Board of County Commissioners

County Manager
William D. Beasley

Good Government Result Area
(Divisions)

Board of County Commissioners

County Attorney

Human Resources

Equity Office

Health and Human Services

County Manager

Budget Management Services

Procurement

Facilities Management

Information Technology

Communications

Elected Officials (excluding Sheriff)

Fleet Management

Risk Management

Good Government

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

Primary Factors for Achieving the Result

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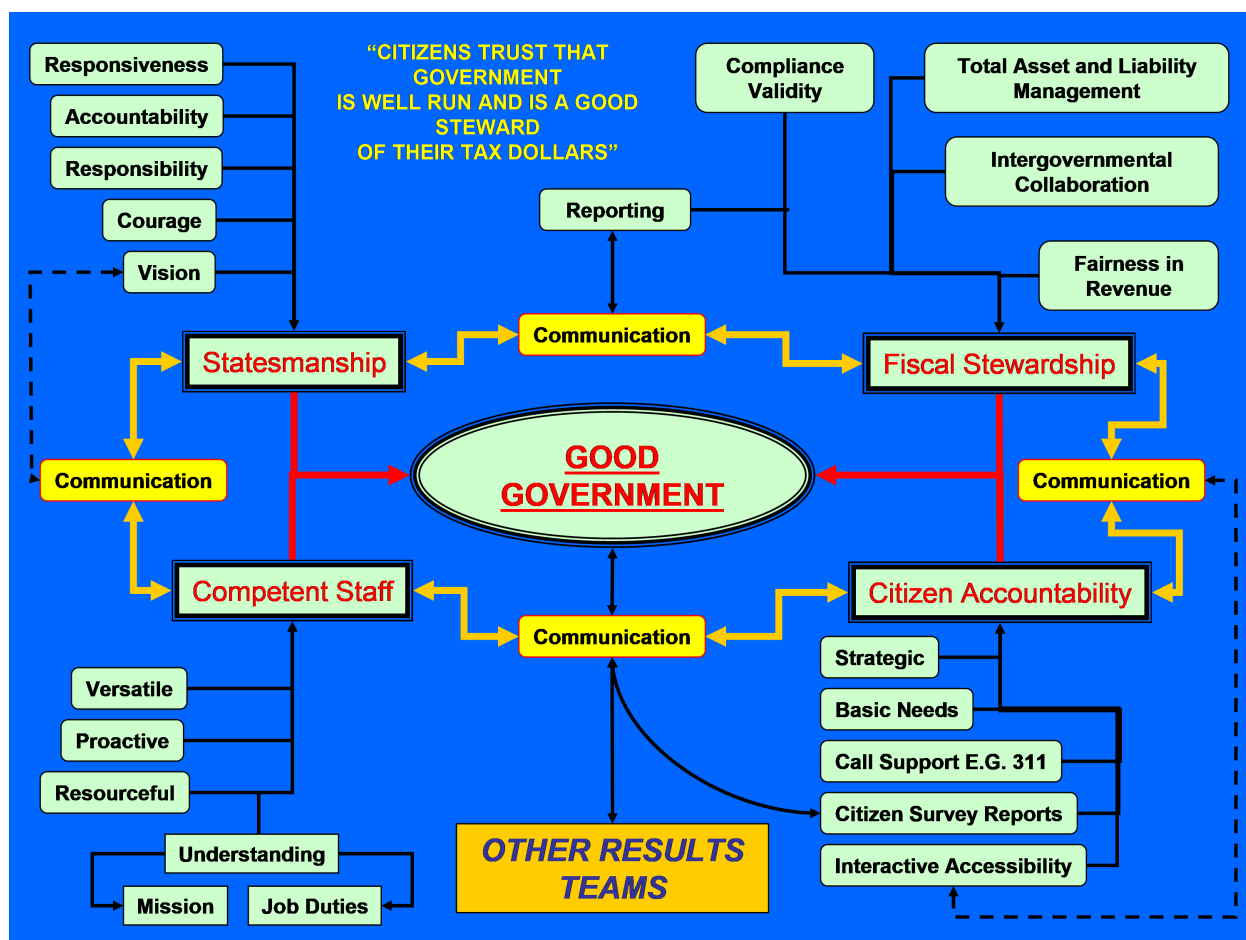
Strategies for Achieving the Result

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

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

GOOD GOVERNMENT
DIVISION PROGRAM SUMMARY

Program (number listed is the program number)	FTE	Adopted FY 20/21			Plan FY 21/22		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Board of County Commissioners							
Board of County Commissioners Administration - 382	7.00	652,080	-	652,080	672,458	-	672,458
Charter Government Committee - 384	0.00	-	-	-	-	-	-
County Audit - 385	0.00	275,000	-	275,000	275,000	-	275,000
Driver Education Trust Fund - 343	0.00	500,000	-	500,000	500,000	-	500,000
General County Administration - 386	0.00	53,466,164	-	53,466,164	39,555,009	-	39,555,009
Rancho Bonito - 1623	0.00	30,000	58,510	88,510	30,000	63,256	93,256
Subtotal	**7.00**	**54,923,244**	**58,510**	**54,981,754**	**41,032,467**	**63,256**	**41,095,723**
Budget and Management Services							
Budget and Management Services - 4	10.00	1,266,756	25,959	1,292,715	1,283,617	26,910	1,310,527
Subtotal	**10.00**	**1,266,756**	**25,959**	**1,292,715**	**1,283,617**	**26,910**	**1,310,527**
Procurement							
Procurement Administration - 395	0.00	-	-	-	-	-	-
Procurement - 131	13.00	1,258,228	201,789	1,460,017	1,296,501	209,230	1,505,731
Subtotal	**13.00**	**1,258,228**	**201,789**	**1,460,017**	**1,296,501**	**209,230**	**1,505,731**
Communications							
Communications - 5	9.00	832,800	317,998	1,150,798	755,606	330,163	1,085,769
PGTV - 313	7.00	686,125	-	686,125	690,896	-	690,896
Subtotal	**16.00**	**1,518,925**	**317,998**	**1,836,923**	**1,446,502**	**330,163**	**1,776,665**
County Attorney							
County Attorney - 20	9.00	1,520,801	-	1,520,801	1,564,934	-	1,564,934
Subtotal	**9.00**	**1,520,801**	**-**	**1,520,801**	**1,564,934**	**-**	**1,564,934**
County Manager							
County Manager Administration - 279	8.00	1,527,589	-	1,527,589	1,577,565	-	1,577,565
Subtotal	**8.00**	**1,527,589**	**-**	**1,527,589**	**1,577,565**	**-**	**1,577,565**
Equity and Human Resources							
Equity and Human Resources Administration - 1664	2.00	335,630	-	335,630	345,108	-	345,108
Benefits - 128	4.30	149,358	259,386	408,744	154,023	267,787	421,810
Employee Relations - 1552	2.00	185,189	-	185,189	191,275	-	191,275
Employment Services - 129	4.70	462,011	-	462,011	475,426	-	475,426
Organization & Employee Development - 408	3.00	558,679	-	558,679	570,454	-	570,454
Equal Opportunity - 56	2.00	261,972	-	261,972	261,429	-	261,429
Supplier Diversity - 184	2.00	181,469	47,244	228,713	186,877	48,961	235,838
Subtotal	**20.00**	**2,134,308**	**306,630**	**2,440,938**	**2,184,592**	**316,748**	**2,501,340**
Facilities Management							
Facilities Administration - 114	3.00	414,639	-	414,639	427,172	-	427,172
Leases - 92	0.00	325,000	-	325,000	325,000	-	325,000
Building Maintenance - 299	76.00	19,368,322	-	19,368,322	19,632,048	-	19,632,048
Architectural Services - 112	6.00	546,716	-	546,716	563,556	-	563,556
Facilities Management CIP Projects - 349	0.00	-	27,638,004	27,638,004	-	14,796,194	14,796,194
Subtotal	**85.00**	**20,654,677**	**27,638,004**	**48,292,681**	**20,947,776**	**14,796,194**	**35,743,970**
Fleet Management							
Fleet Maintenance Reserves - 111	0.00	-	1,654,102	1,654,102	-	1,559,680	1,559,680
Fleet Replacement Reserves/Transfers - 361	0.00	-	16,387,967	16,387,967	-	17,718,479	17,718,479
Fuel Management - 154	1.75	-	252,657	252,657	-	265,714	265,714
Stand-By Generator Availability - 156	2.95	-	1,105,766	1,105,766	-	1,100,165	1,100,165
Vehicle Availability - 153	28.75	-	6,676,838	6,676,838	-	6,589,907	6,589,907
City of Auburndale Fleet Maintenance - 1553	3.14	-	552,146	552,146	-	571,451	571,451
City of Lake Wales Fleet Maintenance - 1554	2.14	-	319,697	319,697	-	331,203	331,203
City of Ft. Meade Fleet Maintenance - 1555	0.57	-	83,160	83,160	-	86,233	86,233
Vehicle Renewal/Replacement - 152	1.70	-	11,044,350	11,044,350	-	11,094,996	11,094,996
Subtotal	**41.00**	**-**	**38,076,683**	**38,076,683**	**-**	**39,317,828**	**39,317,828**

GOOD GOVERNMENT
DIVISION PROGRAM SUMMARY

Program (number listed is the program number)	FTE	Adopted FY 20/21			Plan FY 21/22		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Information Technology							
IT Administration - 113	3.70	-	1,323,441	1,323,441	-	1,178,639	1,178,639
IT CIP - 372	0.00	1,000,000	5,370,316	6,370,316	-	-	-
Enterprise Resource Planning - 121	8.05	-	1,752,240	1,752,240	-	1,773,833	1,773,833
Applications Development/Operations - 124	11.15	-	1,732,899	1,732,899	-	1,613,436	1,613,436
Records Management - 87	4.40	-	516,770	516,770	-	482,332	482,332
Technical Services - 123	24.00	-	5,817,666	5,817,666	-	5,974,358	5,974,358
Telecommunications Services - 120	6.55	-	1,951,598	1,951,598	-	1,753,567	1,753,567
Subtotal	**57.85**	**1,000,000**	**18,464,930**	**19,464,930**	**-**	**12,776,165**	**12,776,165**
Risk Management							
Employee Health Insurance Reserves - 132	0.00	-	14,544,392	14,544,392	-	14,771,198	14,771,198
Risk Management Administration - 301	1.30	130,490	87,652	218,142	134,164	90,855	225,019
Claims Management - 133	2.00	5,049,469	-	5,049,469	5,054,922	-	5,054,922
General Insurance - 135	0.00	3,111,994	-	3,111,994	3,285,705	-	3,285,705
Occupational/Employee Health Services - 138	0.15	358,262	-	358,262	358,667	-	358,667
Safety - 134	2.00	201,400	-	201,400	207,883	-	207,883
Employee Health Insurance - 140	2.55	-	67,735,356	67,735,356	-	71,481,912	71,481,912
Subtotal	**8.00**	**8,851,615**	**82,367,400**	**91,219,015**	**9,041,341**	**86,343,965**	**95,385,306**
Health and Human Services							
Volunteer Polk - 130	3.00	144,511	192,611	337,122	148,131	187,289	335,420
Subtotal	**3.00**	**144,511**	**192,611**	**337,122**	**148,131**	**187,289**	**335,420**
Non-Departmental Reserves/Transfers/Indirects							
Non-Departmental Reserves/Transfers/Indirects - 375	0.00	46,343,926	13,841,511	60,185,437	52,276,241	4,128,083	56,404,324
Subtotal	**0.00**	**46,343,926**	**13,841,511**	**60,185,437**	**52,276,241**	**4,128,083**	**56,404,324**
TOTAL BoCC	**277.85**	**141,144,580**	**181,492,025**	**322,636,605**	**132,799,667**	**158,495,831**	**291,295,498**
Courts							
Legal Aid - 428	0.00	333,627	-	333,627	338,632	-	338,632
Court Administration - 261	17.00	2,605,102	-	2,605,102	2,360,783	-	2,360,783
Law Library - 263	2.00	376,074	-	376,074	379,489	-	379,489
Subtotal	**19.00**	**3,314,803**	**-**	**3,314,803**	**3,078,904**	**-**	**3,078,904**
Other Constitutional Officers/Elected Officials							
Clerk	45.00	5,863,829	-	5,863,829	6,068,092	-	6,068,092
Property Appraiser	111.00	7,602,384	2,524,280	10,126,664	7,829,012	2,600,007	10,429,019
Public Defender	8.00	983,773	-	983,773	892,338	-	892,338
State Attorney	8.00	1,230,146	-	1,230,146	1,306,827	-	1,306,827
Supervisor of Elections	27.00	4,742,102	109,000	4,851,102	4,818,922	35,000	4,853,922
Tax Collector	261.00	11,521,598	2,953,622	14,475,220	11,907,019	3,033,629	14,940,648
Subtotal	**460.00**	**31,943,832**	**5,586,902**	**37,530,734**	**32,822,210**	**5,668,636**	**38,490,846**
TOTAL BoCC & Constitutional Officers/Elected Officials	**756.85**	**176,403,215**	**187,078,927**	**363,482,142**	**168,700,781**	**164,164,467**	**332,865,248**

Programs highlighted in gray are not printed

Good Government

Appropriations	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses	29,786,899	34,800,159	35,638,791	36,843,206
Operating Expenses	105,942,295	112,609,940	121,169,328	124,158,326
Capital Expenses	10,551,515	35,737,230	46,821,287	27,399,260
Grants And Aids	9,182,808	9,725,261	10,516,326	11,149,768
Interfund Transfers	8,761,168	22,398,251	22,045,476	6,407,188
Indirect Expense	966,038	1,117,036	1,194,111	1,194,111
InKind Expense	59,367	59,576	50,000	50,000
Constitutional Office-Budget Transfer	28,178,999	31,526,488	32,762,390	33,802,265
Reserves	0	88,177,460	93,284,433	91,861,124
Total Result Area	**193,429,089**	**336,151,401**	**363,482,142**	**332,865,248**

Revenue by Fund		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
00100	General Fund	97,994,050	170,880,999	176,403,215	168,700,781
10150	Special Revenue Grants	671,408	2,486,366	2,568,100	2,491,221
12190	Fire Rescue Funds	879,517	970,744	1,093,072	1,108,680
14490	Indigent Health Care Funds	33,505	35,124	36,564	37,908
14850	Hazard Mitigation Grant Program Irma FEMA-DR-	0	0	3,655,055	2,282,209
14930	Leisure Services MSTU Funds	620,827	692,447	749,688	777,718
14950	Libraries MSTU Funds	233,034	246,999	267,308	277,388
14960	Rancho Bonito MSTU Fund	10,197	37,852	59,027	63,780
14970	Transportation Millage Fund	2,022,012	2,223,345	2,423,970	2,514,530
14980	Emergency Medical Millage Fund	459,293	489,087	532,644	544,774
15250	Eloise CRA Trust-Agency Funds	0	0	25,959	26,910
18000	Stormwater MSTU	110,481	150,846	164,881	170,784
30800	General Capital Improvement Funds	2,956,868	23,201,962	32,105,926	14,442,068
30900	2019 Capital Improvement Project Fund	0	16,392,902	8,888,850	0
41010	Solid Waste Funds	151,647	34,084	35,483	36,789
41110	Landfill Closure Funds	0	10,279	10,434	10,434
41210	Universal Solid Waste Collection Funds	399,601	549,213	567,000	573,000
42010	Utilities Operating Funds	104,436	119,680	160,204	166,144
50100	Fleet Maintenance Funds	7,981,774	9,148,232	10,644,366	10,504,353
50300	Employee Health Insurance Fund	61,146,302	72,909,614	82,662,269	86,648,541
51500	Fleet Replacement Funds	9,816,192	24,812,483	27,432,317	28,813,475
52000	Information Technology Fund	9,947,830	10,759,143	12,995,810	12,673,761
Total Result Area		**195,538,974**	**336,151,401**	**363,482,142**	**332,865,248**

Personnel

	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents	753	757	757	759

GOOD GOVERNMENT
TRENDS AND ISSUES

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

Significant Issues for Fiscal Year 2020/2021

- Countywide property values increased 8.9% and the unincorporated values increased 8.7% from Fiscal Year 2019/2020. The Board of County Commissioners decided to eliminate the 0.12500 millage rate for the Northeast Government Center, and decrease the General Fund by 0.1325 mills. This totals a rate decrease of 0.2575 mills. These actions were taken in addition to the below, in order to address the following Board goals:

  ➤ Reducing the countywide millage rate for all residents in Polk County while increasing the Fire Assessment Fee for residents in unincorporated Polk by $24 for single family residences and the same equivalent increase for other structures. The assessment increase will be seen by residents in the unincorporated area as well as the municipalities which receive Polk County Fire services, allowing the County to keep more Fire Service costs in the Fire Fund;
  ➤ Expending $12 million of the prior year's ending balance and unspent appropriations to expedite construction of the Northeast Government Center;
  ➤ Allocating $11.5 million from the prior year's available General Fund balance to offset the impacts of lost revenue from the coronavirus pandemic; and
  ➤ Maintains the General Fund reserve fund consistent with Board policy.

- The total adopted Fiscal Year 2020/2021 budget is $1.78 billion and is an approximate increase of $92.1 million from the adopted Fiscal Year 2019/2020 budget. The majority of this increase is a result of carryover of funds of $66 million in the Special Revenue Funds, of which, $41.7 million is from the Cares Act Coronavirus Relief Fund.

- The COVID-19 pandemic shifted our approach in preparing this budget. Dealing with changing economic conditions is not new to Polk County. We are continually evaluating economic impacts and service expectations in our community.   All Divisions have been impacted by the COVID-19 pandemic.   Each division continues to adhere to the guidelines set forth by our Local Department of Health and the Centers for Disease Control and Prevention. In our workplace environment, we continue to practice social distancing measures, promote use of PPE, good housekeeping and overall safety measures as it relates to the health and well-being of employees.

- Less than a month after the Board Retreat, and for the first time in recent history, a global pandemic crisis has impacted public health and the economic security of our citizens. State government mandates forced closing all but the most essential businesses for more than a month, and the Governor's safe, smart and step-by-step reopening plan has yet to be fully implemented.

- In late April, the county received $126,467,997 from the federal government's Coronavirus Aid, Relief, and Economic Security (CARES) Act grant to provide funding for necessary expenditures incurred with respect to COVID-19 from March 1 to December 30, 2020. When distributing the CARES Act grant, the Department of the Treasury limited the permissible use of fund payments. Although a broad range of uses are allowed, revenue replacement was not a permissible use of fund payments. With the shutdown of businesses, our revenue has been impacted, so we utilized $41.7 million of our prior year available ending fund balance to help offset any loss in revenue in the current year.

- Volunteer Polk provides a mechanism for extending County services through the utilization of volunteer resources of time and talent. Effective management and oversight of these resources for the BoCC results in a positive fiscal impact and improved community relations while mitigating organizational risk. Fiscal Year 2020/2021 anticipated trends include:
  - ➤ Create new and innovative ways for residents to volunteer with a focus on safety in a Covid-19 environment
  - ➤ Continued collaboration with divisions within the BOCC as well as local Emergency Management, FEMA (in case of disasters), nonprofits, State Voluntary Organizations, teen and adult CERT (Community Emergency Response Team) programs, and Polk County Schools
  - ➤ Continued supervision, collaboration, and support of RSVP Polk funded by AmeriCorps (formerly The Corporation for National and Community Service)
  - ➤ Following the increased participation in its evidence-based Bone Builders program, RSVP has identified health education for seniors to be its priority work plan with trained senior volunteers leading free Bone Builders (osteoporosis prevention), Tai Chi for Arthritis, and Better Balance classes for senior residents

- Facilities Management's mission is to ensure that all County facilities are constructed and maintained in such a fashion to provide the occupants and the public a safe and healthy environment. In order to support our primary mission, with the assistance of the IT Division, Facilities Management will be implementing an upgraded Computerized Maintenance Management System (CMMS). This new and improved technology will allow Facilities Management to be more environmentally-friendly while increasing our efficiency in completing and tracking of all employee attendance and productivity.

  In Fiscal Year 2020/2021, Facilities Management will work to evaluate its Architectural Services Group and Building Maintenance Group. The goal of the evaluation will be to increase efficiency while reducing travel time between assigned work orders which will allow skilled employees to become more productive in their daily duties. In addition to becoming more efficient and more productive, the evaluation and re-alignment will help to offset the effects of a growing nationwide skilled labor shortage.

  The Board approved funding for $2,845,000.00 in Fiscal Year 2020/2021 to go towards a prioritized list of building asset management projects that will help prolong the useful life of our buildings. The Board has also allocated over $2,610,000.00 in funding for subsequent years until 2025. Continued funding of this program allows us to complete large capital asset replacements while using the operating budget for planned repairs, preventative maintenance, and small projects.

- Risk Management primarily provides support and guidance to Polk County Government in minimizing the risks the County faces, both from a self-insurance as well as a risk transfer perspective, as well as facilitating health and wellness programs and promoting a safety-focused culture.

  From a property and casualty insurance perspective, Polk County enjoys a favorable working relationship with the insurance market and has been able to effectively mitigate rising insurance costs over the last few years, in the midst of a difficult insurance market. Risk Management works closely with our third party claims administrators to ensure prompt and proper claims handling within our self-insured retention levels.

  Polk County continues to face the urgent, ongoing need to manage increasing health care costs and simultaneously improve health outcomes. Polk County offers consumer directed plans, financial health incentives, tobacco cessation programs, wellness programs, an onsite employee health clinic, as well as a robust Employee Assistance Program (EAP).

- Fleet Management is a partner to Polk County divisions providing vehicles, equipment, generators, and services to increase productivity and reduce bottom line County costs. With an emphasis on safety, the right vehicle for the application, total cost of ownership, and utilization, Fleet Management specifies, purchases. Maintains, fuels and disposes of vehicles and equipment to provide the highest level of support to our customers.

  Over the next 12 years, we are replacing the aging single walled fuel tanks at six of the County fuel sites with larger, double walled tanks, to provide increased safety for our environment and ensure our fuel supply meets the needs of our growing fleet. One site will be upgraded every other year.

  As fleet technology advances, new opportunities are available to improve fleet performance through integrated telematics, web based fleet management software, electric vehicles, driver assist features, and in-vehicles amenities. We will leverage these innovations to benefit our fleet customers.

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

  In 2020, Polk County retained a consultant to conduct a comprehensive review of the county's communications efforts, initiatives and programs. This review included an audit of external communications to county residents and internal communications within the county to employees.

  Using the Communications Audit as a guide, Communications now has the opportunity to develop a multi-year strategic communications plan that lays out a roadmap with goals and specific objectives to help communicate effectively, proactively address concerns and answer questions, and build long-term rapport with our residents.

From a strategy standpoint, one of the greatest opportunities we see for the Communications Department in the immediate future and coming years is to function more like an integrated, collaborative communications agency with a news outlet mindset and less like a traditional public information shop. We see opportunities to tell more of the county's stories, to be more effective on social media, and to leverage the capabilities of PGTV to produce content that can compete for people's attention in today's digital world.

We will be developing goals and strategies around the following areas: digital communications, social media, PGTV, diversity communications, divisional support and employee communications.

- In 2019 information security worked closely with the infrastructure team to implement segmentation within the datacenter. This work is mostly completed and will directly support the fore mentioned requirements moving forward.

  Planning for an update to the Enterprise Resource Planning environment will be a major focus (currently Oracle e-Business Suite). This will be the largest update to the Oracle system to date, and will require many of the existing system customizations to be eliminated. Within the industry, there is a significant trend to move to the Oracle cloud. Many of the new features and functionality are only available to organizations that have cloud-hosted solutions, so staff will carefully evaluate this option during the planning stage of the project. The benefits of a cloud-hosted system will need to be weighed against the drawbacks, specifically the loss of control over when and how the environment is patched and updated. In the current environment, staff are able to test and implement patches on a schedule that considers the needs and requirements of each division. If the environment were moved to the cloud, these updates happen automatically and may force testing and system downtime at inopportune times.

  In the previous year, IT staff met regularly with County Administration and key personnel from each division to discuss upcoming projects and needs. One of the outcomes of these regular meetings was the understanding that many divisions shared similar needs, and that there are opportunities to coordinate these needs into countywide projects. This has led to the creation of a new System Architecture group, which is tasked with identifying solutions that can support multiple divisions. Coordinating these requests into projects will ensure that divisions have the tools that they need, while also ensuring that each project meets security and budget requirements.

  In January of 2019, IT began a project to rewrite the County's seven websites, with a focus on providing ADA accessibility. By the end of 2019, these new sites will allow access to all citizens, regardless of any handicap or limitation. This effort has required coordination with each division to update hundreds of documents and forms to the new standard, and training to ensure that future documents also meet these standards.

- Procurement continues to be dedicated to increasing our partnership with Women and Minority Business Enterprise (WMBE) vendors. Procurement also continues to partner with divisions to meet growing innovative solicitation demands as well as continued management of its strategic plan focusing on adding value to the procurement process. FY21 will see the benefit of the first year implementation of increasing the small purchase threshold from $5,000 to $25,000 resulting in increased division staff efficiency. The recent change in Florida CCNA statute increasing the construction threshold from $2 million to $4 million will also result in increased division staff efficiency as well as reducing construction completion times.

- The Equity and Human Resources division (EHR) uses fair and equitable practices to hire, develop, support, and retain a highly qualified, diverse workforce, as well as vendors to do business with Polk County BoCC. EHR works with all BoCC departments/divisions to ensure our workforce and vendors mirror the Polk County population by ensuring aggressive minority recruitment, and implementing diversity initiatives. Additionally, the relaunch of the Small, Women, and Minority Business (SWMB) Assistance Office has proven to be most beneficial in increasing SWMB enterprise participation in the BoCC procurement process, and opportunities with other nearby municipalities and agencies. EHS continues to ensure equal opportunity throughout the BoCC in employment, procurement opportunities, and all BoCC services so Polk County residents can work, live, and play in Polk County, resulting in a healthier tax base and better community relations.

Budget and Management Services

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

I. Program Offer Description:

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

II. Contribution to Result:

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

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

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

3. Fiscal Stewardship Factor and Total Asset Management, Strategy #3: Being fiscally responsible and ensuring taxpayer dollars are utilized appropriately through Activity Based Cost Accounting, budgetary analysis, five-year forecasting, the five-year Community Investment Program, and a Biennial Budget. We regularly conduct user fee studies to help ensure what we charge for services is justified.

4. Competent Staff and Fiscal Stewardship Factors and Total Asset Management and Employment Destination, Strategies #3 and #5: Creating government efficiencies with new innovations and competent staff. Continuous improvement on our new budget software and our financial system that combines numerous separate stand-alone systems into one system. Also, we enhance staff competency by meeting regularly for discussion and training on important issues.

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

6. Statesmanship Factor and Organizational Communication, Strategy #6: We promote intra government communications to maximize employee efficiency across organizational lines by communicating and working with other Departments, Divisions, and Elected Officials to develop and create budget and revenue forecasts.

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

III. Performance Objectives:

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

Budget and Management Services

IV. **Measures:**

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of training sessions provided to all County fiscal staff	2,4,5	6	7	7	7
# of agenda items reviewed	1,6	304	325	325	325
# of CIP/Budget transfers/amendments processed	1,2,6	56	150	150	150
# of AVTE companies visited and monitored	7	13	22	25	27
# of projects coordinated for the Eloise CRA	8	2	5	5	5
Effectiveness Indicators:			5	5	5
GFOA Distinguished Budget Presentation Award	1,3	1	1	1	1
% satisfaction of employees of trainings	1,2,5	100%	90%	90%	90%
Efficiency Indicators:					
Ratio of Budget Analyst to Operating Budget (Millions)	3,6	1/$111	1/$143	1/$143	1/$143

Significant Changes

Budget and Management Services received approval of one additional position in Fiscal Year 19/20.   The newly approved position, Lead Analyst, allows the Budget Office the ability to reclass an existing Senior Management and Budget Analyst position to a Management and Budget Analyst I. This reclassification affords career advancement opportunities within our organization; therefore, brining our position count to 10 at close of the Fiscal Year 19/20.   In Fiscal Year 19/20, Budget and Management Services acquired the position from Community and Small Business. The program, Community and Small Business Assistance which coordinates and Administer the County's Tax Exemption Ordinance, Polk County Business Incentive program and Qualified Target Industry Program was merged with the Budget and Management Services program.   Due to the COVID-19 pandemic, $126M of Federal Funds were awarded to the county.   The dollars were used to fund multiple programs throughout the County, including the Small Business Program managed by the Budget Office.

Polk Performs Link

Budget and Management Services is linked to the Price of Government Indicator that shows Polk has had one of the two lowest costs of government on our citizens when compared to neighboring counties. In addition, the services provided by the Division help ensure our government is effective, efficient, and diverse while responding to the needs of the citizens.

Budget and Management Services

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		9.00	9.00	10.00	10.00
Funding Sources:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund Subsidy		896,440	949,450	1,195,459	1,193,898
Eloise CRA Trust-Agency Funds		0	0	25,959	26,910
Cash/Fund Balance Forward		0	35,000	0	0
Taxes		0	0	71,297	89,719
	Total Program	896,440	984,450	1,292,715	1,310,527
Revenue by Fund:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund		896,440	984,450	1,266,756	1,283,617
Eloise CRA Trust-Agency Funds		0	0	25,959	26,910
	Total Program	896,440	984,450	1,292,715	1,310,527
Appropriations:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**

Procurement

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

I. Program Offer Description:

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

II. Contribution to Result:

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

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

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

3. One Organization
• Mutual understanding
• Open honest communication
• A trusted partnership between procurement and its customers
• A shared responsibility for the quality and efficiency of the procurement process

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of trainings provided to division staff	1,2,3,4	N/A	25	50	50
# of division meetings attended	1,2,3,4	N/A	25	25	25
# of County employees trained	1,2,3,4	N/A	200	300	300
#of individual division consultations	1,2,3,4	N/A	100	200	250
# of solicitations processed	1,2,3,4	1,131	1,128	1,300	1,400
# of solicitations per specialist	1,2,3,4	140	188	144	155
# of contracts written	1,2,3,4	159	180	190	200
# of vendors trained	1,2,3,4	24	26	30	30
Effectiveness Indicators:					
Vendor survey results indicating training met or exceeded their expectations	1,2,3,4	N/A			

Significant Changes

The Procurement Program is mandated by Florida Statue 125.74.

Procurement

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		13.00	13.00	13.00	13.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		768,381	973,706	1,105,728	1,144,001
Fire Rescue Funds		18,522	37,852	38,177	39,565
Transportation Millage Fund		0	67,389	82,336	85,322
Utilities Operating Funds		65,878	78,019	81,276	84,343
Cash/Fund Balance Forward		0	4,620	0	0
Miscellaneous		171,848	152,500	152,500	152,500
	Total Program	1,024,629	1,314,086	1,460,017	1,505,731

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		940,229	1,130,826	1,258,228	1,296,501
Fire Rescue Funds		18,522	37,852	38,177	39,565
Transportation Millage Fund		0	67,389	82,336	85,322
Utilities Operating Funds		65,878	78,019	81,276	84,343
	Total Program	1,024,629	1,314,086	1,460,017	1,505,731

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		803,518	1,038,415	1,134,071	1,176,411
Operating Expenses		221,111	275,671	325,946	329,320
	Total Program	1,024,629	1,314,086	1,460,017	1,505,731

Communications

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

I.   Program Offer Description:

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

II.   Contribution to Result:

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

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

III.   Performance Objectives:

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

IV.   Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of Press Releases/Media Advisories Sent	1,2	309	300	200	220
# of Other Informative Materials Published	1,2	201	120	300	300
# of Proclamations/Recognitions Awarded	1,2	34	70	30	30
# of Switchboard Calls	1,2	53,855	95,000	50,000	50,000
# of county website page views	1,2	2,923,368	2,000,000	3,500,000	3,500,000
# of Facebook Followers	1,2	52,838	30,000	92,000	95,000
# of Nextdoor Posts	1,2		136	156	175
# of Twitter Followers	1,2	12,658	12,000	18,000	20,000
# of email publications sent	1,2	60	36	80	90
# of email contacts for newsletters & division information	1,2	24,382	20,000	35,000	60,000
# of hours of Fire Rescue PIO on call/crisis communications	1,2	552	400	150	150

Significant Changes

An additional position was added in FY18/19 to assist the Parks and Natural Resources Division in monitoring its programs.

Communications

Personnel:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents	9.00	9.00	9.00	9.00

Funding Sources:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy	460,914	786,508	819,300	742,106
Special Revenue Grants	25,870	27,214	28,331	29,375
Fire Rescue Funds	73,990	78,140	88,651	92,154
Indigent Health Care Funds	33,505	35,124	36,564	37,908
Leisure Services MSTU Funds	0	34,024	37,602	39,097
Stormwater MSTU	0	34,024	37,602	39,097
Solid Waste Funds	29,582	34,084	35,483	36,789
Utilities Operating Funds	19,267	17,562	18,282	18,954
Employee Health Insurance Fund	32,396	34,084	35,483	36,789
Cash/Fund Balance Forward	0	3,500	2,500	2,500
Interest	183	0	0	0
Miscellaneous	(434)	8,500	11,000	11,000
Total Program	675,273	1,092,764	1,150,798	1,085,769

Revenue by Fund:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund	460,663	798,508	832,800	755,606
Special Revenue Grants	25,870	27,214	28,331	29,375
Fire Rescue Funds	73,990	78,140	88,651	92,154
Indigent Health Care Funds	33,505	35,124	36,564	37,908
Leisure Services MSTU Funds	0	34,024	37,602	39,097
Stormwater MSTU	0	34,024	37,602	39,097
Solid Waste Funds	29,582	34,084	35,483	36,789
Utilities Operating Funds	19,267	17,562	18,282	18,954
Employee Health Insurance Fund	32,396	34,084	35,483	36,789
Total Program	675,273	1,092,764	1,150,798	1,085,769

Appropriations:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses	584,050	748,847	767,438	794,515
Operating Expenses	158,655	339,917	379,360	287,254
Capital Expenses	0	4,000	4,000	4,000
Constitutional Office-Budget Transfer	(67,432)	0	0	0
Total Program	675,273	1,092,764	1,150,798	1,085,769

PGTV

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

I.   Program Offer Description:

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

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

II.   Contribution to Result:

PGTV creates informative videos that promote County programs and services with direct citizen impact. In election years, we air five to eight live candidate forums. During disasters, we air live briefings and dedicated Polk County updates. Innovative "short-format" segments, 5-10 minutes long, are available as video on demand on the County's website and YouTube. It also provides equipment technical support, PA/AV support, and PA setup for all divisions.

PGTV provides strategic leadership incorporating technology and message delivery to expand viewership beyond television, with webinars and social media (Facebook, Twitter, YouTube) video. Computer webinars use PGTV equipment with new technology to give citizens ultimate convenience; interactive participation from their homes, reaching citizens who might not know about PGTV. PCTSM has capitalized on the ability to offer PGTV as a partner for event exposure and coverage and professional video services to promote the organizer and its event.

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

III.   Performance Objectives:

1	Televise live, unedited board meetings, public hearings, and community forums.
2	Local news, analysis, special features, and perspectives highlighting the diverse civic and cultural landscape of Polk.

IV.   Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21		Plan FY 21/22
Workload Indicators:						
# of Live Boardroom Meetings	1	109	120	110		110
# of original programs produced	1,2	359	300	360		375
# of Truck and off-site productions	1,2	39	36	40		40
# of County functions supported with PA/AV systems	1,2	29	26	30		30
# of Public Service Announcements (PSA) & short videos created	1,2	29	28	40		60
# of programs watched on YouTube	1,2	259,875	200,000	300,000		300,000
# of Billboard slides created	2	223	300	400		300

Significant Changes

In FY 20/21, a position was approved for a PGTV Video Production Specialist, which was orginally in the budget under contracted services; therefore, this did not increase the budget.

PGTV

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		6.00	6.00	7.00	7.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		735,473	622,598	629,125	633,896
Interfund Transfer		47,000	47,000	47,000	47,000
Miscellaneous		2,040	10,000	10,000	10,000
	Total Program	784,513	679,598	686,125	690,896

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		784,513	679,598	686,125	690,896
	Total Program	784,513	679,598	686,125	690,896

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		361,293	459,921	458,654	475,661
Operating Expenses		377,085	192,177	204,971	210,235
Capital Expenses		46,135	27,500	22,500	5,000
	Total Program	784,513	679,598	686,125	690,896

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

I.   Program Offer Description:

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

II.   Contribution to Result:

The CAO contributes to the Good Government Result by:

1. FISCAL STEWARDSHIP: The County Attorney's Office (CAO) provides legal services to a County which, according to the 2018 estimates, has over 650,092 citizens. The office increased from 6 to 7 attorneys in FY17/18 to enhance customer service and significant increases in public records requests and real estate development in the County, but support staff remains at 3 since FY12/13. Attorneys will log in over 6,369 hours at an average cost of $64.34 per hour. The cost to provide those services with outside counsel, at a conservative local rate of $275/hr., would have been $1,751,475 reflecting a savings of over $1,343,815 by doing the work in house. (Average Staff Cost for $64.34/hr.)

2. CITIZEN ACCOUNTABLITY: Members of the CAO provide advice to over 26 lay boards; attend and provide input at public meetings; regularly attend individual meetings with members of the public; attend department and division level meetings; review and update materials on Polk County's website, and review every agenda item to insure that the information presented to the public is clear, concise, accurate, and informative. The CAO personally responds to telephone and email inquiries from the public in a prompt manner, as well as personally meeting with walk ins. Presentations at Public Hearings inform the public regarding settlement of lawsuits, adoption of ordinances, and levying of assessments and taxes.

3. STATESMANSHIP: The CAO works closely with the County Manager and the Board of County Commissioners in the development of the County's Strategic Plan. Input is provided annually on legal issues raised by proposed Legislative changes. Legal advice and assistance provided to organizations such as the Polk County TPO, the Polk County Transit Authority, and the Citizens Healthcare Oversight Committee advance programs of importance to both the County and its many municipalities. Tangible results of the services provided by the County Attorney's Office are seen daily by Polk County's citizens in the form of new road capacity, enhanced transit services, code enforcement, and expanded healthcare opportunities.

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

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

III.   Performance Objectives:

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

IV. **Measures:**

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of public meetings of boards and commissions attended	1,3	231	302	302	302
# of requests for legal services (RLS)	1-5	865	1,298	1,298	1,298
# of lawsuits handled in-house including foreclosures	1,4	96	123	123	123
Effectiveness Indicators:					
Responses to specific assigned requests for legal services:	1,2,3,4				
# of requests for legal services		865	1,298	1,298	1,298
Hours spent on requests for legal services		6,672	6,369	6,369	6,369
Cost of reviewing requests for legal services		$470,304	$420,354	$433,092	$445,830
Average cost per hour of requests for legal services		$71	$66	$68	$70
Market value of legal work @ $275/hr		$1,834,676	$1,751,475	$1,751,475	$1,751,475
Net cost avoidance to County (by doing work in-house)		$1,364,332	$1,331,121	$1,318,383	$1,305,645
Total billable attorney hours	1,2,3,4	6,672	12,480	12,480	12,480
Staff cost for billable hours		$71	$66.00	$68.00	$70.00
Market value of billable hours at $275/hr		$1,834,676	$3,432,000	$3,432,000	$3,432,000
Net cost avoidance to County for billable hours		$1,364,332	$2,471,040	$2,583,360	$2,558,400
Efficiency Indicators:					
County Attorney Office cost per capita		$2.07	$1.95	$1.96	$1.95

POLK COUNTY CHARTER AS AMENDED - NOVEMBER 4,2008

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

County Attorney

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		10.00	9.00	9.00	9.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		1,497,774	1,457,932	1,520,801	1,564,934
Miscellaneous		825	0	0	0
	Total Program	1,498,599	1,457,932	1,520,801	1,564,934

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		1,498,599	1,457,932	1,520,801	1,564,934
	Total Program	1,498,599	1,457,932	1,520,801	1,564,934

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		1,060,209	1,118,425	1,167,472	1,209,947
Operating Expenses		438,390	339,507	353,329	354,987
	Total Program	1,498,599	1,457,932	1,520,801	1,564,934

Benefits

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

I. Program Offer Description:

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

II. Contribution to Result:

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

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

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

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

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

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

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

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

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

III. Performance Objectives:

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

Benefits

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of pension and investment plan enrollees	3	345	319	350	350
# of employees processed in the DROP Program	4	28	55	55	55
# of new hires processed	1	345	319	350	350
Effectiveness Indicators:					
% of customers rating program as satisfactory	1,2,4	98%	98%	98%	98%
Efficiency Indicators:					
Ratio staffing:employees	1,2,4	3.0 : 2000	3.0 : 2125	3.0 : 2000	3.0: 2000

Significant Changes
No significant budget changes for this program in FY 20/21.

Benefits

Personnel:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents	4.30	4.30	4.30	4.30

Funding Sources:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy	125,632	145,943	149,358	154,023
Employee Health Insurance Fund	192,388	240,504	259,386	267,787
Total Program	318,020	386,447	408,744	421,810

Revenue by Fund:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund	125,632	145,943	149,358	154,023
Employee Health Insurance Fund	192,388	240,504	259,386	267,787
Total Program	318,020	386,447	408,744	421,810

Appropriations:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses	257,328	309,668	317,872	329,961
Operating Expenses	60,692	76,779	90,872	91,849
Total Program	318,020	386,447	408,744	421,810

Employee Relations

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

I. Program Offer Description:

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

II. Contribution to Result:

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

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

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

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

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# collective bargaining agreements negotiated	1,2,3	5	5	4	4
# of grievances filed	1,2	17	15	15	15
# of grievances taken to arbitration	1,2	6	6	4	3
# of unemployment compensation claims filed/responded to	1,2	34	30	30	25
# of Management consultations	1,2,3	N/A	60	60	60
Effectiveness Indicators:					
# of grievances taken to arbitration and modified	1,2	2	0	0	0
# Positive drug tests with successful outcomes	1,2	1	1	0	0
Efficiency Indicator:					
% of grievances resolved without arbitration		N/A	100%	100%	100%

Significant Changes
There are no significant changes to this program for the FY 20/21 budget.

Employee Relations

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		2.00	2.00	2.00	2.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		147,472	194,952	185,189	191,275
	Total Program	147,472	194,952	185,189	191,275

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		147,472	194,952	185,189	191,275
	Total Program	147,472	194,952	185,189	191,275

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		119,931	170,087	155,774	161,448
Operating Expenses		27,541	24,865	29,415	29,827
	Total Program	147,472	194,952	185,189	191,275

Employment Services

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

I.   Program Offer Description:

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

II.   Contribution to Result:

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

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

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

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

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

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

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

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

III.   Performance Objectives:

1	Provide Strategic recruitment process and practices in the Human Resources Division.
2	Continued recruitment efforts to build a solid candidate pool and retain top talent.
3	Build Diversity Program.

IV. **Measures:**

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of positions turned over annually	1	436	422	425	425
# of vacant positions per month (average)	1	28	200	50	50
# of positions posted annually	1	344	400	400	400
# of applicants interviewed annually	1	1,376	1,500	1,500	1,500
# of new hires annually (including transfers/promotions)	1,3	798	400	750	750
# of positions filled by minorities (new hires)	1,3	108	100	100	100
# of transfers/promotions	1,3	326	250	300	300
# of Job Fairs/Career Fairs	2	15	20	20	20
# of job descriptions developed/revised	1,2	181	150	150	150
# of position classification reviews performed	1,2	64	100	50	50
# of PAF's processed	1	1,551	1,500	1,500	1,500
Effectiveness Indicators:					
% of vacant positions posted within 2 days of receipt	1	100%	100%	100%	100%
# of days from receipt of job requisition to posting	3	2	2	2	2
% of positions filled by minorities (new hires)	1,3	31%	25%	25%	25%
% of positions filled by minorities (transfers/promotions)	1,3	38%	25%	25%	25%
% of PAF's processed correctly	1,3	99%	100%	100%	100%
Efficiency Indicators:					
Cost per new hire and transfer/promotion	1	$1,250	$1,250	$1,250	$1,250

Significant Changes
Employee Turnover Rate: Employee turnover is the rate at which an employer gains or loses employees. When an organization must replace an employee, it incurs direct and indirect expenses, such as recruiting, training, loss of productivity, etc.. These costs can add up to 200% of a single employee's annual wages. Keeping turnover to a minimum saves money for the organization. **Workforce Diversity:** Retaining a workforce as diverse as our citizen and customer base allows us to provide better service throughout Polk County and improves our interaction with diverse partners and customers. A diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources, including providing service to customers on a global basis, which leads to increased organizational learning and success.

Employment Services

Personnel:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents	4.70	4.70	4.70	4.70

Funding Sources:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy	382,217	448,748	462,011	475,426
Total Program	382,217	448,748	462,011	475,426

Revenue by Fund:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund	382,217	448,748	462,011	475,426
Total Program	382,217	448,748	462,011	475,426

Appropriations:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses	279,982	334,581	340,006	352,559
Operating Expenses	102,235	114,167	122,005	122,867
Total Program	382,217	448,748	462,011	475,426

<p style="text-align:center">Organization & Employee Development</p>

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

I.   Program Offer Description:

Our purpose is to develop and support organizational effectiveness by facilitating employee engagement, fostering a positive work climate, improving team effectiveness, advancing job knowledge and skills, and providing ongoing learning and development opportunities for County employees, leaders, and teams. OED supports and facilitates collaborative and innovative large scale change and continuous improvement efforts Countywide to ensure people, processes, and systems interact effectively and to sustain a high performing, customer-focused organization.

II.   Contribution to Result:

Every element of OED is aligned with Good Government strategies and priorities. Additionally, OED impacts each of the key result areas with effective programs designed to improve the capabilities of employees and processes throughout the County. OED's dedication to excellence of its programs has earned it numerous awards at local and national levels, most recently the 2019 Constancy Excellence in Work-Life Balance Award.

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

EMPLOYMENT DESTINATION
"Opportunities for growth and development" is on the short list of what most employees want from their place of employment. OED's Employee Development Programs offers approximately 100 ground-based courses to enhance skills and abilities crucial to all the result areas. OED's substantive course offerings have attracted many County employees from other constitutional agencies. A total of 1,176 participants took courses offered in 2019. A virtual calendar containing the course schedule and other development information, is available to all employees online. OED also shepherds the KUDOS program which gives employees a mechanism to share positive feedback and enable the building of a values based culture. OED's programs are important to the recruitment and retention of a quality staff and to foster the perception that Polk County is a desirable employment destination. OED's New Employee Orientation (NEO) consistently receives extremely high marks from participants. NEO is a valuable way to enable new employees to become comfortable and productive as soon as possible, while demonstrating Polk's commitment to employee growth and development. Management facilitates discussions on the BoCC's mission, vision, and values with the employees to get their understanding and support. NEO also includes a high-quality customer service training component.

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

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

EXCELLENCE IN EXECUTION AND RESULTS
Employees are the biggest cost/investment in Polk government and they are the most significant factor in delivering the results our citizens expect. OED provides mission critical "maintenance and upgrades" for these human assets as evidenced by the feedback employee's provide post-program.
Every element of OED is aligned with Good Government strategies and priorities. Additionally, OED impacts each of the key result areas with effective programs designed to improve the capabilities of employees and processes throughout the County. OED's dedication to excellence of its programs has earned it numerous awards at local and national levels, most recently the 2019 Constancy Excellence in Work-Life Balance Award.

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

EMPLOYMENT DESTINATION
"Opportunities for growth and development" is on the short list of what most employees want from their place of employment. OED's Employee

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

III.   Performance Objectives:

1	1. Develop and support systematic plans to broaden employee skills, knowledge, and competencies through formal training and blended learning experiences aligned with the County's mission, values, and objectives.
2	2. Support leaders and employees in developing a culture of employee engagement which is dedicated to excellence and exceptional customer service.
3	3. Develop and facilitate virtual professional development programs to increase team member accessibility to opportunities to increase capabilities in the eight dimensions of wellbeing.
4	4. Implement quality management and improvement processes that engage employees and effectively promote cross-functional team-based problem solving.
5	5. Develop and facilitate a leadership development process that builds the depth and strength of future organizational leadership.

Organization & Employee Development

IV. **Measures:**

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of course participants	1	1,176	1,755	1,755	1,755
# of new hires participating in new employee orientation	1	197	250	250	250
# of virtual education programs	3	N/A	N/A	15	20
# of employees participating in Employee Survey	2,4	N/A	N/A	2,100	N/A
# of Succession Plan candidates	5	40	40	40	40
Effectiveness Indicators:					
Employee satisfaction rating with overall learning experience (1-5 scale)	1	4.65	4.71	4.71	4.71
# of new employees who believe the orientation program improved their customer service skills	2	96%	95%	95%	95%
# of employees indicating we are living our REACHIS values	4	N/A	90%	90%	90%
Emerging Leader Program Participants	5	18	18	20	20
Efficiency Indicators:					
% of surveys completed to total workforce	1	N/A	N/A	85%	N/A

Significant Changes
There are no significant changes in the FY 2021 budget for this program.

Organization & Employee Development

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		3.00	3.00	3.00	3.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		378,144	556,855	558,679	570,454
	Total Program	378,144	556,855	558,679	570,454

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		378,144	556,855	558,679	570,454
	Total Program	378,144	556,855	558,679	570,454

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		232,887	341,875	337,254	348,085
Operating Expenses		145,257	214,980	221,425	222,369
	Total Program	378,144	556,855	558,679	570,454

Equal Opportunity

Program Number:	56
Result Area:	Good Government
Division:	Equity
Section:	Office of Equal Opportunity

I. Program Offer Description:

The Equal Opportunity Office (EO) enhances the quality of life for the citizens, customers, and employees of Polk County by providing equal opportunity and fair treatment in County services, employment, programs, and activities to ensure County government compliance with federal, state, and local EO/employment laws, regulations, and policies. This program helps prevent and/or reduce lawsuits against the County, as well as saves the taxpayers money by avoiding the expensive costs of outside attorneys and fees. The EO program uses proactive measures such as education, training, consultation/advisement, and mediation to prevent and/or reduce complaints internally and externally, protecting the County from bad publicity and poor image. The EO staff works closely with employees and citizens to be proactive, rather than reactive, in addressing concerns or perceptions to prevent them from escalating into complaints or lawsuits.

II.   Contribution to Result:

The EO program contributes to the Good Government result area by:

PROMOTE ACTIVE CITIZEN CONNECTION W/COUNTY PERSONNEL & RESULTS via the Community Relations Advisory Council. EO conducts monthly meetings with citizens, including community leaders from all five County districts, to address the interests and needs of the people in their communities. These meetings with citizens have resulted in the County gaining the trust and respect of citizens and the citizens feeling like they have a voice. The County also benefits by getting good advice and assistance from citizens in creating educational programs, projects, and campaigns devoted to the prevention and/or elimination of racial tension, intolerances, and all forms of discrimination in Polk County, thus, preventing and/or eliminating costly discrimination lawsuits. EO also conducts workshops and speaking engagements in the community presenting information about the County, equal opportunity/employment laws, and diversity affairs.

IMPROVE GOVERNMENT PERFORMANCE BY MANAGING FOR RESULTS
EO's proactive measures, such as our employment law education and updates, diversity awareness training, consultations with employees and external customers, and mediations, contribute significantly to the organization's performance and results. EO has kept the organization compliant with local, state, and federal employment laws, preventing expensive legal fees and poor public image. Since the EO program's inception, the County has not been subjected to a discrimination lawsuit. Additionally, EO has consistently reduced the number of federal and state complaints over the previous year. Through creative and aggressive diversity recruitment, EO has assisted the organization in attaining a diverse, well-trained, competent workforce to serve the diverse citizens of Polk County.

PROVIDE STRATEGIC & VISIONARY LEADERSHIP
EO has taken the lead in promoting and embracing equal opportunity and workplace diversity throughout the organization, strengthening the appeal, reputation and ideal of the organization, as well as ENHANCING POLK AS AN EMPLOYMENT DESTINATION. EO conducts a management course that includes a section on the "fair way to manage diversity."   Equality and fair treatment leads to good employee morale and customer satisfaction. Workplace diversity assures the organization has diverse employees to successfully communicate with and serve the needs of its diverse customers. Thus, this helps to make Polk County the "employer of choice", as well as the "county of choice."

STREAMLINE & ENHANCE COMMUNICATION
EO communicates with residents and community leaders at least monthly in person. Additionally, EO mediates disputes between and among customers, businesses, management, and employees to ensure effective communication across organizational lines and make the organization and workplace more cohesive. Additionally, EO facilitates employee appeal hearings to ensure both employees and management are afforded the opportunity to be heard.

ENSURE SOUND MANAGEMENT OF PUBLIC FUNDS
EO continues to save the County money by investigating and resolving complaints for the organization, avoiding the expensive costs of outside council, as well as conducting EO training and education workshops, rather than paying consultants/training firms. A complaint assigned to EO costs approximately $50.00 per hour, as compared to approximately $275.00 per hour for complaints assigned to outside council.

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

III.   Performance Objectives:

1	Ensure Countywide compliance with federal, state, and local laws, regulations, and policies.
2	Prevent discrimination lawsuits against the BoCC by implementing proactive steps (education, training, etc.) to save the BoCC costly legal expenses.
3	Prevent and/or reduce discrimination complaints against the BoCC.
4	Receive and successfully resolve more internal complaints than federal complaints.
5	Provide administrative leadership and supervision of the County's EO programs, initiatives, and policy enforcement to enhance community relations with minority communities and improve employee morale.
6	Successfully assist the County Manager, County Commissioners, and management with ensuring equal opportunity and fair treatment to all residents, customers, and employees to make Polk County "the County and Employer of Choice."

Equal Opportunity

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of discrimination and sexual harassment complaints investigated and resolved	1,2,3	17	9	9	8
# of federal complaints filed	1,2,4	3	3	3	2
# of federal mediations conducted	1,2,3,4	0	1	1	1
# of employee or management consultations conducted	1,2,3,4	100	100	100	100
Cumulative # of employees educated/informed about workplace diversity & discrimination	1,2,3,4	2,000	2,000	2,000	2,000
# of EO newsletters distributed	1,3	8	12	12	12
Effectiveness Indicators:					
% of employees educated in diversity awareness	1,2,3	100%	100%	100%	100%
% of complaints resolved internally	1,2,3	85%	90%	90%	90%
# of actions appealed	1,2,3,4	4	3	3	3
Efficiency Indicators:					
Ratio of EO Staff to Employees		1/1000	1/1000	1/1000	1/1000

Significant Changes

Equal Opportunity – Maintaining a workplace free of discrimination or harassment of any kind is of paramount importance to Polk County. By maintaining such a workplace, Polk County will better ensure equal opportunity for its very diverse customers and partners. A diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources, including providing service to customers on a global basis, which leads to increased organizational learning and success. As of 2018, Polk County BOCC minority workforce representation is at 27.5%, below the 37.02% minority representation of Polk County population base on 2010 Census.

Equal Opportunity

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		2.00	2.00	2.00	2.00
Funding Sources:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund Subsidy		231,737	246,958	250,818	258,929
Fire Rescue Funds		44,817	0	0	0
Cash/Fund Balance Forward		0	8,521	8,654	0
Miscellaneous		2,675	2,500	2,500	2,500
	Total Program	279,229	257,979	261,972	261,429
Revenue by Fund:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund		234,412	257,979	261,972	261,429
Fire Rescue Funds		44,817	0	0	0
	Total Program	279,229	257,979	261,972	261,429
Appropriations:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
Personal Services Expenses		228,990	204,263	202,969	210,527
Operating Expenses		50,239	53,716	59,003	50,902
	Total Program	279,229	257,979	261,972	261,429

Supplier Diversity

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

I. Program Offer Description:

The Disadvantaged Women and Minority Business Enterprises program's function is to improve business and economic opportunities for minority and women business enterprises seeking to provide services to the BoCC and Polk County as a whole. Efforts towards this goal can be categorized into the following primary functions; Advocacy, Compliance, Outreach, and Matchmaking Activities.

II. Contribution to Result:

Fiscal Stewardship- The Disadvantaged Women and Minority Business Enterprises (D/W/MBE) program fosters competition between minority-owned businesses and those companies currently contracted with the BoCC. This competition strives to decrease service pricing by way of increased competition for the opportunity to provide services to the BoCC. This in turn ensures that each County dollar is spent wisely and with the mindset of causing the least tax burden to citizens. The Disadvantaged Women and Minority Business Enterprise program staff continuously collaborates with organizations dedicated to the economic development of women and minority-owned businesses.

Citizen Accountability- The Disadvantaged Women and Minority Business Enterprises program staff has always maintained an open door policy and many of our external customers (W/MBE owned businesses) frequently seek assistance from our office to improve in their attempts to do business with the County. Moreover, we consistently meet with citizen oversight boards like the Community Relations Advisory Council and the local NAACP branches to assure our citizens that the policies and procedures being used are the most up to date and effective means of practice. As a member of the Central Florida Development Council and the Central Florida Business Diversity Council , we also participate in their business open forums as well as those held by the Puerto Rican Chamber of Commerce, among others. At these forums citizens are given the opportunity to share their thoughts and concerns for the improvement of the County. OSD often works with these boards and organizations to seek solutions that will alleviate the issue for the concerned citizen.

Competent Staff- The OSD staff person responsible for the Disadvantaged Women and Minority Business Enterprises program has over 30 years of business development and compliance experience. This experience includes serving as the Administrator of the Office of Supplier Diversity for Polk County, working to broaden the economic forecast for Disadvantaged, Minority, Women, and Service Disabled Owned businesses. The services offered by OSD have provided these businesses the opportunity to participate in the County's Sheltered Market and Vendor Preference programs. This has led to a significant increase in the number of vendors participating in County contracts and dollars spent with D/W/MBE vendors. Successful efforts to create better D/W/MBE vendors have made certain that not only is Polk County being provided with the highest quality of service, but that the demographics of the women, minority, and disadvantaged business communities served by Polk County's Office of Supplier Diversity are being as fairly represented as possible. Efforts such as creating new and revising County ordinances concerning minority utilization on County contracts has played a significant role increasing our annual utilization and spend with D/W/MBE businesses as well, but also gone on to add value to making Polk County a great diverse place to live work and play.

Statesmanship- The most effective way to ensure that our infrastructure meets the needs of existing businesses and helps provide for future business expansion opportunities would be to engage all companies on an equal basis, giving all vendors the same opportunity to compete; this is a function of the Disadvantaged Women and Minority Business Enterprises program. This course of action would in turn lessen the amount of expenses output and also spread BoCC dollars across a more diverse population. BoCC currently has ordinances and policies that seek to increase its utilization of D/W/MBEs, thereby setting the course for a dynamic economic future.

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of DBEs, WBEs, & MBEs assisted in their efforts to obtain bids	1,2,3,4	12	250	100	150
# of procurement opportunities publicized	1,2,4	527	100	300	350
# of DBEs, WBEs, & MBEs recruited for Polk County	1,2,4	387	1,135	1,135	1,150
$ of contracts won by W/MBE	1,2,3,4	$3,363,330	$6M	$6M	$8M
Effectiveness Indicators:					
% of increase of D/W/MBE participation over previous year	1,2,3,4	-55%	5%	5%	10%
# of D/W/MBEs registered with Polk County	1,2,3,4	62	600	600	650
Number of bids offered under sheltered markets	1,2,3,4	28	15	20	25

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Significant Changes

Polk Vision: Key Benchmark #7 of the Polk Vision document Calls for racial harmony, diversity, and opportunity. In this program, our goal is to provide maximum opportunity for Women and Minority Business Enterprises to participate in the County's procurement activities and provide effective assistance and education in an effort to increase diversity and incluion awareness internally to promote a workplace free from discrimination.
Federal Mandate: 49 CFR Part 26
Local Mandate: Ordinance No. 00-57
State: FL State Statute 287

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Supplier Diversity

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		2.00	2.00	2.00	2.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		90,234	206,576	176,469	181,877
Fire Rescue Funds		0	45,395	47,244	48,961
Miscellaneous		0	5,000	5,000	5,000
	Total Program	90,234	256,971	228,713	235,838

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		90,234	211,576	181,469	186,877
Fire Rescue Funds		0	45,395	47,244	48,961
	Total Program	90,234	256,971	228,713	235,838

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		75,839	222,278	189,346	196,098
Operating Expenses		14,395	34,693	39,367	39,740
	Total Program	90,234	256,971	228,713	235,838

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

I.   Program Offer Description:

The Building Maintenance program now encompasses: maintenance and repairs for all County owned buildings; all custodial services: utilities for a great percentage of County facilities; all contractual services for preventive maintenance, fire alarm repair and monitoring, pest control, elevator maintenance and fire extinguisher inspections; and grounds maintenance for most County buildings. Additionally, this program conducts damage assessments of County facilities after an emergency event.

Our goal is to ensure a safe, comfortable and efficient working environment for employees and visitors.

II.   Contribution to Result:

This program meets Strategy #3 of effective management and utilization of the County's assets through proper maintenance and care of all County owned buildings.

Facilities Building Maintenance and Repair Services performs building and equipment maintenance and repairs necessary to maximize the life cycle of the County's assets and to provide safe, comfortable environments for employees and visitors conducting County business.

Facilities Management employees maintain over 4.5 million square feet of space in approximately 1200 buildings and structures and approximately 67 parks and water plants throughout the County, owned by, or leased for, the BOCC and Constitutional Officers, most of whom provide direct service and quality programs to the public.

The employees of this program are the ones called when the power goes out, the air conditioning doesn't work, or a pipe breaks. Timely and effective repairs and completion of scheduled preventive maintenance can forestall the replacement of expensive equipment. Untimely repairs and lack of preventive maintenance can make an already bad situation worse when something breaks down. Unfortinetly, we have experienced a 13% vacancy rating in this program in the past 4 years which has decreased our abilities to perform preventive maintenance.

Facilities submits for consideration every year, a 10 year Building Asset Management Plan, where we perform assessments of all the County's larger facilities for replacement of items which will prolong the life of the assets. Next year's request is approximately $2.9 Million. This program also contributes to the Fiscal Stewardship factor by utilizing a combination of in-house trades and craft technicians and contracted services to maximize the effectiveness of asset management.

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

III.   Performance Objectives:

1	Manage maintenance cost per square foot of building inventory at or below industry standard as determined by IFMA per building type.
2	Maintain technical and support staff at or below industry standard per square foot of building inventory as determined by IFMA per building type.
3	Pursuit of excellence in maintenance management and customer service.
4	Minimize backlog of deferred capital maintenance and repair work.
5	Pursue and maintain utility cost saving initiatives.

IV.   Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
Square footage maintained annually	1-4	4,502,521	4,543,079	4,548,134	4,638,134
# of repair work orders	1-4	12,409	12,558	12,558	12,558
# of preventive maintenance work	1-4	3,029	3,039	3,039	3,039
# of emergency work orders	1-3	427	398	398	398
% of preventive maintenance work orders completed as scheduled	1-3	91%	93%	93%	93%
# of utility cost savings initiatives	5	7	7	6	6
Square footage of buildings cleaned	3	1,464,950	1,505,508	1,505,508	1,539,950
Effectiveness Indicators:					
% of repair work orders closed within 7 days	1	90%	92%	93%	93%
Utility savings generated/yearly cost savings initiatives	5	$1,001,045	$998,012	$901,063	$901,063
Cost/square foot of buildings maintained through this program	1-5	$4.18	$4.13	$4.25	$4.25
Square footage maintained per trades employee	1	79,991	81,126	78,416	78,612
Efficiency Indicators:					
Backlog of deferred capital maintenance work list	1-4	$19,198,650.00	$26,152,939.00	$27,002,241.00	$27,002,241.00
Backlog of maintenance and repair	1,2	$3,309,960	$3,895,918	$2,845,000	$2,845,000

Significant Changes

Facilities Management's mission is to ensure that all County facilities are constructed and maintained in such a fashion to provide the occupants and the public a safe and healthy environment. In order to support our primary mission, we have implemented a Computerized Maintenance Management System (CMMS). This new technology will allow Facilities Management to be more environmentally friendly while increasing our efficiency in completing and tracking of all construction and maintenance request. We have also implemented a new Division Strategic Plan which encompasses our mission in the values which are implemented in this program.

Building Maintenance

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		74.00	74.00	76.00	77.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		15,004,429	16,443,743	17,037,872	17,301,598
Charges For Services		2,050,293	2,107,200	2,107,200	2,107,200
Interfund Transfer		36,034	0	0	0
Miscellaneous		235,054	220,000	223,250	223,250
Others (Centrl I/D Inkind/Othr)		(147)	0	0	0
	Total Program	17,325,663	18,770,943	19,368,322	19,632,048

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		17,325,663	18,770,943	19,368,322	19,632,048
	Total Program	17,325,663	18,770,943	19,368,322	19,632,048

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		4,107,092	4,608,202	4,853,375	5,121,878
Operating Expenses		13,212,083	14,152,741	14,479,447	14,474,670
Capital Expenses		6,488	10,000	35,500	35,500
	Total Program	17,325,663	18,770,943	19,368,322	19,632,048

Architectural Services

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

I. Program Offer Description:

Architectural Services plans, coordinates, and manages the design and construction of all vertical construction projects for the Board of County Commissioners and Constitutional Officers. These projects include facility additions, renovations, alterations, and new construction. Projects are funded from various sources, such as the Community Investment Fund, the BoCC's General Fund, Constitutional Officers' budgets, and Enterprise Funds.

II. Contribution to Result:

This program meets Strategy # 3 of effective management and utilization of the County's asset base and fiscal resources through professional management, design, and construction of all building projects for both the Board and Constitutional Officers.

Architectural Services is responsible for the design and construction of the vertical construction projects adopted annually within the County's Community Investment Program. These projects are organized into various categories including Corrections, Parks and Recreation, Fire Rescue, Sheriff's Office, and Administrative Centers, among others. Our staff consists of Project Managers and Project Coordinators, degreed or certified, in Building Construction. Highly trained and versed in the building design and construction disciplines, our staff utilizes computer applications to manage contracts, budgets, and schedules.

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

III. Performance Objectives:

1	Manage design and construction of all adopted CIP vertical construction projects.
2	Manage design and construction of all "other" approved vertical construction projects.
3	Ensure that all projects are delivered with the highest quality, on schedule, below budget, and at the best value for the taxpayers.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of projects in planning	1	5	2	27	36
# of other projects in planning/design	2	8	1	18	30
# of all projects under construction	1,2	13	8	31	36
Value of all projects under construction	1-3	$17,321,000	$15,667,480	$66,727,264	$44,350,000
Value of all projects in design/planning	1-3	$11,076,000	$3,445,000	$59,192,264	$34,350,000
Effectiveness Indicators:					
# of CIP projects managed	1,3	16	8	33	36
# of "other" projects managed	2,3	30	30	30	30
Efficiency Indicators:					
# of projects managed per employee	1-3	9	9	11	11
Value of projects managed per employee	1-3	$3,664,200	$3,916,870	$11,121,211	$7,391,667

Significant Changes
There are no major changes for FY 20/21.

Architectural Services

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		6.00	6.00	6.00	6.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		459,369	566,149	546,716	563,556
	Total Program	459,369	566,149	546,716	563,556

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		459,369	566,149	546,716	563,556
	Total Program	459,369	566,149	546,716	563,556

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		400,057	500,111	470,777	487,649
Operating Expenses		59,312	66,038	75,939	75,907
	Total Program	459,369	566,149	546,716	563,556

Fuel Management

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

I. Program Offer Description:

Provide vehicle and equipment fuel below market prices to BoCC and external customers.

II. Contribution to Result:

Fleet Management's fuel management program ensures Polk County and other external customers a convenient and reliable supply of fuel, irregardless of the weather or market flow, at a reasonable and comparable cost, thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

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

III. Performance Objectives:

1	Maximize fuel site readiness.
2	Respond to all fuel site outages 24/7.
3	Sustain a pricing structure that assures fuel cost/gallon below market.
4	Assure Fuel Quality.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
$ total of fuel site service calls per year (contract)	2	$ 16,618	$ 52,500	$ 44,800	$ 20,000
# of fuel deliveries per year	1	312	480	325	350
# of gallons pumped annually	1	2,075,125	2,100,000	2,114,546	2,100,000
$ total of tax recovery	3	$ 368,593	$ 400,000	$ 400,000	$ 400,000
Effectiveness Indicators:					
cost per gallon (incl. markup) of diesel and unleaded compared to market price	3	-$0.50	-$0.30	-$0.30	-$0.30
Efficiency Indicators:					
# of tank inventory turns per year	1	7.3	7.3	7.3	7.3

Significant Changes

The County's fuel sites have been outfitted with emergency generators where needed and are being replaced at the pace of 2 per year.
External customers: Cities - Bartow, Ft. Meade, Mulberry, Eagle Lake, Lake Hamilton, Frostproof , Dundee;
External customers: State - Juvenile Justice, Forestry, FHP, FDEP; Soil & Water Conservation
External customers: County - School Board, Peace River Center, Our Children's Academy, Discovery Academy of Lake Alfred,
Global Academy, McKeel Academy, Berkeley Charter School, Lake Wales Charter School, New Beginnings

Fuel Management

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		1.65	1.75	1.75	1.75

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Fleet Maintenance Funds		0	104,742	123,836	133,028
Interfund Transfer		450	0	0	0
Internal Service Funds		256,200	128,063	128,821	132,686
	Total Program	256,650	232,805	252,657	265,714

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Fleet Maintenance Funds		256,650	232,805	252,657	265,714
	Total Program	256,650	232,805	252,657	265,714

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		102,315	121,446	132,473	142,026
Operating Expenses		87,399	111,359	120,184	123,688
	Total Program	189,714	232,805	252,657	265,714

Stand-By Generator Availability

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

I. Program Offer Description:

Maintain all County owned stand-by generators to assure each is instantly available to fulfill its intended purpose when needed.

II. Contribution to Result:

Reliable generator operations provides continuity of operations during emergency operations at a controlled cost. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

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

III. Performance Objectives:

1   Maximize total generator availability.
2   Achieve rapid response to all generator outages.
3   Conduct PM's and run checks within scheduled intervals.
4   Identify and document generators requiring replacement.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of service calls per month - Non PM	2	19	15	20	20
% of Load Bank tests completed before June 1st each year	1	98%	100%	100%	100%
PM compliance % of total fleet	3	99%	100%	100%	100%
Total number of generators maintained by Fleet Management	1,2,3	205	207	214	220
Effectiveness Indicators:					
# of service calls per unit within 90 days of a PM inspection	2	2	2	2	2
Average response time to system failures (hours)	2	2.0 hr.	2.0 hr.	2.0 hr.	2.0 hr.
Efficiency Indicators:					
% of mechanical/electrical start failures in emergency situations	1,2	5%	4%	3%	3%

Significant Changes
There are no significant changes for this program.

Stand-By Generator Availability

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		2.15	2.95	2.95	2.95
Funding Sources:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
Fleet Maintenance Funds		5,674	0	160	9,857
Cash/Fund Balance Forward		0	433,684	391,089	391,089
Interest		13,325	6,180	5,573	5,573
Internal Service Funds		428,922	503,682	518,792	518,792
	Total Program	447,921	943,546	915,614	925,311
Revenue by Fund:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
Fleet Maintenance Funds		447,921	943,546	915,614	925,311
	Total Program	447,921	943,546	915,614	925,311
Appropriations:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
Personal Services Expenses		166,603	225,012	234,886	244,484
Operating Expenses		274,918	228,970	240,216	240,315
Capital Expenses		6,400	98,800	22,000	22,000
Reserves		0	390,764	418,512	418,512
	Total Program	447,921	943,546	915,614	925,311

Vehicle Availability

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

I.   Program Offer Description:

Maintain all County-owned vehicles and equipment to assure no mission is compromised due to a lack of vehicular assets.

II.   Contribution to Result:

Polk Vision: Fleet functions as an integral support element for all BoCC vehicles. They aggressively promote inter-governmental cooperation as the primary fuel supplier to 7 municipalities, secondary fuel supplier to School Board and State, as well as other government entities. They coordinate the long term vehicle purchase program, heavy equipment motor pool and professional repair services thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

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

III.   Performance Objectives:

1   Maximize vehicle and equipment readiness.
2   Achieve rapid response to vehicle breakdowns.
3   Sustain a level of maintenance that minimizes repeat/comeback or breakdown repairs.

IV.   Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of PM's performed per month (on average)	1,3	159	158	160	160
% of work orders closed vs work orders opened in the fiscal year	1	94%	97%	97%	97%
Effectiveness Indicators:					
% of Direct Labor reflected on Work Orders	1,2,3	60%	65%	65%	65%
% of parts availability	1	92%	90%	90%	90%
Efficiency Indicators:					
% of vehicles retired prior to expected end of life (excluding accidents)	1	23%	20%	20%	20%
Vehicle to Technician Ratio	1,2,3	75	70	65	65

Significant Changes

While the replacement of aging vehicles and equipment mitigates increase in maintenance, additional vehicles to the overall fleet as well as more intricate technology in newer vehicles has put a strain on the performance Fleet provides. New positions are helping to help mitigate the increased demands of Fleet's time and to increase the level of service provided to County Divisions. In addition, discussions have taken place during the Strategic Planning meetings to consider space for an additional Fleet shop on the north side of the County that is comparable in size to the Bartow location.

Vehicle Availability

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		27.65	28.75	28.75	28.75

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Fleet Maintenance Funds		5,637,040	5,999,964	6,665,923	6,585,420
Interest		39,110	8,314	10,915	4,487
Interfund Transfer		3,253	0	0	0
Miscellaneous		4,309	0	0	0
	Total Program	5,683,712	6,008,278	6,676,838	6,589,907

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Fleet Maintenance Funds		5,683,712	6,008,278	6,676,838	6,589,907
	Total Program	5,683,712	6,008,278	6,676,838	6,589,907

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		2,009,211	2,260,506	2,289,375	2,420,314
Operating Expenses		3,651,814	3,653,772	4,051,143	4,144,593
Capital Expenses		22,687	94,000	336,320	25,000
	Total Program	5,683,712	6,008,278	6,676,838	6,589,907

City of Auburndale Fleet Maintenance

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

I. Program Offer Description:

Vehicle Maintenance for the City of Auburndale

II. Contribution to Result:

Fleet Management provides the City of Auburndale, and thereby Polk County taxpayers, efficient services at a reduced cost while spreading BoCC overhead over a larger base. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

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

III. Performance Objectives:

1	Maximize vehicle and equipment readiness at the highest level possible.
2	Achieve rapid response to all vehicle breakdowns.
3	Sustain a level of maintenance quality that minimizes repeat repairs.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of PM's performed per month (on average)	1,3	6	15	15	15
% of work orders closed vs work orders opened in the fiscal year	1	100%	95%	96%	96%
Effectiveness Indicators:					
% of Direct Labor reflected on Work Orders	1,2,3	65%	65%	65%	65%
Efficiency Indicators:					
Vehicle to Technician Ratio	1,2,3	84	84	105	105

Significant Changes
There are no significant changes to this program.

City of Auburndale Fleet Maintenance

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		3.14	3.14	3.14	3.14

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Interest		(1,936)	0	0	0
Internal Service Funds		558,931	553,106	552,146	571,451
	Total Program	556,995	553,106	552,146	571,451

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Fleet Maintenance Funds		556,995	553,106	552,146	571,451
	Total Program	556,995	553,106	552,146	571,451

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		224,018	254,333	231,461	240,831
Operating Expenses		294,466	298,773	320,685	330,620
	Total Program	518,484	553,106	552,146	571,451

City of Lake Wales Fleet Maintenance

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

I.   Program Offer Description:

Vehicle Maintenance for the City of Lake Wales

II.   Contribution to Result:

Fleet Management provides the City of Lake Wales, and thereby Polk County taxpayers, efficient services at a reduced cost while spreading BoCC overhead over a larger base. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

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

III.   Performance Objectives:

1	Maximize vehicle and equipment readiness at the highest level possible.
2	Achieve rapid response to all vehicle breakdowns.
3	Sustain a level of maintenance quality that minimizes repeat repairs.

IV.   Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of PM's performed per month (on average)	1,3	7	10	10	10
% of work orders closed vs work orders opened in the fiscal year	1	98%	95%	96%	96%
Effectiveness Indicators:					
% of Direct Labor reflected on Work Orders	1,2,3	69%	68%	69%	69%
Efficiency Indicators:					
Vehicle to Technician Ratio	1,2,3	127	127	150	150

Significant Changes
There are no significant changes to this program.

City of Lake Wales Fleet Maintenance

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		2.14	2.14	2.14	2.14

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Interest		(278)	0	0	0
Internal Service Funds		300,448	344,701	319,697	331,203
	Total Program	300,170	344,701	319,697	331,203

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Fleet Maintenance Funds		300,170	344,701	319,697	331,203
	Total Program	300,170	344,701	319,697	331,203

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		156,086	164,915	170,842	177,884
Operating Expenses		117,604	179,786	148,855	153,319
	Total Program	273,690	344,701	319,697	331,203

City of Ft. Meade Fleet Maintenance

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

I. Program Offer Description:

Vehicle Maintenance for the City of Ft. Meade

II. Contribution to Result:

Fleet Management provides the City of Ft. Meade, and thereby Polk County taxpayers, efficient services at a reduced cost while spreading BoCC overhead over a larger base. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

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

III. Performance Objectives:

1   Maximize vehicle and equipment readiness at the highest level possible.
2   Achieve rapid response to all vehicle breakdowns.
3   Sustain a level of maintenance quality that minimizes repeat repairs.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of PM's performed per month (on average)	1,3	2	2	2	2
% of work orders closed vs work orders opened in the fiscal year	1	97%	97%	97%	97%
Effectiveness Indicators:					
% of Direct Labor reflected on Work Orders	1,2,3	60%	58%	60%	60%
Efficiency Indicators:					
Vehicle to Technician Ratio	1,2,3	45	45	44	44

Significant Changes
There are no significant changes to this program.

City of Ft. Meade Fleet Maintenance

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		0.57	0.57	0.57	0.57

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Interest		6,155	0	0	0
Internal Service Funds		114,872	85,994	83,160	86,233
	Total Program	121,027	85,994	83,160	86,233

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Fleet Maintenance Funds		121,027	85,994	83,160	86,233
	Total Program	121,027	85,994	83,160	86,233

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		37,254	39,155	40,550	42,397
Operating Expenses		62,330	46,839	42,610	43,836
	Total Program	99,584	85,994	83,160	86,233

Vehicle Renewal/Replacement

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

I.   Program Offer Description:

Assure all County owned vehicular assets are renewed/replaced within the limits of the Budget/Fund and in a manner that protects against catastrophic costs while assuring maximum life and value are achieved.

II.   Contribution to Result:

Effective replacement of vehicles and equipment produces the lowest life cycle cost of the BoCC Fleet. Thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County citizens.

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

III.   Performance Objectives:

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

IV.   Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
$ total of vehicles/equipment replaced	1	$8,067,919	$8,555,057	$10,612,381	$10,657,278
Effectiveness Indicators:					
% of approved purchases delivered in fiscal year	3	87%	80%	85%	85%
Efficiency Indicators:					
Vehicle/equipment auction proceeds	1	$883,783	$700,000	$700,000	$700,000

Significant Changes
There are no significant changes for this program.

Vehicle Renewal/Replacement

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		1.70	1.70	1.70	1.70

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Fleet Replacement Funds		7,006,776	9,287,435	9,862,707	9,942,320
Interest		558,121	185,573	106,643	77,676
Interfund Transfer		375,000	375,000	375,000	375,000
Miscellaneous		883,783	700,000	700,000	700,000
	Total Program	8,823,680	10,548,008	11,044,350	11,094,996

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Fleet Replacement Funds		8,823,680	10,548,008	11,044,350	11,094,996
	Total Program	8,823,680	10,548,008	11,044,350	11,094,996

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		136,419	142,466	148,334	153,845
Operating Expenses		28,029	205,542	283,635	283,873
Capital Expenses		8,067,920	10,200,000	10,612,381	10,657,278
Grants And Aids		550,000	0	0	0
Indirect Expense		41,312	0	0	0
	Total Program	8,823,680	10,548,008	11,044,350	11,094,996

Enterprise Resource Planning

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

I.   Program Offer Description:

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

1. Technical, functional, development, implementation, project management, and continued maintenance support for the Oracle ERP System. Services are provided to assist with solutions that improve operational efficiency and increase the amount and quality of usable management information. The major Oracle modules include HR Core, OTL, Payroll, Benefits, Employee Self Service, Manager Self Service, Procurement, AP, AR, General Ledger, Fixed Assets, Inventory, and PBCS (formerly Hyperion).

The customer base for the Applications Program includes all BoCC Divisions and employees, all Clerk of Courts Departments and employees, and limited services (payroll and group insurance) for the State Attorney, Public Defender, Court Administration Office, and the Supervisor of Elections.

II.   Contribution to Result:

The Applications program contributes to the Good Government results area by:

1. Performance and Results/Total Asset Management: Applications is part of the multi agency team supporting the Oracle ERP system which manages the daily business of the County's financial operation. The ERP team's role in this enterprise-wide system is to maintain the integrity of the database and application code, maintain system security, develop customized reports, perform system modifications, and act as technical advisors to all divisions. FY 18/19 enhancements included Affordable Care Act compliance, implementation of annual salary plan changes, and updating the interface between Oracle payroll and Fire Rescue's Telestaff system (as well as enhanced reporting from Telestaff to assist in managing overtime costs). The Total Compensation Statement was created and distributed to Board employees.

2. Information distribution and integration: Polk County has implemented a reporting module from EiS Technologies into the Oracle ERP system that provides hundreds of seeded reports across all 21 modules. However, the EiS tool requires a great deal of ongoing maintenance and patching by the IT staff which offsets some of the productivity gained. IT held training classes for functional staff to ensure we get the most benefit from the EiS reporting tool.

3. Employment Competency: To ensure our staff is properly trained they are sent to technical classes to remain up-to-date on software development tools and user conferences offering peer-to-peer networking to learn first-hand what other agencies are doing; the current focus is on major version upgrades to the Oracle E-Business Suite (12.1.3). Although the Applications staff has had no turnover for several years, their 12 years of Oracle experience makes them extremely marketable in the private sector. Due to the esoteric nature of this skillset, filling future vacancies may prove to be very difficult without adequate incentive to recruit and retain our highly-skilled staff.

4. Organizational Communication: The ERP Program staff works with County divisions to research and develop applications that reduce redundancy by sharing information. The Oracle ERP System is the central location for most all of the County's personnel and financial information.

5. Performance and Results: By selecting and developing appropriate solutions, we work with all BoCC offices to implement systems that improve efficiency within the County.

6. Total Asset Management: The Oracle ERP System accurately tracks and reports the fiscal resources of the County. The proper maintenance and development of this system keeps our management and citizens better informed of our actions and that their tax dollars are being invested wisely.

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

III.   Performance Objectives:

1	Meet the automation needs of divisions through enhancements to the Oracle ERP system, the development of new solutions that extend and interface with ERP, and reporting solutions.
2	Provide a healthy stable Oracle ERP system through proactive and properly-tested maintenance of hardware and implementation of software version upgrades.
3	Continually develop staff through regular training to improve skill levels in the latest technology and best software development practices.
4	Develop standardized repeatable processes that make the most of our limited resources.

IV.   **Measures:**

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
Effectiveness Indicators:					
Occurrences of System Patching	1	10	7	7	7
# of Incidents/work tickets closed	1	599	300	300	300
# of Oracle service requests (SR) closed	1	32	30	30	30
Efficiency Indicators:					
# of patches applied on-time	1,4	10	7	7	7
# of projects worked on that were not on backlog	2,4	5	8	8	8
Average days to close Oracle service requests (SR)	2,4	36	30	30	30
Training hours per employee	3	40	40	40	40

Significant Changes

Oracle has announced that Premier Support for our current version of the Oracle eBusiness Suite (12.1) will end in December 2021 and that Extended Support will not be available after December 2021. Polk County is currently working to upgrade the Oracle EBS to Oracle SaaS (cloud based) to be completed in 2021.

Significant effort has been made this year toward improving the overall stability and reliability of the Oracle system through several key initiatives. These initiatives are also first steps toward the upgrade of the system in 2021 and bring our platform in to a more secure state that is more easily supported and maintained.

Enterprise Resource Planning

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		8.60	7.05	8.05	8.05

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Cash/Fund Balance Forward		0	(405)	127,907	12,907
Interfund Transfer		0	405	0	102,093
Internal Service Funds		1,315,522	1,347,417	1,624,333	1,658,833
	Total Program	1,315,522	1,347,417	1,752,240	1,773,833

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Information Technology Fund		1,315,522	1,347,417	1,752,240	1,773,833
	Total Program	1,315,522	1,347,417	1,752,240	1,773,833

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		787,477	818,530	843,595	874,682
Operating Expenses		339,797	385,887	895,738	899,151
Capital Expenses		0	143,000	0	0
Reserves		0	0	12,907	0
	Total Program	1,127,274	1,347,417	1,752,240	1,773,833

Applications Development/Operations

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

I. Program Offer Description:

The Internet Program provides three primary functions: website development, vendor package integration, and custom application development. We enhance the quality of life for the citizens of Polk County by providing cost effective public websites, custom software solutions, web-based services, maintenance, and technical expertise supporting all county divisions and constitutional offices that consume our services. The Internet Program hosts websites for the Polk County Board of County Commissioners, Polk Hub, Polk Transportation Planning Organization, Polk Charter, and Polk Nature which continue to see an increase in public use.

II. Contribution to Result:

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

The Internet Program contributes to the Good Government results area by:

1. Open Environment: The Application Development Team provides online access (24/365) to web streamed meetings, services, documents, codes, ordinances, Board of County Commissioners agendas and minutes, and press releases as an open environment for citizens and businesses to voice their opinions, stay informed, and be involved with county government. The websites are continually reviewed and enhanced to improve user experiences with a commitment to meeting accessibility standards.

2. Performance/Results: The Internet Program develops both internal (Intranet) and external (Internet) online services and websites that provide many benefits for the citizens of Polk County. Via the county website, visitors are able to find information and transact business with the county at any time, which helps reduce citizen travel time and direct staff involvement. With an increased shift in users accessing websites from mobile devices, the Application Development Team is continuing in its effort to be at the forefront of emerging technologies to accommodate our citizens regardless of their preference of apparatus.

3. Organization Communications: By working with divisions, particularly close with the Communications division and constitutional officers, we improve organizational communication that is critical to developing cost effective and relevant solutions to inform citizens about Polk County.

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

III. Performance Objectives:

1	Meet the basic Internet needs of the public and county programs through the development of custom internet software solutions that provide easy and immediate access to government information, services, and reports.
2	Respond quickly to service requests and public inquiries generated from website feedback and surveys.
3	Work closely with other county programs to learn business processes and publish services that positively impact the operation of government and level of service to the public.
4	Research and implement technologies that reduce cost and defer future staffing increases across the organization and improve service levels both internally and to the public.
5	Continually develop staff through regular training to improve skill levels on the latest technology and best practices for software development.

Applications Development/Operations

IV.   Measures:

	Key Obj.	Actual FY 17/18	Budget FY 18/19	Adopted FY 19/20	Plan FY 20/21
Workload Indicators:					
# of Websites Maintained/Supported	1	11	9	9	9
Internet Websites	1	5	3	3	3
Intranet (Polk Hub)	1	1	1	1	1
Website Interfaces		5	5	5	5
# of New Incidents/Work tickets open	1	126	94	94	94
# of Applications Maintained/Supported	1,2	72	75	75	75
# of Databases Maintained/Supported	1,2	119	120	120	120
Effectiveness Indicators:					
Internet Metrics (Websites)					
# of Website Visits	1	1,200,000	264,616	264,616	264,616
# of total Page Views	1	3,800,000	607,819	607,819	607,819
% of New Visitors	1	50%	50%	50%	50%
% of Returning Visitors	1	50%	50%	50%	50%
Intranet Metrics (Polk Hub)					
# of Website Visits	1,3,4	450,000	144,065	144,065	144,065
# of Total Page Views	1,3,4	1,200,000	294,415	294,415	294,415
% of New Staff Users	1,3,4	5%	7%	7%	7%
% of Returning Staff Users	1,3,4	95%	93%	93%	93%
Device Website Usage Ratio (Mobile vs. PC)					
% of PC	1,3,4	67%	52%	52%	52%
% of Mobile	1,3,4	33%	48%	48%	48%
Total	1,3,4	100%	100%	100%	100%
Efficiency Indicators:					
# of projects worked on that were not on backlog	3	2	-	-	-
Training hours per staff	5	60	120	120	120

Applications Development/Operations

Applications Development/Operations

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		10.55	11.15	11.15	11.15

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Special Revenue Grants		35,795	36,656	38,158	39,557
Cash/Fund Balance Forward		0	136,691	170,641	33,950
Internal Service Funds		1,422,891	1,551,790	1,524,100	1,539,929
	Total Program	1,458,686	1,725,137	1,732,899	1,613,436

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Special Revenue Grants		35,795	36,656	38,158	39,557
Information Technology Fund		1,422,891	1,688,481	1,694,741	1,573,879
	Total Program	1,458,686	1,725,137	1,732,899	1,613,436

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		830,642	1,019,080	1,019,592	1,056,820
Operating Expenses		597,618	569,366	542,666	522,666
Interfund Transfers		0	0	136,691	0
Reserves		0	136,691	33,950	33,950
	Total Program	1,428,260	1,725,137	1,732,899	1,613,436

Records Management

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

I.   Program Offer Description:

The Records Management (RM) Program provides two major functions:
1. Administers a RM program directed to the application of efficient and economical management methods relating to the creation, utilization, maintenance, retention, preservation, and disposal of records.
a. Seeks to manage and control BoCC records throughout their life cycle, from their creation and distribution, through their filing and use, and ultimately to their final disposition or permanent retention as directed by the Florida General Record Schedules.
2. Ensures every BoCC Division permits their records to be inspected and/or copied by any person desiring to do so, at any reasonable time, under reasonable conditions, and under supervision by the custodian of the public records.
a. For tracking/reporting purposes, the RM Section coordinates all BoCC Public Record Requests (PRR) via an internally developed "PRR System" to ensure the BoCC complies with this requirement. This system will be updated in FY19/20 to enable online payment.

II.   Contribution to Result:

Records Management contributes to the Good Government results area by:
1. Performance and Results: All BoCC Divisions create records each day that become background data for future decisions and planning. Through IT Records Management, they are securely preserved. Well organized records management makes it easier and quicker for employees to access records when they are needed and file them correctly when they are not. This not only improves efficiency and productivity but it also saves time and space.
2. Total Asset Management. In Records Management, the following principles are followed: (a) Transparency. BoCC business processes and activities shall be documented in an open and verifiable manner, and that documentation shall be available to all interested parties. Records Management ensures all materials made or received in connection with official business, which are used to perpetuate, communicate, or formalize knowledge, are treated as public records and open for inspection and copying in compliance with Florida Statute, Section 119; (b) Protection. The records management program is constructed to ensure an appropriate level of protection is provided to records containing private, confidential, or otherwise exempt information to comply with applicable laws and organizational policies; (c) Availability. The records management program maintains records in a manner that ensures their timely, efficient, and accurate retrieval; (d) Records Retention and Disposition. The records management program maintains public records for an appropriate time, taking into account legal, regulatory, fiscal, operational, and historical requirements. At the end of their retention period, records disposition ensures the secure deletion of information or the destruction of the information media.
3. Public Records Request (PRR) Performance and Results: Records Management serves as the hub for coordinating, logging, distributing, and reporting on all public records requests to and from all BoCC Divisions. A tracking system implemented in 2015 provides enhanced tracking of hours expended to respond to these public records requests and responses within 10-calendar days or less for over 85% of all requests. Implementing the new Online PRR System would streamline this process and allow for online payment of records.

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

III.   Performance Objectives:

1	Provide document prepping and imaging services to divisions with long and short-term records to save labor costs and storage space.
2	Provide complete and accurate compliance and disposition of records according to the Florida General Record Schedules.
3	Provide on-going training to all divisions on electronic records storage and updated records retention laws, schedules, and standards.
4	Provide tracking/reporting of all Public Record Requests via the "PRR System" to ensure BoCC compliance with Florida Statute.
5	Provide timely badge and access creation for new and existing employees.

Records Management

IV.   Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of Projects	1	3	3	3	3
# of Public Record Requests processed annually	4	862	1000	1200	1350
Effectiveness Indicators:					
% of PRRs closed within 10 calendar days or less	4	85.00%	90%	90%	90%
Efficiency Indicators:					
# of projects worked on that were not on backlog	4	1	3	3	3

Significant Changes
Completed for FY 18/19:
1. Records Management has established policies and solutions to provide validation and authorization for employees/guests accessing various locations throughout the BoCC in order to mitigate the risk of unauthorized access and reduce the potential loss of property.
2. Upgraded climate controls in Records Warehouse to allow for availability of long term and short   term storage capacity.
FY 19/20 Projects:
1. Records began implementaion of a new version of the Online Public Records Request system that will be easier for the average user to interact with, as well as provide online payment functionality, self-search for some public records, and streamlining of records requests. This will assist in providing clarity to the public and making sure all requests are processed timely.
2. With over 100 software applications used by the BoCC, the recordkeeping environment of electronic records requires the analysis and integration of purge functionality to implement electronic retention requirements as established in the Florida General Schedules. Records Management is preparing for a strategic shift to address this environment and integrate the tools required to manage these applications.
FY 20/21:
1. With over 100 software applications used by the BoCC, the recordkeeping environment of electronic records requires the analysis and integration of purge functionality to implement electronic retention requirements as established in the Florida General Schedules. Records Management is preparing for a strategic shift to address this environment and integrate the tools required to manage these applications.
Mandate Information:
The State of Florida Division of Library and Information Services has proposed changes to the following General Schedules:
• GS1 – SL – FDOS General Records Schedule GS1-SL for State and Local Government Agencies
• GS4 - FDOS General Records Schedule GS4 for Public Health Care Facilities and Medical Providers
• GS8 - FDOS General Records Schedule GS8 for Fire Departments
• GS14 - FDOS General Records Schedule GS14 for Public Utilities
The changes will be communicated appropriately once officially adopted.

Records Management

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		4.25	4.40	4.40	4.40

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Cash/Fund Balance Forward		0	34,121	91,815	57,694
Internal Service Funds		371,169	394,976	424,955	424,638
Miscellaneous		2,847	0	0	0
	Total Program	374,016	429,097	516,770	482,332

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Information Technology Fund		374,016	429,097	516,770	482,332
	Total Program	374,016	429,097	516,770	482,332

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		243,540	299,086	320,910	333,093
Operating Expenses		70,590	95,890	104,045	91,545
Interfund Transfers		30,000	0	34,121	0
Reserves		0	34,121	57,694	57,694
	Total Program	344,130	429,097	516,770	482,332

Technical Services

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

I. Program Offer Description:

The Technical Services program supports personal computers, tablets, smart phones and the data network infrastructure for the BoCC. Technical Services must ensure effective technical and fiscal management of the County's IT operations, resources, technology projects, and vendor contracts. Major functions of this program include PC desktop installation and support for 1,890 personal computers, network design, and management of 302 network file servers and over 375 network devices (i.e. routers, switches, etc.) interfaced throughout the merged BoCC and Public Safety IT data communications network.

Over the previous five fiscal years, the Technical Services team has expanded its support of mobile devices, as they increasingly become essential to the day-to-day functions of County employees. The BoCC environment now includes approximately 1000 iPhones and iPads, which are managed through a cloud-based mobile devices management system.

The IT Service Desk supports Polk County BoCC IT customers including technical work request generation, first and second level technical support (Tier I and Tier II), and cellular telephone/air card support for 1102 BoCC cellular device users. In FY 20/21, the BoCC Service Desk is projected to receive over 20,000 telephone calls, 36,000 emails and generate over 15,000 technical support service requests.

II. Contribution to Result:

The Technical Services program contributes to the Good Government results area by:

1. Open Environment: The Information Technology Service Desk serves as the primary point of contact for initial technical problem resolution, access of technical information, and assistance for all IT related issues. In FY 2018/19, IT implemented a mobile device management solution to address the growing number of smartphones and tablets. The Service Desk has continued to improve the capabilities and security settings within this system, and now manages 1000 iOS devices.

2. Security Enhancement: In FY 19/20, IT implemented a microsegmentation architecture within the BoCC environment. This implementation included installing a pair of redundant firewalls between the end user network and the data center. Adding these internal firewalls significantly reduces the County's exposure to malware and ransomeware attacks, by monitoring and restricting traffic accessing the County's data and applications.

3. Open Environment: The Cisco Network Core Switch and an HP Storage Area Network continue to be leveraged to virtualize servers for both the BoCC and Public Safety. The virtualized servers have been incorporated into the BoCC Disaster Recovery plan, which has lowered Public Safety's Server Replacement capital expenditures. The Brice Data Center was incorporated into the county server infrastructure.

4. Open Environment: In FY 19/20 IT completed a migration of all PCs to Windows 10 and all Servers to modern Server 2012 R2 or newer. This migration project eliminated older versions of Microsoft's Windows and Server OS before they reached end of life.

5. Vision: We continue to pursue and deploy infrastructure improvements in both redundant links and hardware to increase resiliency in the face of recent natural disasters. We will also begin the process of evaluating and/or moving selected Tier I applications to a Cloud computing environment where applicable.

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

III. Performance Objectives:

1	Provide users with an Enterprise-Class Network Infrastructure and Computing environment that is scalable, reliable, secure redundant, and fault tolerant.
2	Provides Service Desk Tier I and II support for work request generation for all sections of IT and support for 1250 cellular devices.
3	Quickly efficiently and remotely, resolve network and PC issues to reduce downtime and increase productivity, ROI and RTO.
4	Establish systems, processes, and solutions based on best practices and industry standards.
5	Recommend and provide cost effective proven standard desktop, laptop, file server, network, hardware, and software to allow employees to perform the essential functions of their job.
6	Continually develop staff through on going regular training to increase skill levels in the latest technology and best practices for networking security and desktop application delivery.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Effectiveness Indicators:					
# of high priority service calls received	4	183	200	200	210
# of medium priority service calls received	4	3,227	3,000	3,500	3,700
# of spam emails blocked	4,5,6	6,277,932	6,300,000	6,300,000	6,500,000
# of valid emails processed	1	832,653	900,000	900,000	950,000
% SPAM received vs valid email	1	90%	90%	90%	90%
Number of calls received at the Service Desk		18,525	18,750	19,000	19,500
Effectiveness Indicators:					
% Of Time High Priority Service requests were responded to in 1 business day	1,2,4	57%	90%	90%	90%
% Of Time Medium Priority Service requests were responded to in 3 business days	1,2,4	59%	90%	90%	90%
% of "Abandonded" calls to the Service Desk	1	12	10%	10%	10%
% of time e mail available during business hours	1,2,4,6	99.74%	99%	99%	99%
% of time internet available during business hours	1,2,4,6	99.90%	100%	99%	99%

Technical Services

Technical Services

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		22.95	23.65	24.00	25.00
Funding Sources:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
Utilities Operating Funds		19,291	24,099	60,646	62,847
Cash/Fund Balance Forward		0	62,383	(608,802)	0
Interfund Transfer		576,500	0	608,802	0
Internal Service Funds		3,882,346	4,307,137	5,757,020	5,911,511
Miscellaneous		48	0	0	0
	Total Program	4,478,185	4,393,619	5,817,666	5,974,358
Revenue by Fund:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
Utilities Operating Funds		19,291	24,099	60,646	62,847
Information Technology Fund		4,458,894	4,369,520	5,757,020	5,911,511
	Total Program	4,478,185	4,393,619	5,817,666	5,974,358
Appropriations:		**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
Personal Services Expenses		2,014,852	2,165,064	2,249,014	2,404,106
Operating Expenses		1,660,143	1,339,767	2,204,052	2,349,464
Capital Expenses		384,837	875,125	1,364,600	1,220,788
Reserves		0	13,663	0	0
	Total Program	4,059,832	4,393,619	5,817,666	5,974,358

<div align="center">**Telecommunications Services**</div>

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

I. Program Offer Description:

Administration and oversight of the telephone network for the Polk County Board of County Commissioners, Clerk of Court, Judiciary Administration, State Attorney, Public Defender, Property Appraiser, Sheriff's Office and Tax Collector. This program includes telephone support for 7 large NEC voice servers, 5 medium-sized NEC voice servers, 30 small NEC voice servers that comprise approximately 5,375 telephones and 1,052 telephone lines.

II. Contribution to Result:

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

1. Performance & Results: Ongoing investments in staff training and the strategic decision to standardize telephone technology on the NEC telephone system platform have provided a very effective support structure. To date in FY 19/20, we have worked to keep service outages to a minimum to keep with the highest industry standard for overall downtime. Our investment in training has eliminated the primary need for vendor service support contracts. By utilizing in-house trained resource we reduce the turn round time to address issues as well as minimize outside vendor support costs.

2. Asset Management: An ongoing Internal Services fund for telephones now averaging $400,000 annually began as a CIP in 1996 and allowed strategically planned upgrades and replacements for all major phone systems over their projected life cycle. IT is currently focused on eliminating end-of-life NEC phone systems, with newer, more robust equipment. These newer PBXs leverage virtualization to streamline backups and system upgrades.

3. Open Environment: Through staff and vendor research, IT has made a strategic decision to continue to standardize on the NEC platform. As VoIP technologies have provided more robust disaster recovery options and better architecture to protect against PBX failures, IT has been able to move towards consolidating and simplifying the BoCC telephone infrastructure. In FY 15/16 the PBX and voicemail in the Bartow Courthouse were replaced, and the new PBX and voicemail were designed to serve as a new communications hub. In FY 17/18 IT expanded VoIP throughout the East Bartow campus, as well as expanded the PBX at the EOC to include advanced call center functionality. In FY 18/19 IT consolidated phone service in Downtown Bartow, converting what was once four PBXs and voicemail servers down to one voice server and one voicemail server, which has reduced annual maintenance costs, and simplified support. In FY 19/20 IT will add the Roads and Drainage campus to the Downtown Bartow system to further consolidate and reduce costs.

4. Organizational Communications: Telecommunications continues following the process of eliminating obsolete PBX systems by combining them using VoIP with updated voice servers. Since FY 13/14, thirty PBXs have been upgraded to current hardware and Voice over IP which have provided improved services such as call traffic redundancy and extension-to-extension dialing between sites that were not previously available or too costly to implement. In FY 16/17, VoIP trunking was installed on many on premises voice servers beyond the Bartow network, expanding extension-to-extension dialing to now include Utilities Administration, Roads and Drainage, and the Utilities Wastewater Treatment Plants.

5. Employment Competency: We educate and promote Telecommunications staff development and retention through ongoing technical certification training on all supported systems and latest infrastructure standards and industry best practices. A learning environment embracing new technologies has been created where junior technicians are mentored by senior staff and management. Flexible work schedules have been beneficial for staff and Polk County through the reduction of overtime and allows for extended coverage hours.

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

III. Performance Objectives:

1 Provide support for 7 large NEC phone systems, 5 medium and 31 smaller NEC phone systems including approximately 5,375 telephones.

2 Respond and efficiently resolve issues for moves, additions, or changes to telecommunication services.

3 Continually develop staff through recurring training and certification to enhance skill levels on current technology and best practices.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Efficiency Indicators:					
Technical support staff ratio to service request	1,2	1:177	1:375	1:375	1:375
Training hours per technical staff	3	50	80	80	80
# of New PBX Systems to be replaced/upgraded this fiscal year (Quarterly	3	0	80	80	80

Significant Changes

Starting in FY 2011/12, the IT Telecommunications Telephone Replacement Plan has been funded through the IT ISF (Internal Service Fund). Annual funds for this project have remained stable since FY 17/18 at $400,000. The budget amounts have gradually reduced as the number of aging systems have been replaced.

Significant FY 18/19 accomplishments for the IT Telecommunications Team are as follows:

1. Upgraded the PBX/Voice Server used by the Utilities Division. This new system includes enhanced call center functionality and reporting, and increased reliability through virtualization.

2. Completed the migration of the BoCC Administration/Property Appraiser voice server to the Downtown Bartow/Courthouse phone system.

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

Telecommunications Services

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		6.35	6.85	6.55	6.55

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Information Technology Fund		63,167	0	0	0
Cash/Fund Balance Forward		0	239,119	492,992	265,568
Internal Service Funds		1,380,468	1,481,832	1,458,606	1,487,999
	Total Program	1,443,635	1,720,951	1,951,598	1,753,567

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Information Technology Fund		1,443,635	1,720,951	1,951,598	1,753,567
	Total Program	1,443,635	1,720,951	1,951,598	1,753,567

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		572,268	653,333	632,939	655,949
Operating Expenses		260,292	408,499	405,667	412,050
Capital Expenses		374,575	420,000	420,000	420,000
Interfund Transfers		236,500	0	227,424	51,046
Reserves		0	239,119	265,568	214,522
	Total Program	1,443,635	1,720,951	1,951,598	1,753,567

Claims Management

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

I. **Program Offer Description:**

Receives, investigates, and processes all Workers Compensation, General Liability, Automobile Liability, and Property Damage claims for the Board of County Commissioners and all Elected Officials, while adhering to Florida State Mandates, Federal Laws, and County Claim Ordinance.

II. **Contribution to Result:**

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

* Implementing the Board approved Transitional Duty/Return to Work Program, in conjunction with utilizing the Employee Health Clinic, has significantly decreased lost time from work due to on-the-job injuries. The experience modifier has remained very stable over the last 10 years, contributing to favorable excess workers' compensation premiums.

PERFORMANCE AND COMMUNICATIONS
* The workers' compensation experience modifier is consistently under 1.0, indicating a favorable loss ratio.
*Automobile and General Liability claims, based on the Actuarial Study, have come in significantly lower than the projections indicated. Claims are consistently lower than budgeted.
*Less than 6% of all claims result in litigation, which is extremely low.
RESPONSIBLE VISIONARY LEADERSHIP
* Claims works closely with Safety in identifying and mitigating future risks, based on claims losses and experience.
ACCOUNTABILITY AND COMPLIANCE
* Both employees of the Claims Management area are State of Florida Licensed Insurance Adjusters with board certifications in workers' compensation.
ETHICS
* The Claims Management area has been entrusted with handling all claims for Workers' Compensation, General & Automobile liability, and Property Damage for the BoCC and all elected officials.
EMPLOYMENT DESTINATION
*Our Claims Manager has over 27 years of adjusting experience. In addition our workers' compensation specialist has over 20 years of adjusting experience. In the latter part of 2018 Risk Management contracted a third party administrator to handle the general liability and auto liability claims.
* THIS MODEL FOR GOOD GOVERNMENT EXCEEDS ALL BENCHMARKS AND EXPECTATIONS.

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

III. **Performance Objectives:**

1	Monitors and coordinates litigated claims with inside and outside legal counsel. Attends hearings and mediations. Recommends strategies to maximize outcomes.
2	Settles liability claims in accordance with the County Claims Ordinance - 00-73, Florida Statute 768-28 and Federal laws.
3	Monitors and directs strategies for claims under the Workers' Compensation Program, under the direction of Florida Statute 440 and 112.19, including the County Return to Work Program, Heart and Lung Bill, and First Responder Bill. Authorizes claim settlements and manages claims with effective managed care strategies, over 97% of the time, through Employee Health Services.
4	Utilizing Safety to successfully investigate claims for Liability and Workers' Compensation and to provide all ergonomic evaluations and recommendations.

IV. **Measures:**

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
Number of General Liability claims open	2,4	29	100	100	100
Number of General Liability claims closed	2,4	22	250	100	100
Number of Automobile Liability claims open	2,4	64	105	100	100
Number of Automobile Liability claims closed	2,4	43	225	100	100
Number of Property Damage claims open	2,4	43	50	100	100
Number of Property Damage claims closed	2,4	43	200	100	100
Number of Workers' Comp. claims received	3	765	1,000	1000	1,000
Number of Workers' Comp. claims processed	1,3,4	364	550	550	550
Number of Automobile Subrogation Claims Open	1,2	58	90	90	90
Number of Automobile Subrogation Claims Closed	1,2	41	90	90	90
Number of Property Damage Subrogation Claims Open	1,2	106	110	110	110
Number of Property Damage Subrogation Claims Closed	1,2	84	150	150	150
Effectiveness Indicators:					
Average cost per workers' comp claim in comparison to Benchmark of $15,016 for FY18/19	1,3,4	8,003	4,500	9000	9,000
Percentage of Auto & General Liability claims compared to County budget	2,4	0.03%	0.20%	0.10%	0.10%
Workers comp experience mod. Factor	1,3,4	0.81	0.94	0.80	0.80
% of Gen. Liability claims resulting in lawsuits	2,4	5.00%	5.00%	5.00%	5.00%
Efficiency Indicators:					
Average cost per $100 of Payroll in comparison to Benchmark of $0.98, for Workers Compensation	1,3,4	$1.79	$1.49	1.79	$1.79

Significant Changes
There are no significant changes to this program.

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		2.00	2.00	2.00	2.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		3,448,301	4,740,409	4,749,469	4,754,922
Miscellaneous		344,368	315,000	300,000	300,000
	Total Program	3,792,669	5,055,409	5,049,469	5,054,922

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		3,792,669	5,055,409	5,049,469	5,054,922
	Total Program	3,792,669	5,055,409	5,049,469	5,054,922

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

I. Program Offer Description:

The General Insurance Program's mission is to identify and evaluate property and casualty risks, mitigate, transfer, and/or insure the risks at the most cost effective levels for the citizens of Polk County. The General Insurance area identifies and analyzes loss exposures, examines the feasibility of risk management alternatives, selects and implements the best risk management techniques, and monitors the results. This program protects the County Government assets, which belong to the citizens of Polk County, from adverse financial consequences and ensures the continuous operation of County Government. This protection is financed through a combination of funded and unfunded reserves.

II. Contribution to Result:

The General Insurance area of Risk Management contributes to the Good Government results area by:
TRUST IN GOVERNMENT
* Loss exposures are insured through an excess insurance program with a self-insured retention. This insurance protects the Citizens from adverse financial consequences and ensures the continuous operation of County Government.

PERFORMANCE AND COMMUNICATIONS
* Workers' Compensation excess premiums have held steady due to a multi year insurance policy.
* Casualty premiums have remained very stable over a 5 year period despite the County's increased exposures.   The Risk Management Division is very aggressive in handling casualty insurance claims in order to protect the funds for the citizens of Polk County. Also, reductions in losses for all coverage may be attributed to a rigorous safety program.
* An ongoing challenge every year is property insurance, which is magnified by a hardening market as a result of recent hurricanes in Florida and Puerto Rico as well as other national property insurance events. The County has successfully mitigated premium increases through a combination of reduced limits purchased and increased retention levels.
* RESPONSIBLE VISIONARY LEADERSHIP
*When evaluating the County's Probable Maximum Loss, there are several factors to consider. These include comparing the County's values to the exposure to Wind, flood, fire, etc. The County currently has a total insured value of approximately $824 million.
* Wind: Depending on the catastrophic modeling program utilized, the County's Probable Maximum Loss is between $26 million and $54 million. Carriers carefully review this number to determine what capacity, deductibles, and pricing they can offer to the County. The program has been successful in negotiating with the carriers and presently carries $100,000,000 in wind coverage.
* Flood: The County currently has approximately $12 million of known values located in Flood Zone A. The remainder of the locations are located in Zones X and Y.
* Fire: The County must also consider their exposure to loss by a fire. There are several buildings that have significant values that could be affected in the event of a fire. The top 5 Valued Buildings in the County are as follows: 1) Main Courthouse $135 M, 2) South County Jail $44.8 M,   3) Central County Jail $33.7 M, 4) Administration Building $38.4 M, and 5) CHS Admin 1974 Building $27.9 M.

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

III. Performance Objectives:

1	Negotiates, designs, and implements insurance programs. Educates employees in other departments on insurance and risk control.
2	Reviews and approves the indemnification and insurance requirements in all contracts and leases.
3	Requests and issues Certificates of Insurance and self-insurance letters.
4	Administer the Risk Management Insurance System to include notices, claims, and reports.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
Number of insurance applications prepared	1,4	26	25	26	26
Number of contracts and lease agreements received and reviewed	2	250	250	250	250
Number of insurance certificates processed and created self-insured letters	3,4	185	200	200	200
Number of County facilities (both owned and leased)	1	1,358	1,375	1,370	1,370
Effectiveness Indicators:					
The primary indicator for this program relates to the cost of procurement of excess insurance for the property/casualty program. General Liability	1,4	620,140	612,000	502,912	550,000
Commercial Property Program	1,4	$1,642,396	1,642,360	1,766,987	1,850,000
Workers Compensation Excess	1,4	294,383	272,480	250,097	270,000
Efficiency Indicators:					
% cost of insurance difference from prior year	1,4	3.90%	1.09%	-0.19%	5.60%
Cost of Insurance per Capita GENERAL LIABILITY	1,4	$0.89	$0.89	$0.89	$0.89
Commercial Property Program	1,4	$2.82	$2.82	$2.82	$2.82
Workers Compensation Excess	1,4	$0.40	$0.40	$0.40	$0.40

Significant Changes

There are no significant changes to this program.

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		0.00	0.00	0.00	0.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		2,991,938	3,108,815	3,111,994	3,285,705
	Total Program	2,991,938	3,108,815	3,111,994	3,285,705

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		2,991,938	3,108,815	3,111,994	3,285,705
	Total Program	2,991,938	3,108,815	3,111,994	3,285,705

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Operating Expenses		2,991,938	3,108,815	3,111,994	3,285,705
	Total Program	2,991,938	3,108,815	3,111,994	3,285,705

Occupational/Employee Health Services

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

I. Program Offer Description:

Provide work-related medical management promoting a healthy workforce, healthy environment, & healthy employees utilizing the on-site Employee Health Clinic. The clinic is the primary site for performing physicals & the diagnostic tests associated with various job descriptions at no cost to the candidate or the Division. Provides medical treatment for the majority of most occupational injuries. Services provided include drug free workplace program, infection control, primary care & mandated annual medical screening, and substance abuse testing. Workplace Drug and Alcohol testing program falls under the rules Fed. Motor Carrier Safety Admin, 49 CFR, part 40, 653, 654, 655. Perform Federally Mandated D.O.T. annual physicals for safety sensitive positions. Perform comprehensive annual physicals for fire rescue workers. Provide Fed. Drug & Law Enforcement physicals for the Sheriff's Office, following all rules of the FDLE 11N-27.002(1)(d). F.A.C.

II.   Contribution to Result:

The Occupational/Employee Health program plays a significant part in Good Government.

PROMOTE AND REINFORCE ASSET AND RESOURCE MANAGEMENT STRATEGIES: Program provides a cost savings by performing comprehensive pre-employment examinations, carefully matching candidates with specific job requirements in the Employee Health Clinic operated by Healthstat. Mandated comprehensive exams for Firefighters, Law Enforcement, Transit Drivers, and Commercial Drivers, are performed in the clinic at lower costs than the private sector. The clinic is the primary site for treatment for the majority of all work-related injuries or illnesses and is the main site for the County's Drug Free Workplace Program. Also offered are infection control services in an effort to reduce on-the-job exposures to TB, hepatitis B, tetanus, or rabies. All costs to provide services on-site for the BoCC are absorbed by the Occupational/Employee Health program. The cost for outsourcing services such as x-rays & lab testing are paid by the Employee Health Services program.

CREATE AND ENHANCE CLEAR, INTERACTIVE CHANNELS OF INFORMATION ON COUNTY PROGRAMS, SERVICES, AND RESULTS: Employees are notified via email or newsletter of the programs and services offered to employees. Through Employee Advisory Committee, employees are educated in being better consumers of health and taking advantage of on-site programs and healthcare.
CREATE AND DEMONSTRATE OUTCOME BASED OPERATIONS WITH CLEAR AND MEASURABLE PERFORMANCE BENCHMARKS: Through electronic medical software, data is collected on the number of services provided per employee. The clinic utilizes Florida and multi-state contracts in order to provide Polk County with lower prices than the private sector.

ENHANCE STAFF COMPETENCY AND PERFORMANCE TO ENSURE THAT EMPLOYEES HAVE THE UNDERSTANDING, TRAINING, AND TOOLS TO SUCCEED: Clinic staff is certified in urine drug screen collections, breath alcohol testing, phlebotomy, hearing screens, and CPR. Competencies are in place to assure that staff complies with Federal and State regulations, as they apply to pre-employment testing and mandatory annual medical screens.

PROMOTE INTRA-GOVERNMENT COMMUNICATIONS TO MAXIMIZE EMPLOYEE EFFICIENCY: Employee Health Services provides occupational health services, workers' compensation injury care, and primary care services to the Constitutional offices passing on much of the cost savings afforded through a multi-state purchasing program.

General Fund Entities Served: Polk County BoCC; Polk County Clerk of the Courts; Polk County Property Appraiser; Polk County Sheriff's Office; Polk County Supervisor of Elections; Polk County Tax Collector.

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

III.   Performance Objectives:

1	Diagnosis, treatment, and medical management of occupational and environmental injuries or illnesses.
2	Number of physical examinations performed.
3	Mandatory Substance abuse testing for mandatory compliance of the Federal Transit Administration and Department of Transportation.
4	Pre-employment drug screens, evidential breath testing, and random drug testing in compliance of the Drug Free Workplace program.
5	Immunizations and antibody testing against occupational health exposures and other potential infectious diseases.

Occupational/Employee Health Services

IV. Measures:					
	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
Number of Workers' Compensation visits	1,5	451	500	500	500
Number of physical examinations performed	2,4	1,224	1,000	1,500	1,500
Number of diagnostic screens	1,2,3,4,5	1,675	1,700	2,000	2,000
Number of all lab work collected	1-6	1,188	1,500	1,500	1,500
Number of vaccines	5	182	400	300	300
Effectiveness Indicators:					
% of injured employees treated	1,5	75%	80%	80%	80%
% of vaccines admin. vs industry	1,5	97%	80%	80%	80%
% of pre-employment exams completed vs industry	1,2,3,4	99%	100%	100%	100%
Efficiency Indicators:					
Total cost saving of medical services provided	1-5	$250,000	$450,000	$450,000	$450,000
% of cost savings for vaccines admin vs industry	1,5	80%	80%	80%	80%
Total cost saving of medical services provided% of cost savings for physical exams performed	1-5	80%	80%	80%	80%

Significant Changes
There are no significant changes to this program.

Personnel:	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents	0.15	0.15	0.15	0.15

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		338,151	412,864	358,262	358,667
	Total Program	338,151	412,864	358,262	358,667

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		338,151	412,864	358,262	358,667
	Total Program	338,151	412,864	358,262	358,667

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		19,652	9,952	10,402	10,807
Operating Expenses		318,499	402,912	347,860	347,860
	Total Program	338,151	412,864	358,262	358,667

Safety

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

I.   Program Offer Description:

Citizens expect value for their investment. This program uses established methodologies in conjunction with unique and innovative techniques to reduce the frequency and severity of employee injuries and reduces the number of employee vehicle accidents. The effective and efficient methods employed will allow scarce funds to be redirected to more productive purposes.

II.   Contribution to Result:

Safety Program contributes to Good Government by:
PERFORMANCE AND RESULTS:
* The program provides employee training, facility inspections, accident investigations, job observation, ergonomic assessment, and property damage investigations with a full-time staff of two Safety Management Coordinators.
* The Program has provided safety services at County facilities including but not limited to safety inspections in accordance with OSHA and NPFA, and consulting for crowd safety.   Staff has developed evacuation procedures that protect the public and County employees in the event of natural or man-made disasters. Planning efforts have been put into place with existing staff.
DEMONSTRATES VISIONARY LEADERSHIP
The Program has preserved our citizens' resources by participating in community organizations and committees dedicated to employer safety and health, such as the West Central Florida Safety Alliance and the West Coast ASSE. This allows for timely updates in regulatory information as well as establishing a presence with local business and government for the purpose of resourcing. We do it right the first time, with maximum efficiency. Staff has completed a Supervisor Safety Video available online to ensure safety knowledge for those responsible for employee safety, as well as a complete Personal Protective Equipment program.
IMPROVE & STREAMLINE COMMUNICATION
* The Program chairs the Employee Safety Committee.   The Committee provides ongoing opportunities to improve safety and reduce the cost of workers' compensation, promotes a team atmosphere in which divisions share and swap services between themselves as opposed to hiring an outside contractor, and also provides an opportunity for employees to offer input on safety issues. The program also participates and supports the Environmental Committee and the Safety Committees of the WRMD, and Utilities Divisions, as well as participates in the EPAC and EAC meetings.
* The Program has developed relationships with our Constitutional offices and municipalities. This improved level of communications enhances our opportunities to seek synergies between organizations.
SOUND FISCAL MANAGEMENT OF PUBLIC FUNDS AND RESOURCES
* The Program has met the tests of high ethical, legal, and moral standards. When the program is tasked with additional duties such as disaster damage assessment, hurricane debris removal, or to assist in the recruitment of volunteers, effective systems are put into place to provide safety, security, needs assessment, and compassion for our citizens. The hallmark of the program is to continue to volunteer for new duties and assignments that preserve our resources as we seek to earn their trust.

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

III.   Performance Objectives:

1	Monitor, review, and implement all applicable safety standards to ensure Federal, State, and BoCC-mandated compliance.
2	Identify Safety loss exposures and develop Administrative and Engineering control systems that reduce risk.
3	Provide training programs to reduce the severity and frequency of work related injuries and vehicle accidents.
4	Develop and integrate written Safety Compliance programs that focus on loss control training systems with BoCC, Constitutional Offices, and municipalities.
5	Review compliance & inspection documents from BoCC Divisions and Regulatory agencies to ensure the County is in compliance with state and federal mandates.
6	Provide 24/7 response to County vehicle collisions and property damage incidents.
7	Establish and evaluate contractual Health & Safety requirements for contractors that ensures compliance with OSHA, EPA, and DOT.

Safety

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
Incidents investigated	2,4,6	170	198	190	190
Inspections	1,2,6	39	36	40	40
Defensive Driving Classes	3,4	28	32	32	32
Training classes	3,4,5	64	60	65	65
Committee meetings	1,3,4,7	43	48	48	48
Safety training programs developed	3,4	-	N/A	N/A	N/A
Safety training program assessments	3,4	N/A	8	N/A	N/A
Effectiveness Indicators:					
% Reduction in Workers' Compensation Claims	1,2,3,4	0%	3%	1%	1%
% reduction in vehicle collisions from previous year	1,2,3,4	9.1%	10%	10%	10%
Efficiency Indicators:					
Safety cost per employee	1,2,3,2	$78.32	$81.06	$81.06	$81.06

Significant Changes
There are no significant changes to this program.

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		2.00	2.00	2.00	2.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		177,677	203,705	201,400	207,883
	Total Program	177,677	203,705	201,400	207,883

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		177,677	203,705	201,400	207,883
	Total Program	177,677	203,705	201,400	207,883

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		148,068	159,458	165,781	171,743
Operating Expenses		29,609	44,247	35,619	36,140
	Total Program	177,677	203,705	201,400	207,883

Employee Health Insurance

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

I. Program Offer Description:

The effective management and administration of the Polk County Employee Health Plan for the Board and all Elected Officials in the effort to provide cost competitive and equitable benefits for the employees and families for Polk County Government.

II. Contribution to Result:

The Employee Health Insurance program plays a significant role in Good Government. Polk County Government is committed to encouraging the health and well-being of their valued employees. It is imperative to a successful government - one that creates a good working environment where healthy performance-driven employees contribute their talents to improving the quality of life in the community we serve.

Polk County Government has implemented strategies over the past few years to slow the growth in employee health care costs. Polk County Government offers consumer directed plans, financial incentives, tobacco cessation programs, wellness programs, disease management programs, and aggressively markets the employee assistance program (EAP). Employees on the self-insured health plan and their covered dependents can use the on-site clinic to obtain lab work/service, exams, check-ups, annual physicals, and treatment for non-work related illnesses and injuries. In addition, plan members with a prescription for certain radiology services can obtain this services from County approved radiology providers. The Employee Health Insurance program realizes significant cost savings from the use of the on-site clinic.

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

III. Performance Objectives:

1 Contain health insurance costs, or the rate of premium increases through effective design changes, wellness initiatives and data management.

2 Coordination and evaluation of plan benefits through the Insurance Committee composed of the Board and Elected Officials.

3 Expand employee wellness programs to promote and encourage employee health and well-being and to impact the long-term health insurance costs.

4 Treatment of minor injury or illness, and palliative treatment of disorders to allow completion of work shift, or for which an employee may not ordinarily consult a physician.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of contracts for active employees	2	3,633	3,573	3,762	3,762
# of contracts for self-insured retired employees	2	465	470	459	459
# of contracts for medical advantage employees	2	977	954	1,051	1,087
Medical claims paid	1	$40.0M	$42.0M	$44.1M	$46.8M
Prescription claims paid	1	$12.8M	$12.9M	$13.5M	$14.4M
Effectiveness Indicators:					
% decrease of Emergency Room Visits per 1,000	1,3,4	5%	-3%	-2%	-2%
Health risk assessments completed as a % of eligible population	1,3	15%	75%	75%	75%
Routine Physical completed as a % of eligible population	1,3	15%	75%	75%	75%
Efficiency Indicators:					
Cost of Employee Health Services	1,3,4	$1,784,767	$1,912,519	$2,027,451	$2,187,704
Administrative costs as a % of direct health plan expenses	1,2	5.49%	6.13%	6.04%	5.74%
Medical PEPM	1	$814	$866	$872	$924
Rx PEPM	1	$249	$262	$274	$293

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Significant Changes

Health Insurance claim cost remains steady during calendar year 2020, primarily driven by a lower utilization due to COVID19 lockdowns and social distancing guidelines. Plan is experiencing an increase in the telemedicine utilization which helps to reduce the physician, urgent care and ER visits. As a result FY20/21 includes a 5% increase in both employee and employer premiums. An additional 5% increase in premiums is projected for FY21/22.

Employee Health Insurance

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		2.55	2.55	2.55	2.55

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		361	0	0	0
Employee Health Insurance Fund		415,743	1,456,363	1,599,913	2,775,763
Fines And Forfeitures		285	0	0	0
Interfund Transfer		0	1,000,000	0	0
Internal Service Funds		55,995,081	61,095,011	66,113,443	68,684,149
Miscellaneous		4,426,344	28,000	22,000	22,000
	Total Program	60,837,814	63,579,374	67,735,356	71,481,912

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		361	0	0	0
Employee Health Insurance Fund		60,837,453	63,579,374	67,735,356	71,481,912
	Total Program	60,837,814	63,579,374	67,735,356	71,481,912

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		187,916	177,924	185,484	192,464
Operating Expenses		60,554,132	63,233,687	67,317,057	71,056,633
Capital Expenses		2,390	0	0	0
Indirect Expense		93,376	167,763	232,815	232,815
	Total Program	60,837,814	63,579,374	67,735,356	71,481,912

Volunteer Polk

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

I. Program Offer Description:

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

II. Contribution to Result:

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

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Proposed FY 20/21	Plan FY 21/22
Workload Indicators:					
# of Volunteers/Interns for BoCC	1-6	1,608	1,500	1,500	1,500
# of Volunteer hours reported in support of BoCC programs	1-6	80,912	80,000	80,000	80,000
# of Recruitment/PR Events/Presentations	1-6	39	15	15	15
# of Disaster related meetings/calls/events	1-6	49	15	5	5
# of Volunteer Polk referrals to community partners	1-6	263	200	200	200
Effectiveness Indicators					
% of Volunteers impacting quality programming for BoCC Programs	1-6	100	98	98	98
% of Staff trainend in Volunteer and Disaster Volunter Administration	1-6	100	98	98	98
Efficiency Indicators					
$ Extension of services provided to the BoCC	1-6	$1,776,031	$900,000	$900,000	$900,000
$ Extension of services by RSVP volunteers	1-6	$281,561	$200,000	$200,000	$200,000
$ Spent on lawsuits or non-compliance penalties/fines	1-6	$0	$0	$0	$0

Significant Changes
Covid-19 results in extra health and safety precautions and the creation of more virtual interaction and assignments.

Volunteer Polk

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		3.00	3.00	3.00	3.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		134,762	136,599	144,511	148,131
Special Revenue Grants		10	0	0	0
Interfund Transfer		23,077	34,676	39,014	44,045
Intergovernmental		84,058	93,244	103,597	93,244
Others (Centrl I/D Inkind/Othr)		59,367	59,576	50,000	50,000
	Total Program	301,274	324,095	337,122	335,420

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		134,762	136,599	144,511	148,131
Special Revenue Grants		166,512	187,496	192,611	187,289
	Total Program	301,274	324,095	337,122	335,420

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		181,707	196,415	212,103	220,185
Operating Expenses		60,200	68,104	75,019	65,235
InKind Expense		59,367	59,576	50,000	50,000
	Total Program	301,274	324,095	337,122	335,420

Court Administration

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

I. Program Offer Description:

Provides support to Circuit and County judges and staff to maintain daily operations of the Courts.

II. Contribution to Result:

The Court Administrator program contributes to the Good Government purchasing strategy #7 of ensuring sound fiscal management of public funds. The program oversees all Court administration personnel and divisions directly related to court functions, including personnel, purchasing, and account management. By maintaining a strong collaborative relationship with the Board of County Commissioners, the program is able to provide daily support to Circuit and County judges and staff at a productive, but cost-effective, rate.

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

III. Performance Objectives:

1	Provide staff to install and continue operations of technology.
2	Establish a court docket in compliance with time standards.
3	Oversee all other court administration personnel and divisions directly related to court functions, including personnel, purchasing, and account management.
4	Provide family mediation services and classes.

IV. Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of computer work orders annually	1	1,500	1,200	1,500	1,500
# of PCs to maintain and update	1	500	400	500	500
# of relief judges utilized	2	17	17	17	17
# of court programs managed	3	24	24	24	24
# of Co-Parenting classes	4	21	11	12	12
# of AIM classes	4	22	23	23	23
# of Family Mediations scheduled	4	1,397	1,500	1,500	1,500
# of Dependency Mediations scheduled	4	328	275	250	250
Effectiveness Indicators:					
average # of work orders resolved within timeframe	1	1,400	1,100	1,400	1,400
# of people attending Co-Parenting classes	4	144	300	120	120
# of people attending AIM classes	4	281	400	300	300
average # of PCs replaced/upgraded each year	1	100	40	100	100
Efficiency Indicators:					
% of court docket in compliance with time standards	2	100%	100%	100%	100%

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

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

Court Administration

Personnel:

		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		16.00	16.00	17.00	17.00

Funding Sources:

		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		1,341,312	1,739,431	1,680,689	1,642,358
Cash/Fund Balance Forward		0	438,505	649,329	429,414
Charges For Services		10,130	7,022	9,624	9,624
Miscellaneous		265,457	265,906	265,460	279,387
	Total Program	1,616,899	2,450,864	2,605,102	2,360,783

Revenue by Fund:

		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		1,616,899	2,450,864	2,605,102	2,360,783
	Total Program	1,616,899	2,450,864	2,605,102	2,360,783

Appropriations:

		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		996,495	1,066,571	1,136,490	1,177,661
Operating Expenses		497,013	1,254,293	1,368,612	1,083,122
Capital Expenses		123,391	130,000	100,000	100,000
	Total Program	1,616,899	2,450,864	2,605,102	2,360,783

Law Library

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

I.   Program Offer Description:

The Law Library provides services and access to legal resources for use by the general public and the legal community.

II.   Contribution to Result:

The Law Library program contributes to the Good Government purchasing strategy #7 of ensuring sound fiscal management of public funds. The Law Library functions as a unique and important resource to Polk County residents and surrounding areas. The Law Library is the only resource in both Polk and Hardee County open for the public to access legal services and materials, otherwise unattainable in any other location in the County. The materials available serve patrons from the general public and the legal community alike. The Law Library continuously collaborates with the BoCC, Polk County Library Cooperative, local legal aid offices, and
legal associations to further provide services and resources for the community and surrounding area at the least burdensome cost to residents possible.

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

III.   Performance Objectives:

1	To provide the legal research resources required in a Law Library for Polk County and surrounding area.

IV.   Measures:

	Key Obj.	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Workload Indicators:					
# of supplements, advance sheets, and loose leaf materials added to collection per month	1	3,600	3,600	3,600	3,600
# of library visitors	1	34,780	21,608	30,000	40,000
# of electronic library visitors	1	30,000	30,000	30,000	30,000

Significant Changes: COVID19

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

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

FS. 939.185   Assessment of additional court costs and surcharges.—

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

1.   Twenty-five percent of the amount collected shall be allocated to fund innovations, as determined by the chief judge of the circuit, to supplement state funding for the elements of the state courts system identified in s. 29.004 and county funding for local requirements under s. 29.008(2)(a)2.

2.   Twenty-five percent of the amount collected shall be allocated to assist counties in providing legal aid programs required under s. 29.008(3)(a).

3.   Twenty-five percent of the amount collected shall be allocated to fund personnel and legal materials for the public as part of a law library.

4.   Twenty-five percent of the amount collected shall be used as determined by the board of county commissioners to support teen court programs, except as provided in s. 938.19(7), juvenile assessment centers, and other juvenile alternative programs.

Law Library

Personnel:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Full Time Equivalents		2.00	2.00	2.00	2.00

Funding Sources:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy		187,993	213,270	229,795	233,210
Charges For Services		146,196	146,345	140,831	140,831
Miscellaneous		5,966	6,556	5,448	5,448
	Total Program	340,155	366,171	376,074	379,489

Revenue by Fund:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund		340,155	366,171	376,074	379,489
	Total Program	340,155	366,171	376,074	379,489

Appropriations:		Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses		102,456	106,171	106,074	109,489
Operating Expenses		237,699	260,000	270,000	270,000
	Total Program	340,155	366,171	376,074	379,489

POLK COUNTY CLERK CIRCUIT COURT

MISSION

The mission of the Clerk's Office is to function as a team dedicated to our customers by preparing and maintaining accurate records; furnishing assistance in an understanding and compassionate manner; and, providing services with competence, professionalism, and courtesy in compliance with laws, rules, and regulations.

Appropriations	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Operating Expenses	300,309	324,528	416,777	422,615
Constitutional Officers-Budget Transfers	4,855,466	5,247,286	5,447,052	5,645,477
Total Department	5,155,775	5,571,814	5,863,829	6,068,092
Revenue Summary	**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund Subsidy	2,821,846	4,623,297	4,915,312	5,119,575
Licenses & Permits	8,550	8,617	8,617	8,617
Miscellaneous Revenue	32,501	39,900	39,900	39,900
Others (Centrl I/D Inkind/Othr)	-1,639	0	0	0
Others (Residuals)	2,294,517	900,000	900,000	900,000
Total Department	5,155,775	5,571,814	5,863,829	6,068,092
Revenue by Fund	**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund	5,155,775	5,571,814	5,863,829	6,068,092
Total Department	5,155,775	5,571,814	5,863,829	6,068,092
Personnel				
Full-Time Equivalents	**43.00**	**43.00**	**45.00**	**45.00**

POLK COUNTY PROPERTY APPRAISER

MISSION

The mission of the Property Appraiser's Office is to provide quality service to our customers and ensure the fair and equitable administration of property appraisal laws.

Appropriations	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Operating Expenses	78,492	87,710	108,038	109,810
Constitutional Officers-Budget Transfers	9,028,036	9,641,979	10,018,626	10,319,209
Total Department	9,106,528	9,729,689	10,126,664	10,429,019

Revenue Summary	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy	6,262,485	7,024,478	7,402,384	7,629,012
Leisure Services MSTU Funds	397,146	420,423	451,086	464,621
Libraries MSTU Funds	149,063	157,799	169,308	174,388
Rancho Bonito MSTU Fund	298	313	329	329
Transportation Millage Fund	1,292,811	1,381,756	1,485,634	1,530,208
Emergency Medical Millage Fund	293,820	313,087	337,644	347,774
Stormwater MSTU	70,681	74,822	80,279	82,687
General Capital Improvement Funds	146,911	157,011	0	0
Miscellaneous	1,602	0	0	0
Others (Residuals)	491,711	200,000	200,000	200,000
Total Department	9,106,528	9,729,689	10,126,664	10,429,019

Revenue by Fund	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund	6,755,798	7,224,478	7,602,384	7,829,012
Leisure Services MSTU Funds	397,146	420,423	451,086	464,621
Libraries MSTU Funds	149,063	157,799	169,308	174,388
Rancho Bonito MSTU Fund	298	313	329	329
Transportation Millage Fund	1,292,811	1,381,756	1,485,634	1,530,208
Emergency Medical Millage Fund	293,820	313,087	337,644	347,774
Stormwater MSTU	70,681	74,822	80,279	82,687
General Capital Improvement Funds	146,911	157,011	0	0
Total Department	9,106,528	9,729,689	10,126,664	10,429,019
Personnel				
Full-Time Equivalents	**108.00**	**109.00**	**111.00**	**111.00**

POLK COUNTY PUBLIC DEFENDER				
MISSION				

The mission of the Public Defender's Office is to represent indigent individuals who have been arrested for or charged with a criminal offense and/or are subject to involuntary commitment.

Appropriations	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services Expenses	343,092	420,360	431,343	447,908
Operating Expenses	325,262	412,430	520,430	412,430
Capital Expenses	42,474	32,000	32,000	32,000
Total Department	710,828	864,790	983,773	892,338
Revenue Summary	**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund Subsidy	710,828	864,790	983,773	892,338
Miscellaneous Revenue	0	0	0	0
Total Department	710,828	864,790	983,773	892,338
Revenue by Fund	**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund	710,828	864,790	983,773	892,338
Total Department	710,828	864,790	983,773	892,338

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

Personnel				
Full-Time Equivalent	**8.00**	**8.00**	**8.00**	**8.00**

POLK COUNTY STATE ATTORNEY
MISSION

The mission of the State Attorney is to prosecute or defend, on behalf of the state, all suits, applications, or motions, civil or criminal, in which the state is a party.

Appropriations	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services	395,007	644,654	0	0
Operating Expense	507,398	384,000	1,104,146	1,130,827
Capital Expenses	285,710	76,000	76,000	76,000
Reserves	0	0	50,000	100,000
Total Department	1,188,115	1,104,654	1,230,146	1,306,827
Revenue Summary	**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund Subsidy	1,188,115	1,104,654	1,180,146	1,206,827
Cash/Fund Balance Forward	0	0	50,000	100,000
Total Department	1,188,115	1,104,654	1,230,146	1,306,827
Revenue by Fund	**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund	1,188,115	1,104,654	1,230,146	1,306,827
Total Department	1,188,115	1,104,654	1,230,146	1,306,827

As described in Article V of the State Constitution and Section 29.008 Florida Statutes, it is the full responsibility of the county to fund the IT needs of the State Attorney's Office. This includes salaries of IT personnel of the SAO. The Polk County Board of County Commissioners, recognizing the Constitution and state law, approved four IT Technician positions (FTE) in FY 2005-2006; and then added (4) Technology FTE positions since then, bringing the total to eight (8) FTEs for the SAO in the Tenth Judicial Circuit.

Personnel				
Full-Time Equivalent	**6.00**	**8.00**	**8.00**	**8.00**

POLK COUNTY SUPERVISOR OF ELECTIONS
MISSION

It is the mission of the Supervisor of Elections office to serve the citizens of Polk County by upholding public trust through the maintenance of accurate voter registration records and by providing for fair elections in an impartial and efficient manner.

Appropriations	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Personal Services	2,176,177	2,805,565	2,784,955	2,738,181
Operating Expenses	1,419,694	1,967,934	2,030,447	2,098,241
Capital Expenses	451,050	3,000	35,700	17,500
Transfers	9,220	0	0	0
Total Department	4,056,141	4,776,499	4,851,102	4,853,922

Revenue Summary	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund Subsidy	14	0	0	0
Charges for Services	423,848	0	0	0
Interest	21,991	0	0	0
Interfund Transfer	16,682	0	109,000	0
Intergovernmental	9,220	0	0	0
Miscellaneous Revenue	2,701	35,000	0	35,000
Others (Residuals)	222,064	0	0	0
	3,359,621	4,741,499	4,742,102	4,818,922
Total Department	4,056,141	4,776,499	4,851,102	4,853,922

Revenue by Fund	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
General Fund	3,612,910	4,741,499	4,742,102	4,818,922
Special Revenue Grants	443,231	35,000	109,000	35,000
Total Department	4,056,141	4,776,499	4,851,102	4,853,922

Personnel				
Full-Time Equivalent	**27.00**	**27.00**	**27.00**	**27.00**

POLK COUNTY TAX COLLECTOR

MISSION

We are working to earn the public's trust and confidence by providing the best in customer services through assured quality and the efficient use of public funds.

Appropriations	Actual FY 18/19	Budget FY 19/20	Adopted FY 20/21	Plan FY 21/22
Operating Expenses	91,537	84,390	99,219	100,600
Interfund Transfers	0	720,000	564,052	564,052
Constitutional Office-Budget Transfer	11,003,308	11,895,724	12,554,610	13,018,657
Reserves	0	0	1,257,339	1,257,339
Total Department	11,098,079	12,700,114	14,475,220	14,940,648
Revenue Summary	**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund Subsidy	6,778,615	9,203,690	10,957,546	11,342,967
Fire Rescue Funds	720,188	809,357	919,000	928,000
Leisure Services MSTU Funds	217,681	238,000	261,000	274,000
Libraries MSTU Funds	81,471	89,200	98,000	103,000
Rancho Bonito MSTU Fund	155	175	188	195
Transportation Millage Fund	708,201	774,200	856,000	899,000
Emergency Medical Millage Fund	160,473	176,000	195,000	197,000
Stormwater MSTU	38,600	42,000	47,000	49,000
General Capital Improvement Funds	80,237	88,000	0	0
Solid Waste Funds	118,565	0	0	0
Landfill Closure Funds	0	10,279	10,434	10,434
Universal Solid Waste Collection Funds	387,601	549,213	567,000	573,000
Others (Residuals)	1,806,292	720,000	564,052	564,052
Total Department	11,098,079	12,700,114	14,475,220	14,940,648
Revenue by Fund	**Actual FY 18/19**	**Budget FY 19/20**	**Adopted FY 20/21**	**Plan FY 21/22**
General Fund	8,505,955	9,923,690	11,521,598	11,907,019
Fire Rescue Funds	742,188	809,357	919,000	928,000
Leisure Services MSTU Funds	223,681	238,000	261,000	274,000
Libraries MSTU Funds	83,971	89,200	98,000	103,000
Rancho Bonito MSTU Fund	173	175	188	195
Transportation Millage Fund	729,201	774,200	856,000	899,000
Emergency Medical Millage Fund	165,473	176,000	195,000	197,000
Stormwater MSTU	39,800	42,000	47,000	49,000
General Capital Improvement Funds	82,737	88,000	0	0
Solid Waste Funds	122,065	0	0	0
Landfill Closure Funds	0	10,279	10,434	10,434
Universal Solid Waste Collection Funds	399,601	549,213	567,000	573,000
Utilities Operating Funds	3,234	0	0	0
Total Department	11,098,079	12,700,114	14,475,220	14,940,648

The budget reflected above is not the budget of the Tax Collector but represents the dollar amounts that the County Commission has paid or is estimated to pay to the Tax Collector as the statutory fee for collection of taxes on behalf of the County Commission as a taxing authority. At the end of each fiscal year, the Tax Collector returns the unspent portion of his fee to the County Commission. Florida Statutes require that the Tax Collector's operating budget be submitted on or before August 1st of each year and be approved by the Department of Revenue and that commissions be paid to the Tax Collector by the County and other taxing authorities for the collection of ad valorem taxes. The Tax Collector returns excess fees (surplus funds) remaining at the end of the fiscal year. The amout above only reflects the General Fund portion.

Personnel				
Full-Time Equivalent	**269.00**	**271.00**	**261.00**	**261.00**