission to enhance the quality of life in the County.

Document the use and impact of minority, women and small businesses as vendors to the county.

Values

- Opportunity
- Client success
- Diverse participation
- Document the value added

Key Trends

- Low percentage of dollars awarded to African-American business owners
- Gaps in technical assistance provision
- Growth in Hispanic businesses
- Service trends are toward greater simplicity and ease of access
- Lack of a broad understanding of procurement process

Outcomes

- A more integrated and coordinated approach to engaging minority, women, and small businesses
- Greater successful participation by minority, women, and small businesses
- An increase in the dollar volume of awards to minority, women, and small businesses

Outcome Metrics

1. Number of eligible businesses registered with Procurement by category
2. Number of eligible businesses that have submitted a solicitation by category
3. Number of eligible businesses that were awarded the solicitation by category
4. Dollar value of solicitations awarded to eligible business by category
5. Number of eligible businesses used as a sub-consultant by category
6. Proposed dollar value awarded to eligible businesses used as a sub-consultant by category
7. Actual dollar value awarded to eligible businesses used as a sub-consultant by category
8. Percentage of small purchases that were given to eligible businesses by category
9. Measure outreach by number of meetings and number of eligible businesses at meetings by category
10. Percentage of registered businesses that obtain work with the County
11. Percentage of businesses that register after meetings
12. Portion of procurement expenditures on minority, small, and women owned businesses
13. Multi-year trend for the number of eligible businesses
14. Multi-year trend for the amount awarded to minority, small, and women owned businesses

Strategies and Objectives

1. Increase the financial amount of business that minority, women, and small businesses do with Polk County government

Strategy:

Continue and enhance the identification of minority, women, and small businesses that could benefit by providing services to the County

Objectives:

- Continue participation in community events
- Actively participate with relevant Chambers of Commerce
- Identify and utilize non-traditional forums

Strategy:

Continue to recruit eligible businesses to the County

Objectives:

- Expand use of success stories through various media (newspaper, TV, radio, website and non-traditional means such as movie theaters or gas stations)
- Host booths at conventions occurring in the County
- Work with Tourism and Sports Marketing to attract conventions that draw minority, women, or small businesses

Strategy:

Identify and target those County units with significant purchasing capacity to impact the use of minority, women, or small businesses

Objectives:

- Analyze purchasing records
- Develop targeted outreach to those divisions

2. Assist minority, women, and small businesses to be successful businesses and effective in their service provision

Strategy:

Assist minority, women, and small businesses to be successful as businesses and effective in their service provision

Objectives:

- Provide information where marketing classes are available
- Offer classes to teach how to bid
- Provide information where assistance is available on insurance, bonding and capital acquisition
- Offer seminars and informational materials on “how to navigate” the county

Strategy:

Examine the feasibility of a small business incubator

Objective:

Review successful models of other communities

3. Enhance the confidence and trust in Polk County Government as a fair procurer

Strategy:

Enhance the awareness and use of eligible minority, women, and small businesses by county divisions

Objectives:

- Develop performance measures on purchases involving minority, women, and small businesses
- Actively monitor and report to management the status of purchases

Strategy:

Enhance ease of access to the services provided by the County

Objective:

Consider a one-stop center with an accessible location

3. Enhance public understanding of agriculture and natural resources

Strategy:

Active education and outreach to the general public

Objectives:

- Continue to provide public education on reducing water use
- Continue to provide public education on Florida-Friendly Landscaping™
- Continue to provide public education on the value of and strategies for protecting and enhancing natural areas, green space, and conservation areas
- Continue to provide public education on co-existing with wildlife
- Continue to provide public education on the value of the Green Industries Best Management Practices course and how to obtain services using such practices
- Continue to inform the public on the use of agricultural best practices in the County
- Continue to provide public education on protecting and enhancing lake ecosystems

4. Foster youth development and workforce readiness

Strategy:

Incorporate youth development (4-H) in all extension programs

Objective:

Active collaboration with other extension agents

Strategy:

Expand 4-H programs into non-traditional settings or communities including Spanish-speaking communities

Objective:

Active collaboration with grass-roots organizations

Strategy:

Continue multiple delivery methods for 4-H programming

Objective:

- Support volunteer-led community clubs
- Support residential camping for ages 8 - 18
- Support in-school 4-H programs for fourth and fifth grades

5. Provide family and consumer sciences programming for targeted audiences

Strategy:

Continue community-centered public education and to offer and expand classes in Spanish

Objective:

- Teach group learning sessions on nutrition and chronic disease management
- Continue nutrition and chronic disease management education for families at or below the poverty level
- Partner with Organizational and Employee Development and Communications Division for Vitality Health Program to provide County employees with nutrition, wellness, and chronic disease management education
- Explore feasibility of offering classes in languages other than English and Spanish

PARKS AND NATURAL RESOURCES STRATEGIC PLAN

Vision

Natural Resources is highly trusted by the public and is successful in meeting the natural resource challenges of an urbanizing County with a growing population via proactive practices with a professional, skilled, and equipped staff.

Mission

Improve public health and quality of life through an integrated approach to natural resource management.

Values

- Professionalism
- Responsiveness
- Integrity
- Proactive
- Trust
- Transparency

Key Trends

- Urbanizing and growing County population creates a variety of challenges
- Increasing technical nature of work, requiring both advanced tools and higher technical skills
- More competition for qualified employees, creating salary pressures

Outcomes

- Cleaner lakes and waterways that draw visitors and promote the quality of life for residents
- Natural spaces that draw visitors, provide recreational features desired by residents and sustains the resource
- A safer and healthier environment
- Water storage, flood protection, and aquifer recharge

Outcome Metrics

1. Acres conserved that allow high recharge of the aquifer
2. Gallons of water stored on natural areas that provide flood protection
3. Lake health; percentage of the lakes with water quality remaining the same or improving
4. Number of acres treated for mosquitoes
5. Miles of roads in residential areas treated for mosquitoes
6. Number of people contacted through natural resource outreach programs
7. Number of houses inspected and treated for mosquitoes
8. Average response time for service requests
9. Assisting in the recovery of rare plants and animals
10. Outside of County funds leveraged into Polk County for protection of water and natural resources
11. Assisting in meeting of objectives in the Polk County Comprehensive Plan
12. Annual number of visitors to land and waters managed by the division
13. Number of lakes and streams prevented from becoming recreationally-unusable through aquatic weed management
14. Number of lakes meeting nitrogen and phosphate state water quality standards

Strategies and Objectives

1. Develop holistic management operations

Strategy

Educate the community on the role of Code Enforcement in decreasing crime, maintaining property values, and aesthetics

Objectives

- Develop an example flow chart of holistic operations
- Establish regular meeting of section managers for the purpose of identifying strategies for joint work and holistic practices
- Implement prioritized practices

Strategy

Improve support and better communication internally and with other divisions

Objectives

- Identify point person to be the division's liaison with IT Division
- Identify point person to be the division's liaison with Procurement Division
- Engage with Water Cooperative future water planning
- Reestablish seat on DRC review

Strategy

Enhance capacity for valuation of ecosystem services to identify ROI

Objectives

- Define scope of service
- Review with HR and Procurement options for obtaining service
- Engage consultant

Strategy

Enhance capacity for better specialized data coordination with GIS and IT

Objectives

- Pursue additional GIS support
- Coordinate GIS training to division staff
- On-going review and improvement of data collection process

Strategy

Enhance ability to access and ability to manipulate historic database

Objectives

- Engage consultant to transition data
- Complete data transition

Strategy

Obtain appointments to technical working groups on water resources and other relevant topics

Objectives

- Identify desired working groups and who has appointment authority
- Prioritize preferences for appointment
- Develop and implement appointment strategy with appropriate deputy/assistant County manager

2. Improve public communications and engagement

Strategy

Increase use of social media to communicate stories and project status

Objectives

- Review Parks and Recreation experience
- Obtain permission from Communications to replicate parks and recreation practice
- Establish dedicated function
- Utilize Cooperative Extension Division outreach

Strategy

Increase capacity to translate technical concepts and data into public messages

Objectives

- Convene meeting with Communications Division to discuss need
- Establish dedicated function
- Utilize Cooperative Extension Division resources

Strategy

Update the website in a more timely manner

Objective

Review options for more timely response with IT, including outsourcing

Strategy

Develop proactive public information strategies

Objectives

- Define scope of service that is needed for work plan
- Review options for obtaining service with HR and Communications
- Establish function
- Develop a schedule of divisional work that the public should be informed about beforehand
- Review and evaluate current publications
- Develop messages explaining the “what and why” of certain work
- Develop pre-work messaging schedule
- Develop talking points for support staff to respond to public inquiry
- Collaborate with Extension Division on support from Natural Resources Educator
- Coordinate with Communications Division on press releases and other information channels

Strategy

Achieve better distribution of visitors to other lesser-utilized local venues

Objectives

- Modify website to include other local venues
- Establish touchscreen at Circle B to show other sites
- Explore other options with Visit Polk
- Review signage options

3. Enhance and utilize improved tools and technology

Strategy

Upgrade field and laboratory equipment

Objectives

- Identify needs for all Natural Resources
- Prioritize from a holistic perspective
- Prepare funding proposals

Strategy

Upgrade facilities

Objectives

- Conduct life cycle analysis of existing facilities
- Develop asset management schedule

4. Strengthen staff capacity

Strategy

Enhance asset management capacity

Objective

Adopt current parks assessment management system

Strategy

Enhance training

Objectives

- Complete section training needs assessment with HR
- Involve Cooperative Extension Division in training design

Strategy:

Develop dedicated capacity for integration and interpretation of water data with other data

Objectives

- Define scope or service/job description
- Prepare funding proposal

Strategy

Develop dedicated capacity for enforcement and regulatory review

Objectives

- Research scope of need and role of various entities
- Convene meetings with Sheriff and Code Enforcement to discuss issues
- Determine needed ordinance changes

Strategy

Develop career ladders

Objectives

- Review requirements with HR
- Develop internal models
- Discuss model with other divisions possessing similar positions; modify as needed
- Revise job descriptions as needed
- Analyze fiscal impact
- Develop budget proposal

5. Strengthen financial capacity

Strategy

Review options for dedicated funding sources

Objective

Conduct review and issue findings

Strategy

Identify funding options for special projects

Objectives

- Identify options
- Prioritize options
- Develop submission schedule

PARKS AND RECREATION DIVISION STRATEGIC PLAN

Vision

Provide one of the most diverse and safe recreational and cultural facilities and services in Florida using best practices to help build a spirit of community, contribute to public health, and support economic growth.

Mission

To enhance the quality of life for residents of Polk County through stewardship of park lands and facilities utilizing available resources as well as to promote community involvement through programs

Values

Diversity

- Of programing and experiences
- Of staff

Pride

- In the County's culture, history, and heritage
- In the division's work and in their facilities

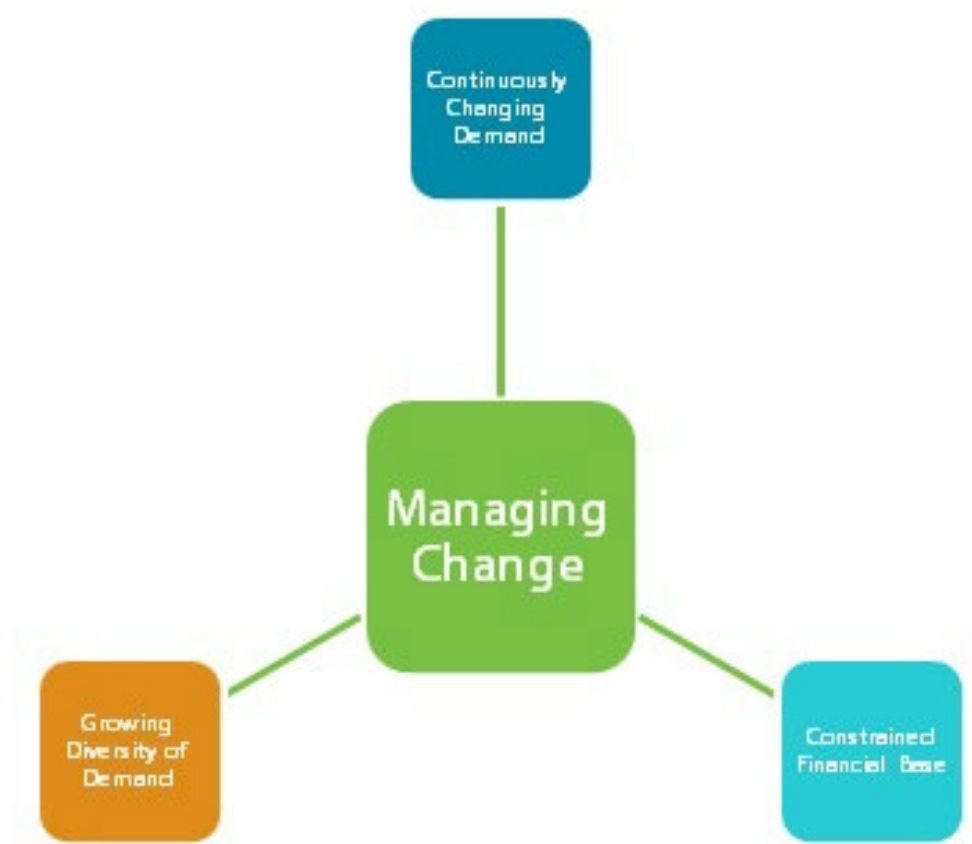
Innovation and responsiveness

- To a changing community
- To a changing field

Strategic Map



Key Strategic Challenges



Goals, Strategies, and Objectives

1. Develop recreation master plan

Strategy

Constrained analysis

Objective

Obtain public perspective on levels of service in the context of funding

Strategy

Adaptive re-use

Objective:

Determine how existing facilities can be modified to future programs

Strategy

Policy guidance regarding a balance of recreational and competitive programs that continue to respond to the diversity of Polk County

Objectives

- Explore non-traditional programs
- Obtain Board policy guidance as to balance of recreational and competitive sports
- Explore opportunities to contribute to wellness focus of social services and health

2. Enhance marketing, public awareness, and community outreach

Strategy

Adequate resource allocation

Objective

Establish a dedication function that will include responsibility for strategic partnerships

Strategy:

Proactive outreach

Objectives:

- Develop public awareness materials and approach
- Develop community outreach plan consistent with strategic partnership goal

3. Develop a strategic partnership plan that will increase the number and effectiveness of partnerships

Strategy

Adequate resource allocation

Objectives

Examine the establishment of a position focused on building and maintaining relationships/partnerships as identified in goal #2.

Strategy

Provider and professional partnerships

Objectives

- Improve the working relationship with Tourism and Sports Marketing
- Improve the working relationship with schools to be able to use school fields/facilities for recreation and cultural arts activities
- Improve relationships with cities since the city and County parks sometimes have the same customers

Strategy

Supportive and volunteer partnerships

Objectives

- Continue the partnership with Keep Polk County Beautiful and others to work on cleaning up parks
- Assess and improve the business model for relationships with the leagues
- Develop partnerships with corporations
- Market the process for private company sponsorships

4. Develop alternative funding sources

Strategy

New forms of public funding

Objective

Examine the feasibility of creating assessments for those neighborhoods interested in paying for additional parks service

Strategy

Entrepreneurial approaches

Objectives

- Establish competitive user fees
- Develop distinctive approach for facilities which are attractions (Bone Valley ATV Park, History Center, Homeland Heritage Park)

5. Stabilize staffing

Strategy

Retaining staff and professional development

Objective

Examine options and methods for retaining employees

Strategy

Core competencies and outsourcing

Objective

Explore the possibility of outsourcing certain non-core functions

OFFICE OF PLANNING AND DEVELOPMENT STRATEGIC PLAN

Vision

An organization that provides services to meet today's development-related needs and challenges while helping plan the long-term future of the County.

Mission

Provide planning and development services that contribute to the quality of life of County residents, sustainable communities, and a positive economic development climate.

Values

- Public safety and health
- Fairness
- Consistency
- A facilitator of economic opportunity
- Protection and enhancement of livable communities

Key Trends

- Technology, such as autonomous vehicles, may change various standards and traditional planning assumptions
- Changes in economic drivers create new development needs and forms
- Reduction in regulations
- Some staff positions are difficult to fill

Outcomes

- Good quality development
- Local economic vitality
- Effective and efficient multi-modal transportation systems
- The interest of Polk County in regional issues is present

Outcome Metrics

Communication with Customers

1. Contacts (phone calls or emails) responded to on the same business day
2. Customer inquiries answered on same business day

Timely Development Review

3. Plans reviewed in established turnaround time
4. Average time for staff project review
5. Applications approved after one round of review

Use of Technology

6. Use of automated transactions, e.g., Electronic Plans Review
7. Information and services available online
8. Increased web traffic and reduced Planner on Call inquiries (increased ability for simple, fast customer self-service)

Quality Service

9. Satisfactory or higher customer service ratings
10. Reduced turnaround time and predictable schedule of building inspections
11. Minimal lobby wait time for customers

Fair, Predictable Development Review Process

12. Fair, Predictable Development

Public Outreach

13. Opportunities for citizen engagement

Strategies and Objectives

1. Innovate to promote efficiency and quality

Strategy

Continue to use technologies to make services more efficient and effective for both the division and customers

Objectives

- Regularly explore technologies and tools that make services more efficient and effective
- Regularly explore best practices

Strategy

Provide staff with the tools and skills they need for effective and efficient work

Objective

Regular survey of staff to determine their perspective on how to do their jobs better

Strategy

Empower customers by providing easy access to information within a geographic information system (GIS) environment

Objectives

- Expand the division's GIS capabilities
- Develop guides and user materials for customers on how to access information

2. Ensure financial sustainability**Strategy**

Regular review of fee structures to ensure they are competitive and adequate

Objectives

- Participate in fee schedule reviews as needed
- Evaluate processes and requirements to ensure the most efficient operations

3. Promote employee development and retention**Strategy**

Continue to provide a work environment that attracts talent and encourages employee retention

Objective

Enhance the division's orientation to discuss mission, values, goals, and culture

Strategy

Develop training and career paths to help employees realize their potential and support succession management

Objectives

- Develop specialized credentials for promotional opportunities
- Prioritize individual training and development opportunities balanced with customer needs

4. Develop quality plans that promote sustainable, resilient communities and are consistent with community values and best development practices

Strategy

Provide needed demographic, economic and other planning data

Objectives

- Identify existing data sources
- Develop protocols for sharing data

Strategy

Provide a regional perspective on trends, development patterns, and other issues that will help Polk County remain competitive

Objectives

- Actively participate in regional forums
- Regularly share information with regional entities

Strategy

Develop plans that are implementable

Objectives

- Engage key stakeholders in planning process
- Develop plans with staged components
- Develop incremental steps

Strategy

Update existing plans as needed

Objectives

- Evaluate relevance of existing plans
- Retire non-relevant plans
- Update remaining plans

POLK COUNTY FIRE RESCUE STRATEGIC PLAN

Vision

A united and professional team committed to excellence and innovation in public service.

Mission

The mission of Polk County Fire Rescue is to work in partnership with our community to protect lives and property.

Values

Integrity...ownership in doing the right thing

Commitment...to the community, fellow teammates, and profession

Respect...for those Fire Rescue serves and protects as well as their fellow teammates

Excellence...in all Fire Rescue does

Pride...in service, dedication, and the community

Goals, Strategies, and Objectives

1. To provide exceptional customer service and maintain the highest ethical standards through training, education, partnerships and continuous systems improvements

Strategy:

Ensure the integrity of the division and maximize accountability of equipment and resources

Objectives

- Fully implement the Professional Standards function to include staff inspections
- Implement a modern administrative complaint intake system to ensure the timely investigation and resolution of customer complaints or concerns
- Explore, develop, and maintain an automated equipment accountability system
- Reinforce customer-service concepts and ethical standards through member training and recognition to ensure the public's trust and confidence in Polk County Fire Rescue

Strategy:

Enhance Fire Rescue's commitment to create a culture of customer service

Objectives:

- Explore organizational structure and decentralization options to enhance leadership involvement with mission critical operations
 - Seek community outreach and partnerships that will improve Fire Rescue services, including community paramedicine and station-based community outreach programs focused on prevention
 - Implement a system of customer survey and feedback
 - Provide ongoing customer service training
2. Enhance performance by maintaining a comprehensive professional personnel program that enhances recruitment, selection, and retention of a diverse work team and encourages professional development, formal education, and leadership training of Fire Rescue team members

Strategies:

Enhance recruitment, selection, and retention of a diverse work team

Objectives:

- Enhance and update the recruitment process
- Enhance and update the selection process
- Conduct a pay compression and market study
- Develop a plan to implement the pay study

Strategies:

Ensure effective performance evaluation of personnel

Objectives:

- Update and enhance performance indicator
- Enhance and update the performance evaluation system
- Regularly monitor the evaluation system to ensure adequacy and consistency of evaluation
- Provide training to all supervisory members on effective use of the performance evaluation system

Strategies:

Ensure effective promotion of qualified personnel

Objectives:

- Review and improve the qualifications and standards for promotion
- Enhance and update the promotional process for leadership positions
- Explore the opportunities to partner with local colleges to develop and administer promotional assessments

Strategies:

Develop strong leadership in the division

Objectives:

- Clearly define the roles and expectations of leaders
- Review and enhance the educational requirements for each leadership position
- Develop a leadership educational track for current and future leaders
- Develop a mentorship program

Strategies:

Ensure effective professional development and quality training of Fire Rescue members

Objectives:

- Enhance the professional development and continuing education of members
- Encourage members' professional and educational growth by updating and improving the tuition reimbursement program
- Develop and implement a comprehensive training and education plan/program that addresses Fire Rescue's organizational and customer service needs
- Review and update the new members' training programs for all disciplines
- Strengthen the in-service training programs to include mission critical "hands on" training

- Implement a high quality daily training curriculum and program

Objectives (contd)

- Enhance the selection, training, and retention of field training members
- Develop a career path for each category of division positions

3. Ensure management systems and processes fully support the operational needs and meet or exceed customer expectations and the industry standards

Strategies:

Develop a culture of continuous improvement

Objectives:

- Thoroughly review and update the division's Standard Operating Procedures and policies
- Update accountability systems to reinforce quality, consistency, and professionalism in Fire Rescue's service delivery
- Explore seeking national accreditation for fire and emergency medical services
- Institute a strategic planning process for future County fire rescue needs and costs
- Institute a comprehensive facility and equipment management system.
- Establish a strategic plan management system to ensure the timely implementation, accountability and status reports of the plan.

4. Develop and implement a communications plan that will enhance the timely and accurate dissemination of information to external and internal customers to maximize division effectiveness, improve teamwork, and reduce misinformation

Strategies:

Focus on improvements to our internal communications system

Objectives:

- Explore new methods and tools to disseminate real time information to division members
- Enhance the "Daily Briefing Reports" to share more timely and detailed information with members and stakeholders
- Identify and develop specific approaches to pursue mutually-beneficial opportunities with external partners

Strategies:

Enhance the recognition of agency members

Objectives:

- Enhance the awards and recognition programs to timely recognize and reinforce outstanding performance
- Revitalize and enhance Fire Rescue's promotional and oath of office ceremonies to timely celebrate and recognize division members accomplishments

Strategies:

Increase the involvement of members in agency decision-making

Objectives:

- Seek opportunities to utilize work groups and special project teams to provide valuable input
- Strengthen the formal and informal engagement of the command staff with division members including station and field interactions

5. Enhance the division's program of citizen education and involvement.

Strategies:

Increase community relationships and partnerships through public education and community involvement

Objectives:

- Promote safety by providing contemporary fire prevention and community education programs
- Provide or facilitate emergency medical education programs to include blood pressure checks and wellness information
- Partner with the Communications Division to promulgate regular safety and prevention articles for use by area news agencies, neighborhood newsletters, and County social media sites

Strategies:

Develop and maintain effective partnerships with business and community leaders

Objectives:

- Explore the creation of a citizens' "Fire Rescue Academy" to educate community leaders on the mission of Polk County Fire Rescue
- Explore the use of non-firefighter citizen volunteers to assist in public education and support functions

PROCUREMENT DIVISION STRATEGIC PLAN

Vision

A collaborative and professional partner in assisting the units of Polk County Government to procure goods and services through standard and innovative practices.

Mission

Support Polk County Government productivity, innovation, quality service provision, and efficiency through the procurement of services and products.

Values

Customer Service

- Finding the most effective way to meet customer needs while 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 citizens from both a financial and quality perspective

Professionalism

- A thorough understanding of the intricacies of procurement using sound judgment 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

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

Strategies and Objectives

1. Continue the professionalization of procurement services

Strategy

Continue to improve the professionalism of procurement staff

Objectives

- Examine the need for, and use of a procurement analyst position
- Reconsider implementation of career ladder
- Work with HR to conduct a salary and compensation analysis
- Review and update job descriptions

2. Better understand the goals and work processes of end users and help them better understand the procurement process

Strategy

Improve the internal perception of the procurement process

Objectives

- Develop process flow charts as part of the procurement manual
- Provide process flow chart training as an aspect of P-card and requisition training
- Provide special training or consultation to project managers
- Through training and consultation, assist divisions to better prepare procurement requests
- Through training and consultation, assist divisions to improve internal quality control processes for managing their internal procurement practices
- Support increased skill in use of the Novatus system
- Include information in orientation programs, particularly for those staff who will be engaging in procurement
- Provide training on vendor management and addressing vendor failures

3. Increase communication with users as to status of work products

Strategy

Increase communications between procurement and divisions

Objectives

- Periodic meetings to discuss goals and issues
- Increase status updates

4. Reduce the down time of customers that may be due to gaps in materials or services

Strategy

Improve the internal perception of the procurement process

Objectives

- Increase exposure of procurement analysts to vendors by attending industry-specific trade shows
- Increase visits of procurement analysts to divisions
- Include procurement analysts in division meetings where their presence would help them better understand the needs and goals of the division
- Consult with divisions on their internal procurement processes to simplify or use best practices

5. Add value to procurement requests by determining alternative methods, more precise requests, or other tools that result in better outcomes for the customer

Strategy

Enhance the institutional knowledge and skill of the division

Objectives

- Continue the practice of rotating procurement analysts through division
- Provide training or consultation on importance of relationship building
- Early in employment have procurement analysts visit divisions to build relationships and understand mission and goals

RISK MANAGEMENT DIVISION STRATEGIC PLAN

Vision

- Proactive management of risk
- Safeguard County assets

Mission

Support the improved productivity of Polk County Government by:

- Ensuring that the county's human, fiscal and capital assets are preserved and protected in an efficient and effective manner, allowing other divisions to effectively fulfill their mission.
- Promoting the awareness and practice of safety by employees
- Proper and fair claims handling practices

Values

- Employee health, wellness and safety
- Protection of public assets
- Claims mitigation
- Exhibit personal and professional integrity

Outcomes

1. Maintain a favorable experience modification rating
2. Maintain competitive insurance rates
3. Reduce preventable injury rates
4. Anticipate and respond to risks and financial demands of the county in a changing environment
5. Empower and equip individual directors, managers, and employees to recognize and manage risk

Strategies and Objectives

1. Employee health and wellness

Strategy

Improve communications and educational programs for employees and families

Objectives

- Create a more linked and integrated presentation of various programs
- Regularly update materials
- Create a website

Strategy

Improve health and wellness services

Objectives

- Broaden occupational health services
- Improve customer service and internal management of the clinic
- Communicate available services
- Set benchmarks for programs and regularly evaluate
- Establish a database on program effectiveness and impact
- Expand preventive services that have been proven effective
- Examine options for decentralization of primary care to other locations in the County
- Consider mobile

2. Safety culture

Strategy

Increase consistency and proactive nature of safety practices

Objectives

- Provide regular training opportunities
- Regularly review with management their responsibilities for promoting safety
- Clarify with all responsible persons the procedures for reporting safety issues
- Increase communication and coordination among safety coordinators
- Empower managers and leaders to take ownership in safety

Strategy

Reduce accidents and improve accident investigations

Objectives

- Provide additional training
- Develop a CDL refresher training class

Strategy

Increase the number of safety audits

Strategy

Conduct an ROI analysis of the cost/benefits of adding additional safety staff

Strategy

Improve and standardize safety communication and reports

3. Consistency of practice

Strategy

Develop a system for privacy management that covers all the privacy topics of concern to the County

Objectives

- Engage a consultant to assess the status of privacy management
- Develop a privacy management system that will address all needed practices

4. Develop strategies and maintain favorable risk metrics that result in financial savings

Strategy

Develop an overall benefits strategy both from an organizational and employee perspective

Strategy

Maintain a balance of occupational and health services in the Clinic that facilitates efficiency of government operations while also promoting employee health

Objective

Conduct an analysis of occupational medical practices that could be provided internally at no cost and organizational efficiency benefit

Strategy

Control increases or reduce where possible the cost of insurance to the organization and employees

Objectives

- Maintain or improve experience modification factor for Workers' Compensation
- Manage liability, automobile, and property losses to maintain favorable rates

ROADS AND DRAINAGE DIVISION STRATEGIC PLAN

Vision

To be one of the most efficient organizations in maintaining public assets, particularly road and drainage systems.

Mission

The mission of Polk County Roads and Drainage is to maintain the roadway and drainage system of the county at a level of service acceptable to the community.

Values

- Efficient use of resources
- Do it right the first time
- A workplace that offers a career, not just a job

Strategic Map



The pathway to reaching the vision and fulfilling the mission consists of three major steps, each of which is a goal of the plan.

Step one is the enhancement of a robust asset management system. Achieving a high level of maintenance performance begins with a solid and complete knowledge base of what assets exist, their maintenance status, and their life cycle. This forms the basis for maintenance planning.

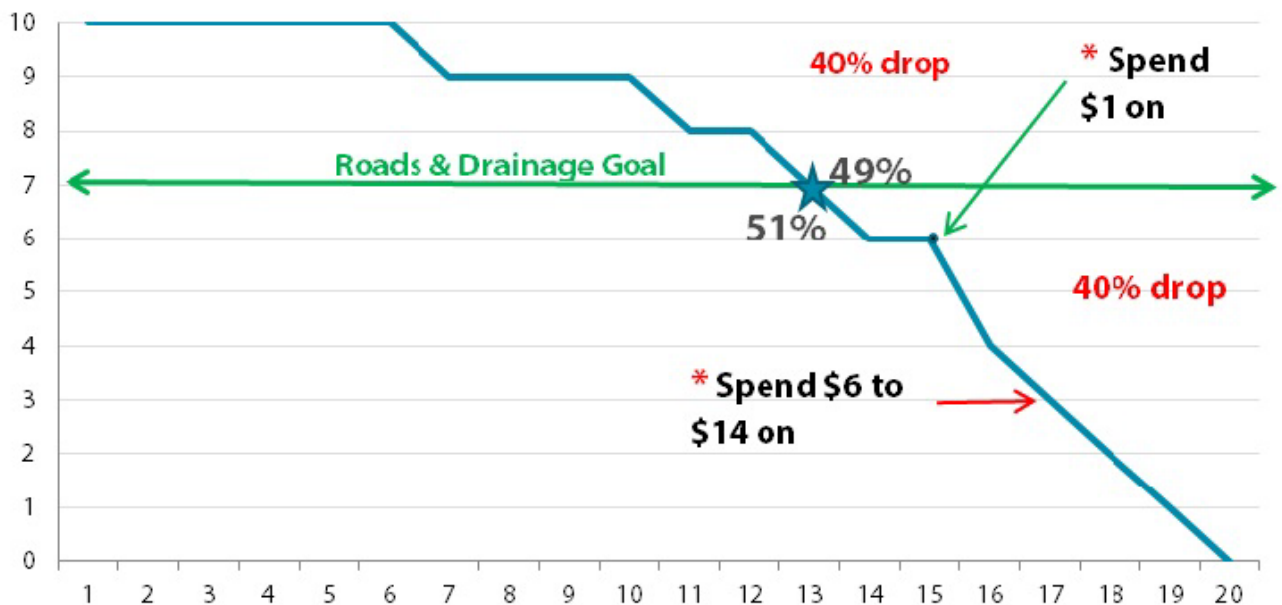
Step two is the refinement of organizational processes, procedures, and practices that translate this knowledge into action. These processes, procedures, and practices address four key areas that are mission and vision critical: staffing, costing analysis, project management, and resource allocation.

Step three is developing a sustainable funding source that will provide the financial capability to repair, replace, and otherwise maintain the road and drainage system.

Key Strategic Challenges

The key strategic challenge is continuing to provide the division’s current level of services as newer assets age and the cost of maintenance increase. This process is shown in the following graph.

Polk County Roads Current PCI Rating



Goals, Strategies, and Objectives

1. To enhance the asset management system

Strategy

Better data; a more detailed inventory

Objective

Create a more complete and efficient inventory of assets

Strategy

More useful; increased user-friendliness and analytic capacity

Objectives

- Address naming consistency issues in the Asset Management Program
- Update and develop consistency and quality of data used to project life span of assets
- Develop standard reports that project foreseeable maintenance needs
- Develop common codes used by all units

2. Improve the efficiency and effectiveness of current processes, procedures, and practices

Strategy

Stabilize staffing; reduce turnover and increase the proportion of long-term employees

Objectives

- Continue to enhance career ladder opportunities
- Continue and strengthen relationships with technical schools and specific certifications

Strategy:

Improve costing tools for a better understanding of costs

Objective

Develop cost schedule

Strategy

Effective management tools

Objectives

- Develop a pavement management system
- Expand the range of the dust control program options or techniques

Strategy

Efficient resource allocation

Objectives

- Review organizational structure and assignments for increased efficiencies
- Review which processes could be streamlined using electronic tools
- Examine potential for partnerships with municipalities, state, etc.
- Maintain and/or establish working relationships with the TOP and Polk Expressway Authority for roadway planning

3. Sustainable funding

Strategy

Maintaining existing assets

Objectives

Develop long-term maintenance cost model.

Strategy

Building and maintaining new assets

Objectives

- Develop options for long term cost savings plans
- Research alternative funding mechanisms that could be used to fund additional road capacity and to maximize the use of outside funding sources

Context Analysis

Assumptions

- The population of Polk County will increase to 1 million by 2040
- Growth will be particularly strong in the northeast, southwest, and western boundary areas of the County
- Public revenues will continue to be constrained
- The push to do more with less will continue
- The economy will be relatively stable
- There will be a movement to LED lighting for energy savings
- Limited new revenue sources

- ADA requirements will continue to change

Assumptions (contd)

- Gas tax is not a growth revenue source
- More infrastructure will be inherited
- More assets will be added

Key Trends

- Level of service is slowly decreasing in some key support areas and will continue due to a lack of resources
- Heavy vehicle weight loads will increase, shifting from citrus to warehousing
- Construction growth will outpace population growth in the northeast section of the County
- High number of retirements among senior staff
- Limited long term capacity (funding) for additional

Current Conditions

- Fiscally stable currently (when recurring and non-recurring combined)
- Recurring expenses exceed recurring revenues; operating expenses are growing faster than revenue growth
- Gas tax will remain inadequate
- No perceived effort to fix salary issues

TOURISM AND SPORTS MARKETING STRATEGIC PLAN

Vision

Polk County Tourism and Sports Marketing's (PCTSM) vision is to be recognized nationally as one of the most successful and productive destination marketing organizations in the Country.

Mission

Putting heads in beds and making cash registers ring. PCTSM's primary objective is to generate new revenue, taxes, and jobs for the County, ultimately generating the highest return on investment from tourism tax dollars.

Values

- Benefit the county as a whole
- Diversifying Polk County's economic portfolio through the tourism and sports industries
- Human resources, relationships with clients and tourism stakeholders are the division's most valuable assets
- Adapt and succeed in a competitive and changing industry
- Remain an aggressive, effective leader in this hyper-competitive

Key Trends

- Growing competition for sporting events leads to:
 - Higher costs
 - Need for additional, newer, and better facilities
- Niche sporting events increasing and traditional events declining
- Challenging location between two big markets for attracting events
- Increasing ways to purchase and plan travel
- Multiple ways to advertise and communicate
- Rapidly changing global markets

Outcomes

- A destination for leisure, sports, and business travelers
- Increased overnight stays
- World class facilities for sporting events and tourism
- Tourism and sports are major economic drivers

Outcome Metrics

1. Total bed tax revenue
2. Tourism and Sports Marketing prepares a very detailed marketing plan that includes a number of metrics. The Marketing Plan is the best place to view other metrics

Strategies and Objectives

1. Develop and execute the annual TDC Strategic Marketing Plan

Strategy

Utilize a dual-pronged strategic focus, which combines supply-side economic development with aggressive demand-driving strategies

Objectives

- Balance an effective combination of supply and demand strategies that complement one another, create a balanced portfolio, and create a sustainable tourism destination
 - Drive demand through five primary departments, strategic initiatives, and related brands: Visit Central Florida, Central Florida Sports Marketing, Visitor Services, Business Development, and Economic Development
 - Capitalize on tourism and sports industry stakeholder's expertise and research to develop the annual strategic marketing plan
2. Generate tourism industry revenue by annually increasing the amount of bed tax and state sales tax collected through creating and implementing effective demand-driving strategies

Strategy

Generate measurable demand from three primary market segments and related sub-segments: Leisure Travelers, Sports and Special Events, and Group, Business, Meetings, and Conventions

Objectives

- Keep Polk County as a top of mind destination with visitors throughout all stages of the vacation planning process, both domestically and internationally. Continue emphasis on the following markets: Leisure Travel, Travel/Trade, Meetings and Conventions, Public Relations, Digital Marketing, Social Media, Recreational Sports, and non-traditional special events
- Continue the mission critical emphasis on personal sales and building relationships, which are PCTSM's most important and productive sales strategies
- Focus heavily on Michigan, which remains the number one out of state market for Polk County and will be a major target year-round. Emerging domestic markets like Texas and Pennsylvania must continue to be an important part of the marketing mix as staff works to grow volume from these markets. Continue to develop presence in key international markets of Canada, Latin America, and the UK

Strategy

Invest heavily in the recession-resistant sports market, which also capitalizes on Polk County's abundant sports venues and infrastructure, while also producing one of the highest ROIs of any target market

Objectives

- Target, recruit, and host more than 250 sporting events annually
- Diversify PCTSM's portfolio of sporting events, creating a balance between indoor and outdoor sports, in addition to targeting sports disciplines with high yield and volume

Strategy

Measure results and remain flexible and ready to activate new strategies and tactics as the demographics and psychographics of the customer change rapidly

Objectives

- Conduct consistent and ongoing research, utilizing internal and external sources and methodologies
- Utilize multiple analytical tools to accurately measure economic impact and performance metrics, including the use of the IMPLAN modeling system
- Based on solid research, stay in tune with the most effective and efficient marketing mix, marketing processes, and messaging delivery systems, particularly when it involves technology

3. Create jobs and enhance the overall economic climate of Polk County

Strategy

Utilize the economic development strategies and tactics established in PCTSM's marketing plan

Objectives

- Continue to balance the ratio of accommodations supply with generating sustainable long-term demand
- Aggressively recruit tourism and sports-related businesses and governing bodies
- Actively retain and assist Polk County's tourism and sports business expansions and retention

4. Develop Polk County's tourism/sports supply-side infrastructure

Strategy

Focus on organically developing primary tourism attractors in partnership with local municipalities and tourism industry stakeholders

Objectives

- Aggressively manage all "big five" infrastructure projects and pursue additional projects as outlined in PCTSM's facility development guidelines
- Partner with municipal and state economic development agencies or staff to target tourism and sports industry businesses for development or relocation
- Implement the PCTSM mini-capital investment program to improve the tourism and sports facility inventory

5. Develop and activate effective stakeholder and community awareness initiatives that generate support of the benefits of Polk's tourism and sports industries

Strategy

Focus on organically developing primary tourism attractors in partnership with local municipalities and tourism industry stakeholders

Objectives

- Continue to work with the three standing sub-committees of the Tourist Development Council to engage local stakeholders: Marketing, Sports & Special Events, and Art, Culture, and Heritage

Objectives (contd)

- Continue to strengthen community partnerships, public visibility, and awareness of the economic and societal benefits of the tourism and sports industries in Florida and Polk County
 - Inform, inspire, and influence local citizens and businesses about the impact of Polk County's tourism and sports industries and PCTSM's impact on the economy, taxes, jobs, and quality of life for Polk County's citizens and businesses
 - Manage the CATS (Certified Ambassador of Tourism and Sports) training program to increase the County's local brand ambassador base, which aides in creating a more positive experience for visitors and acts as an extension of the Visitor Services team
6. Attain the highest ROI possible from PCTSM's strategic, tactical, and operational investments

Strategy

Continue to track the metrics, conduct research, and analyze information to ensure the best outcomes

Objectives

- Utilize PCTSM's performance measures and metrics system of analysis
- Invest heavily in pre and post strategic/tactical marketing initiatives measurement and analysis. Measure attendance, participation, economic impact and multiple metrics of all PCTSM special events
- To achieve the maximum return on investment, an aggressive focus on increasing the volume and yield of Polk's visitors, as well as tracking ongoing annual visitor data
- Ensure and make a concerted effort on preventing Polk County customers from "leaking" into surrounding destinations
- Reduce PCTSM's operational costs, enhance Polk County's image as a destination utilizing multiple media platforms. Generate non-bed tax revenue and in-kind services to create a competitive advantage when recruiting sports, special events, and leisure travelers

Department Performance Indicators

Visit Central Florida

- Digital Engagement, including website visitation, social media, and other key website visitation statistics, e.g., time on site, bounce rate, and pages viewed per session
- Public Relations: Earned Media - the amount of coverage PCTSM's public relations efforts generate in dollars, i.e. the cost of that coverage if PCTSM had to pay for the same amount of space through traditional advertising
- Leads generated from trade shows and conferences
- Paid print and digital advertising impressions
- Economic impact of recruited meetings, conventions, and non-traditional events

Central Florida Sports Marketing

- Sports events hosted
- Sports events attendees (athletes and spectators)
- Economic benefits generated from events
- Return on investment from special events

Visitor Services

- Visitors assisted at primary interaction points:
 - CFVIC, LEGOLAND, RP Funding, Sun n Fun
- Visitors assisted at local events
- Attendees at local community presentations
- Total economic impact of conversion efforts
- Total collateral distributed from Rack Program, UPS, Florida Welcome Centers, fulfillment operations
- Gross Sales
 - Attraction tickets
 - Purely Polk Marketplace (Gift Shop)
- Total certifications (CATS Training Program)
- Total volunteer assistance (hours/labor cost savings)
- Research projects
- Special events hosted

Business Development

- Revenue generated per month/annually
- In-kind benefits generated per month/annually
- Non-paid media generated per month/annually
- Extensive productivity measures that track monthly partner engagement, retention efforts, and community presence
- Florida Sports Foundation grant revenue
- Special events hosted/managed

Economic Development

- Total Tourism/Sports business capital investment
 - Direct, indirect, and induced economic impact
 - Jobs created
- Accommodations – new rooms generated
- Sports organization recruitment

UTILITES DIVISION STRATEGIC PLAN

Vision

The Polk County Utilities Division will provide leadership in regional water supply and environmental stewardship as it meets or exceeds public health standards, provides superior customer service, and maintains strong financial capacity and responsibility.

Mission

Provide safe drinking water and beneficial treatment of wastewater through the best practices of environmental stewardship and customer service.

Values

- Responsibility/Accountability
- Flexible and responsive safety – water supply, employees
- Stewardship – financial, environmental
- Innovation

Key Trends

- Increasing environmental and regulatory challenges
- Competition for experienced and qualified personnel
- Increasing complexity of technology
- Meeting the challenges of a growing utility

Outcomes

- Satisfied customers
- Provision of water and sewer services needed for economic growth and quality of life
- Compliance with regulations
- Financial and environmental stewardship
- Quality of career life for employees

Outcome Metrics

1. Number of complaints per service area Frequency of boil water notices
2. Hours of downtime
3. Number of system failures
4. Number of water quality violations
5. Number of water quality complaints Competitive costs
6. Number of bills cancelled due to error and rebilled

Goals, Strategies, and Objectives

1. Excel in service delivery, customer service, and system reliability

Strategy

Develop and define an acceptable level of service for all services

Objectives

- Identify industry standards or standards established by other utilities
- Establish service indicators
- Select standards
- Identify data collection tools
- Monitor and response

Strategy

Improve customer awareness and knowledge

Objectives

- Explore the use of social media and texting
- Coordinate with Communications Division
- Develop information and educational materials
- Update phone database for alerts and customer information
- Review options for Alert Polk

Strategy

Customer-focused services

Objectives

- Continue comprehensive customer service training
- Provide stress management training to customer service staff
- Expand procedures and databases to improve customer service
- Review and revise policies, processes, and ordinances to improve customer service, ease of use, clarity, and consistency with the practices of other utilities while adopting best management practices
- Clarify and expand quality assurance procedures
- Upgrade technology to provide better customer service

Strategy

Review overall office configuration

Objectives

- Review other utility facilities
- Determine overall utility space needs
- Engage consultant
- Review new work practices and impact on space needs
- Review ergonomic options

Strategy

Enhance community outreach

Objectives

- Review practices of other utilities
- Identify existing opportunities
- Develop and implement plan of action

Strategy

Enhance communication internally, and with other divisions

Objectives

- Hold regular internal meetings, as well as meeting with partner divisions with a priority on Land Development
- Review IT's GO-Live format
- Develop a daily message update system for employees

Strategy

Improve asset management program and practices

Objectives

- Design an asset management program
- Implement a comprehensive asset management program
- Improve GIS capacity

Strategy

Expand and optimize SCADA system

Objective

Accelerate implementation

Strategy

Enhance CIP program management

Objectives

- Replace existing software program
- Review needs with other directors
- Align needs of CIP while maintaining balance of cost to homeowners

Strategy

Expand and optimize SCADA system

Objective

Continue Utilities Codes Committee

2. Excel in environmental and financial stewardship

Strategy

Continue participation in various collaborative environments and partnerships

Objectives

- Maintain membership and participation in water supply organizations
- Maintain networking practices

Strategy:

Be a leader in best management practices

Objectives:

- Continue to participate in professional organizations and conferences
- Network with other utilities
- Continue to adopt BMPS
- Expand lessons-learned process
- Consistent use of pilots and practices tests

Strategy:

Develop an enhanced, industry-specific risk management approach

Objectives:

- Consistent practice of appropriate planning tools such as “what-if” analysis and ISO standards
- Tie risk management approach to asset management practices
- Conduct fiscal and cost impact analysis

Strategy

Regularly inform policy-makers

Objective

Make regular presentations on new projects and status updates

Strategy:

Maintain regulatory compliance

Objectives:

- Complete technology integration to have access to needed databases
- Consistent practice of regulatory status review
- Ensure access to all data along with the ability to synthesize data

Strategy

Consistent practice of financial procedures

Objective

Review current procedures and revise as needed

Strategy:

Maintain competitive water and sewer rates

Objectives:

- Prepare report on comparative rates of other comparable utilities
- Based on findings, develop actions if needed

3. Invest in and retain a skilled, professional, and committed workforce

Strategy

Participate in review of County promotion procedures

Objective

Participate as invested

Strategy

Expand career ladder options

Objectives

- Continue development of models in coordination with HR
- Review practices of other utilities
- Review financial impact

Strategy

Promote value and rewards of public service

Objectives

- Coordinate with HR on recruitment practices
- Provide guidance to leaders on what messages to be sending, both verbal and non-verbal

Strategy

Provide continued training and cross-training opportunities

Objectives

- Continue to budget for training
- Continue current practice of decentralized training
- Coordinate with HR on training needs
- Identify those areas where cross-training is particularly important
- Develop internal training program for critical positions

Strategy

Update job descriptions and establish appropriate pay grades

Objectives

- Discuss with HR job description approach
- Prioritize descriptions for updating or revision
- Update job descriptions

Strategy

Develop a proactive recruitment program

Objectives

- Visit schools and technical programs
- Develop a recommended curriculum
- Provide student intern program
- Explore school academy
- Examine internal recruitment options

Strategy

Expand Safety Program

Objectives

- Review current procedures
- Review practices of other utilities and divisions
- Develop utility-specific safety plan
- Develop rewards for safety practices
- Review safety of facilities

Strategy

Foster a climate of making the extra effort to solve problems

Objectives

- Work with HR to determine interview questions that will inform about attitudes toward extra effort
- Provide modeling by supervisors
- Continue use of E3 and Kudos
- Review safety of facilities

Strategy

Review work schedule approaches

Objectives

- Review current models
- Identify viable models for various sections
- Develop staffing and cost projections
- Develop implementation plan

WASTE AND RECYCLING STRATEGIC PLAN

Vision

An effective waste management organization capable of regenerating core strategies to successfully align itself with the industry's constantly changing practices.

Mission

To provide excellent service to Polk County residents, add value to employees, protect the environment, and reduce operating costs through the effective use of resources.

Values

- **People.** To develop a workforce of independently thinking and acting individuals united in the enthusiastic attainment of Waste and Recycling public service goals.
- **Customers.** To quickly and effectively respond to customer's needs and wants.
- **Health, Safety, and the Environment.** Site safety and environmental protection are the top priorities while complying with all regulations in an ethical and transparent manner.
- **Fiscal Responsibility.** To ensure each dollar is allocated to value-added practices and eliminate operational waste.

Key Trends

- Continued interest by the private sector in the privatization of solid waste activities
- On-going changes in regulatory requirements
- Technology changes that will impact both operations and management
- Shortage of qualified drivers for waste collection

Outcomes

- Cost-effective operations
- Generate a yearly dividend for the General Fund without adversely impacting North Central Landfill's competitive tipping fee structure
- Regulatory compliance

Outcome Metrics

Waste and Recycling Collection Metrics

1. Missed Collections: Garbage, Recycling and Horticultural Trash monthly totals not to exceed 280
2. Litter cleaned within four hours
3. Spillage cleaned within four hours
4. Property damage to be investigated and repaired within two days
5. Roll Cart Repair/Replace resolved within two days
6. Accurate reports submitted within seven days

Landfill Services Metrics

1. 48% operating margin
2. Landfill density of 1,440 lbs/bcy or greater
3. Asset utilization
4. Tons processed per employee

Strategies and Objectives

1. Maintain a cost-effective operation that can contribute 30% annual dividend from commercial (third party) revenues to the County

Strategy

Utilize a dual-pronged strategic focus which combines supply-side economic development with aggressive demand-driven strategies

Objective

Prepare background material for Board discussion

Strategy

Invest in new revenue-generating business models, such as out of County waste and waste solidification

Objective

Update business model for Board review

2. Provide a superior level of customer service

Strategy

Continue to improve communications with internal and external customers

Objectives

- Continue to improve communication tools
- Continue to update and adopt tools that provide quicker and more accurate information to customers

3. Continuously adapt to changing industry conditions and developments

Strategy

Investigate an organizational structure that streamlines processes and quickly responds to market changes while maintaining the integrity of County governance

Objectives

Develop a structure for review with the County Manager

Strategy

Maintain our competitive advantages when compared to the private sector waste disposal sites

Objectives

Conduct analysis and present findings to the Board

4. Ensure continuing compliance with all applicable environmental laws, regulations, and County policies through meaningful self-audits

Strategy

Continue to monitor for changes to policies and regulations

Objectives

Conduct weekly site inspections

5. Develop strategies for a long-term solution for dealing with the treatment and disposal of the landfill leachate by-product

Strategy

Research viable long-term alternative ways to manage leachate. Options may include pre-treatment prior to public wastewater plant treatment, on-site deep well injection, or off-site private disposal.

Objectives

Conduct analysis and present findings to the Board