Board of County Commissioners

County Manager
William D. Beasley

Good Government Result Area
(Divisions)

| Board of County Commissioners	County Manager	Communications
County Attorney	Budget and Management Services	Elected Officials (excluding Sheriff)
Human Resources	Procurement	Fleet Management
Equity Office	Facilities Management	Risk Management
Health and Human Services	Information Technology	

Good Government

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

Primary Factors for Achieving the Result

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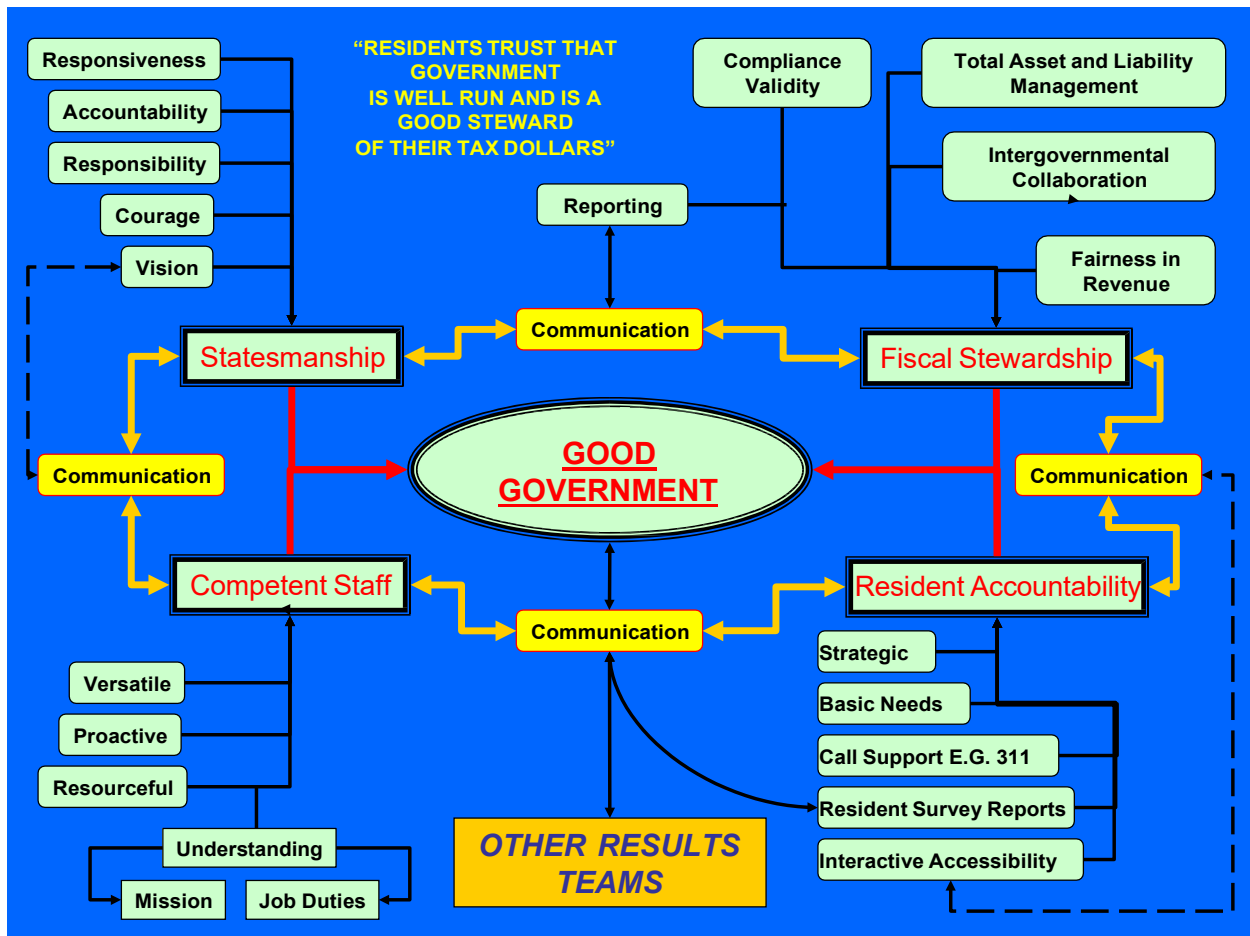
Strategies for Achieving the Result

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

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

GOOD GOVERNMENT
DIVISION PROGRAM SUMMARY

Program (number listed is the program number)	FTE	Adopted FY 22/23			Plan FY 23/24		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Board of County Commissioners							
Board of County Commissioners Administration - 382	7.00	726,949	-	726,949	745,162	-	745,162
County Audit - 385	0.00	325,000	-	325,000	325,000	-	325,000
Driver Education Trust Fund - 343	0.00	500,000	-	500,000	500,000	-	500,000
Efficiency Committee - 0458	0.00	500,000	-	500,000	-	-	-
General County Administration - 386	0.00	121,461,399	-	121,461,399	46,643,900	-	46,643,900
Rancho Bonito - 1623	0.00	30,000	60,553	90,553	30,000	71,591	101,591
Subtotal	**7.00**	**123,543,348**	**60,553**	**123,603,901**	**48,244,062**	**71,591**	**48,315,653**
Budget and Management Services							
Budget and Management Services - 4	10.00	1,323,522	29,285	1,352,807	1,398,164	30,497	1,428,661
Subtotal	**10.00**	**1,323,522**	**29,285**	**1,352,807**	**1,398,164**	**30,497**	**1,428,661**
Procurement							
Procurement Administration - 395	0.00	-	-	-	-	-	-
Procurement - 131	13.00	1,378,364	260,905	1,639,269	1,401,119	271,134	1,672,253
Subtotal	**13.00**	**1,378,364**	**260,905**	**1,639,269**	**1,401,119**	**271,134**	**1,672,253**
Communications							
Communications - 5	10.00	1,133,277	308,401	1,441,678	1,095,945	319,195	1,415,140
PGTV - 313	7.00	934,424	-	934,424	836,399	-	836,399
Subtotal	**17.00**	**2,067,701**	**308,401**	**2,376,102**	**1,932,344**	**319,195**	**2,251,539**
County Attorney							
County Attorney - 20	9.00	2,230,498	-	2,230,498	2,273,613	-	2,273,613
Subtotal	**9.00**	**2,230,498**	**-**	**2,230,498**	**2,273,613**	**-**	**2,273,613**
County Manager							
County Manager Administration - 279	7.00	1,590,928	-	1,590,928	1,568,153	-	1,568,153
Subtotal	**7.00**	**1,590,928**	**-**	**1,590,928**	**1,568,153**	**-**	**1,568,153**
Equity and Human Resources							
Equity and Human Resources Administration - 1664	2.00	378,407	-	378,407	387,818	-	387,818
Benefits - 128	4.30	165,748	235,238	400,986	169,816	241,805	411,621
Employee Relations - 1552	2.00	209,243	-	209,243	214,632	-	214,632
Employment Services - 129	6.70	714,227	-	714,227	735,527	-	735,527
Organization & Talent Development - 408	3.00	608,291	-	608,291	620,592	-	620,592
Equal Opportunity - 56	2.00	275,448	-	275,448	279,289	-	279,289
Supplier Diversity - 184	2.00	229,956	52,802	282,758	236,850	54,509	291,359
Subtotal	**22.00**	**2,581,320**	**288,040**	**2,869,360**	**2,644,524**	**296,314**	**2,940,838**
Facilities Management							
Facilities Administration - 114	8.00	453,561	-	453,561	463,833	-	463,833
Leases - 92	0.00	382,247	-	382,247	382,247	-	382,247
Building Maintenance - 299	72.00	21,553,064	-	21,553,064	21,761,039	-	21,761,039
Architectural Services - 112	6.00	732,729	-	732,729	749,456	-	749,456
Facilities Management CIP Projects - 349	0.00	-	66,029,194	66,029,194	-	2,846,624	2,846,624
Subtotal	**86.00**	**23,121,601**	**66,029,194**	**89,150,795**	**23,356,575**	**2,846,624**	**26,203,199**
Fleet Management							
Fleet Maintenance Reserves - 111	0.00	-	2,968,424	2,968,424	-	2,364,630	2,364,630
Fleet Replacement Reserves/Transfers - 361	0.00	-	25,422,665	25,422,665	-	24,481,224	24,481,224
Fuel Management - 154	2.11	-	272,600	272,600	-	280,806	280,806
Stand-By Generator Availability - 156	3.90	-	1,449,250	1,449,250	-	1,590,612	1,590,612
Vehicle Availability - 153	28.70	-	6,443,951	6,443,951	-	6,576,088	6,576,088
City of Auburndale Fleet Maintenance - 1553	3.11	-	582,462	582,462	-	577,418	577,418
City of Lake Wales Fleet Maintenance - 1554	2.10	-	353,659	353,659	-	362,829	362,829
City of Ft. Meade Fleet Maintenance - 1555	0.56	-	109,627	109,627	-	123,842	123,842
Vehicle Renewal/Replacement - 152	1.52	-	9,543,501	9,543,501	-	8,481,249	8,481,249
Subtotal	**42.00**	**-**	**47,146,139**	**47,146,139**	**-**	**44,838,698**	**44,838,698**
Information Technology							
IT Administration - 113	3.90	-	1,422,127	1,422,127	-	1,443,347	1,443,347
IT CIP - 372	0.00	185,392	-	185,392	-	-	-
Enterprise Resource Planning - 121	7.08	-	1,633,529	1,633,529	-	1,657,441	1,657,441
Applications Development/Operations - 124	11.07	-	1,964,822	1,964,822	-	2,013,174	2,013,174
Records Management - 87	4.65	-	666,799	666,799	-	685,383	685,383
Technical Services - 123	29.00	-	8,585,551	8,585,551	-	8,074,770	8,074,770
Telecommunications Services - 120	6.90	-	2,140,685	2,140,685	-	2,189,653	2,189,653
Subtotal	**62.60**	**185,392**	**16,413,513**	**16,598,905**	**-**	**16,063,768**	**16,063,768**
Risk Management							
Employee Health Insurance Reserves - 132	0.00	-	17,510,596	17,510,596	-	17,616,787	17,616,787
Risk Management Administration - 301	1.30	152,089	98,007	250,096	154,476	101,239	255,715
Claims Management - 133	2.00	5,331,094	-	5,331,094	5,434,519	-	5,434,519
General Insurance - 135	0.00	4,007,409	-	4,007,409	4,114,695	-	4,114,695
Occupational/Employee Health Services - 138	0.15	383,148	-	383,148	395,989	-	395,989
Safety - 134	2.00	238,627	-	238,627	243,768	-	243,768
Employee Health Insurance - 140	2.55	-	76,180,102	76,180,102	-	80,626,160	80,626,160
Subtotal	**8.00**	**10,112,367**	**93,788,705**	**103,901,072**	**10,343,447**	**98,344,186**	**108,687,633**

GOOD GOVERNMENT
DIVISION PROGRAM SUMMARY

Program *(number listed is the program number)*	FTE	Adopted FY 22/23			Plan FY 23/24		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Health and Human Services							
Volunteer Polk - 130	3.00	141,629	192,984	334,613	145,464	199,089	344,553
Subtotal	**3.00**	**141,629**	**192,984**	**334,613**	**145,464**	**199,089**	**344,553**
Non-Departmental Reserves/Transfers/Indirects							
Non-Departmental Reserves/Transfers/Indirects - 375	0.00	52,340,914	20,310,971	72,651,885	88,903,024	13,755,127	102,658,151
Subtotal	**0.00**	**52,340,914**	**20,310,971**	**72,651,885**	**88,903,024**	**13,755,127**	**102,658,151**
TOTAL BoCC	**286.60**	**220,617,584**	**244,828,690**	**465,446,274**	**182,210,489**	**177,036,223**	**359,246,712**
Courts							
Legal Aid - 428	0.00	343,711	-	343,711	343,711	-	343,711
Court Administration - 261	13.00	3,052,633	-	3,052,633	3,133,063	-	3,133,063
Law Library - 263	2.00	406,867	-	406,867	413,445	-	413,445
Subtotal	**15.00**	**3,803,211**	**-**	**3,803,211**	**3,890,219**	**-**	**3,890,219**
Other Constitutional Officers/Elected Officials							
Clerk	46.00	6,487,233	-	6,487,233	6,707,523	-	6,707,523
Property Appraiser	112.00	8,974,072	3,286,007	12,260,079	9,415,347	3,450,043	12,865,390
Public Defender	6.00	1,223,540	-	1,223,540	997,749	-	997,749
State Attorney	8.00	1,398,348	-	1,398,348	1,481,977	-	1,481,977
Supervisor of Elections	29.00	5,294,592	109,728	5,404,320	6,377,854	95,130	6,472,984
Tax Collector	275.00	13,317,864	3,371,921	16,689,785	15,943,110	3,643,422	19,586,532
Subtotal	**476.00**	**36,695,649**	**6,767,656**	**43,463,305**	**40,923,560**	**7,188,595**	**48,112,155**
TOTAL BoCC & Constitutional Officers/Elected Officials	**777.60**	**261,116,444**	**251,596,346**	**512,712,790**	**227,024,268**	**184,224,818**	**411,249,086**

Programs highlighted in gray are not printed

Good Government

Appropriations	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	32,589,577	36,782,234	40,015,878	41,592,870
Operating Expenses	124,306,789	129,229,171	135,662,421	140,463,579
Capital Expenses	15,823,439	67,435,848	79,677,621	14,115,752
Grants And Aids	10,419,394	11,338,760	13,662,516	15,042,690
Interfund Transfers	30,730,177	45,376,222	88,306,285	6,681,637
Indirect Expense	1,194,111	1,535,411	1,389,579	1,389,579
InKind Expense	46,157	46,156	46,910	46,910
Constitutional Office-Budget Transfer	33,144,680	34,863,293	37,742,780	39,609,068
Reserves	0	97,872,963	116,208,800	152,307,001
Total Result Area	**248,254,324**	**424,480,058**	**512,712,790**	**411,249,086**

Revenue by Fund		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
00100	General Fund	127,208,331	208,004,649	261,116,444	227,024,268
10150	Special Revenue Grants	508,331	4,588,714	5,272,326	2,571,121
12190	Fire Rescue Funds	1,076,814	1,223,051	1,195,418	1,251,906
14490	Indigent Health Care Funds	36,450	38,135	39,697	41,059
14850	Hazard Mitigation Grant Program Irma FEMA-DR-4337-FL	0	5,937,264	7,554,690	0
14930	Leisure Services MSTU Funds	740,346	796,369	870,798	920,899
14950	Libraries MSTU Funds	266,624	286,856	315,449	333,956
14960	Rancho Bonito MSTU Fund	8,616	36,836	61,020	72,086
14970	Transportation Millage Fund	2,359,377	2,857,820	3,271,164	3,461,986
14980	Emergency Medical Millage Fund	531,398	574,084	656,204	694,886
15250	Eloise CRA Trust-Agency Funds	10,455	25,746	29,285	30,497
15310	Building Funds	0	750,000	0	0
18000	Stormwater MSTU	156,423	168,115	180,080	189,655
30800	General Capital Improvement Funds	8,724,268	49,281,351	73,890,234	14,401,751
30900	2019 Capital Improvement Project Fund	7,039,260	2,892,803	0	0
41010	Solid Waste Funds	35,486	37,008	44,175	46,316
41210	Universal Solid Waste Collection Funds	564,929	654,718	515,939	598,998
42010	Utilities Operating Funds	164,526	319,286	296,183	307,153
50100	Fleet Maintenance Funds	8,815,255	11,489,506	12,179,973	11,876,225
50300	Employee Health Insurance Fund	73,165,422	91,352,336	94,068,118	98,632,307
51500	Fleet Replacement Funds	11,568,359	29,232,584	34,966,166	32,962,473
52000	Information Technology Fund	12,463,464	13,932,827	16,189,427	15,831,544
Total Result Area		**255,444,134**	**424,480,058**	**512,712,790**	**411,249,086**

Personnel

	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	**752**	**774**	**778**	**778**

TRENDS AND ISSUES

The County divisions whose programs contribute to the Good Government Results Area include Budget and Management Services, Communications, County Attorney, County Manager, Elected Officials, Equity and Human Resources, Facilities Management, Fleet Management, Health and Human Services, Information Technology, Procurement, and Risk Management. The narrative below presents the trends and issues affecting the growth and infrastructure related divisions and programs.

Budget and Management Services

Countywide property values increased 17.75%, and the value of the unincorporated area increased 16.78% over FY 21/22. This increase was driven by both the appreciation of existing properties and new construction; new construction accounted for a record $2.2 billion in property value growth. The Board reduced the Countywide millage rate and the unincorporated area MSTU millage rates by 3.00% to help offset the impact to property owners. The Board also continued the 5.00% index to the Fire Fee originally established in FY 21/22 and a $17.21 one-time decrease to the collection component of the residential solid waste assessment given chronic service disruptions experienced in the early part of 2022.

The total adopted budget for FY 22/23 totals $2.4 billion, which represents roughly a 14.22% increase over the FY 21/22 adopted budget. Much of the increase is due to carryforward; the County received $140.8 million in American Rescue Plan (ARP) funds that must be expended by December 31, 2026. The majority of these funds are budgeted for infrastructure projects that will span multiple years. As projects progress, carryforward will be reduced.

Communications

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

Using the 2020 Communications Audit as a guide, Communications developed a multi-year strategic communications plan in 2021 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 Polk County residents. The division developed goals and strategies around the following areas: digital communications, social media, PGTV, diversity communications, divisional support, and employee communications.

In February 2022, a declared local state of emergency added a sense of urgency to expanding how Communications engages with Polk County residents. The division contracted with Citibot to implement fully integrated, artificial intelligence-powered chat solutions that include smart text messaging, web chat, and interactive text alerts to provide better customer service. Residents

can get immediate answers to questions, make service requests, send personalized messages, and get real-time alerts anytime.

In FY 22/23, the Communications Division will fully integrate the Citibot technology into the communications plan, as staff builds and releases a new website, promotes signing up to receive text messages from the County, and offers the ability for residents to text service requests to the divisions.

Other opportunities that are seen for FY 21/22 include expanding Polk County BoCC's social media to include Instagram and more short-format YouTube videos and producing better content that can compete for people's attention in today's digital world. PGTV will replace the outdated video production truck used for off-site events and add live streaming and recording capabilities to the Commissioner's Conference Room (Room 407) to be able to broadcast meetings from that site.

Equity and Human Resources

The Equity and Human Resources Division (EHR) embraced several opportunities that include implementing a new human resources (Oracle) system and function, a new professional development program called Succession Management, new training and development courses, and a new webpage. Additionally, EHR took on a new role, managing position control for the Polk County BoCC. Due to the new system, role, and function, EHR also added the following additional positions: Human Resources Information Systems and Records Analyst, Human Resources Analyst, and Position Control and Classification Specialist. These significant changes and additions have helped EHR continue to ensure equitable practices and procedures to hire, develop, support, and retain a highly-qualified, diverse workforce, as well as vendors, to enhance the quality of life for residents in Polk County.

Additionally, EHR continued to ensure good community relations with the Polk County community by serving as a liaison for the Polk County Community Relations Advisory Council, hosting monthly meetings, and communicating with community leaders, including local NAACP branches. EHR staff also participated in community diversity events such as, various Dr. Martin Luther King, Jr. parades and festivals in Polk County cities. All these things, along with the targeted minority recruitment and implementation of workplace diversity initiatives, contributed to EHR successfully increasing diversity among the Polk County BoCC workforce and vendors.

Facilities Management

Facilities Management's mission is to ensure that all County facilities are constructed and maintained in such a fashion to provide the occupants and the public a safe and healthy environment. Facilities Management plans, builds, and maintains facilities that enable efficient and quality delivery of public services which addresses the needs and priorities of Polk County employees, residents, and visitors while maintaining a safe, healthy, and comfortable working environment.

In FY 22/23, Facilities Management (with the assistance of the IT Division) will be implementing a new Computerized Maintenance Management System (CMMS). This new and advanced

technology will allow Facilities Management to increase the efficiency in completing all work requests while improving the communication process between Facilities Management and customers about the status of all work request. The new CMMS will allow for enhanced budget and progress tracking of all vertical construction and renovations projects.

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

The Board approved funding for $4.3 million in FY 22/23 to go towards a prioritized list of building asset management projects that will help prolong the useful life of the buildings. The Board has also allocated over $2.8 million in funding for subsequent years until 2026. Continued funding of this program allows the completion of large capital asset replacements while using the operating budget for planned repairs, preventative maintenance, and small projects.

Fleet Management

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

The aftermath of COVID and the semiconductor chip shortage continue to plague the new vehicle market. In addition, due to higher profit margins on electric vehicles, manufacturers have focused away from internal combustion engine vehicles. Fortunately, Fleet Management has received all the sedans, SUVs, and F-150 vehicles ordered in 2021. There are still 30 heavy duty trucks pending production and delivery. In anticipation of a continued shortage and production slowdown, the County placed orders for the new vehicles needed for FY 22/23, as well as FY 23/24 during the short ordering window.

As the nation continues its push toward alternative fuel vehicles, the Fleet Management team is continuously following the evolution of these vehicles, as well as electric charging technologies and the back-office software for electric charging and billing. The decision to begin conversion to electric vehicles is still not in the best interest of Polk County taxpayers. Additionally, Fleet Management does not presently have a workspace that meets the safety requirements for electric vehicle repair and maintenance. Over the past several years, efforts to reduce the County's carbon footprint have consisted of converting Polk County fleet of diesel-powered work and utility vehicles to modern high efficiency gasoline vehicles, thus, saving on the purchase price and the cost of fuel as well as reducing the carbon output.

Two years ago, Fleet Management increased the size of the Generator shop from two technicians to three to improve the generator program by handling more of the repairs, preventive maintenance, and fuel maintenance in-house. The success of this was obvious during the power outages caused by Hurricane Ian, as staff enjoyed a 96% availability on the generator run times and no failures due to old or contaminated fuel. In the coming year, the generator population will increase by at least 61 FEMA-funded generators along with additional generators being purchased for new requirements. This increase creates the need for an additional Generator Technician to maintain the present response posture.

Volunteer Polk

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

Retired Senior Volunteer Program (RSVP) Polk funded by AmeriCorps (formerly The Corporation for National and Community Service). RSVP volunteers are 55 years or older.

The popularity and effectiveness of the evidence-based RSVP Bone Builders program has led to RSVP Polk's identified primary focus area through access to care through education. Trained senior volunteers lead free RSVP Bone Builders (osteoporosis and falls prevention) classes. Through collaboration with Senior Connections (Area Agency on Aging) volunteers may also lead other evidence-based falls prevention classes.

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

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

As with other programs nationally, COVID continues to impact volunteerism and especially RSVP Polk volunteers, who are high risk due to age and health, and the organizations they serve.

The fluctuating infection rate continues to hamper the seniors returning to regular engagement. Many of the older or health-compromised volunteers are continuing to limit the volunteering or are waiting for the cases to stay at a low rate. This also applies to stations; some limit volunteers and some require proof of vaccination.

These factors impact the level of volunteering. There is a slow rise in the number of volunteers serving and it is anticipated that the return of the winter residents in the fall will show a continued increase.

The Bone Builders Osteoporosis exercise classes continue to be impacted by the pandemic. Currently five of the seven sites have reopened. The classes which are open have had to shut down for short periods of time throughout the year due to rising COVID infections. Volunteer Polk serves as the local Volunteer Center and Volunteer Services for RSVP Polk's sponsor. Each year in March, Volunteer Polk hosts a Countywide recognition event for the County's volunteers, including RSVP volunteers. Unfortunately, the 2020, 2021, and 2022 events were put on hold due to COVID. The RSVP Polk staff and Advisory Council celebrate RSVP volunteers and their achievements with the annual Holiday Drop-in each December; the events are held at a local park with plenty of room for social distancing outdoors.

RSVP Polk continues to work with non-profit partners to find additional ways of supporting organizations. In response to the station's requests for additional help, additional opportunities have been added. RSVP Polk continues to refer volunteers of all ages to help fill in the gaps since many non-seniors respond to recruitment efforts.

Trend in numbers due to COVID – According to AmeriCorps Seniors – it is anticipated to take another five years to return to normalcy.

Year	Enrolled/Active	Hours
2019	135/77	12,209
2020	133/57	7,324
2021	132/55	7,245

By the end of FY 22/23, the Volunteer Polk program is projected to provide 200 volunteer referrals for external agencies and 1,000 internally (BoCC) to support Polk residents in different areas such as Basic Needs, Economic Development, Public Safety/Crisis Management, and Natural Resources and Environment.

For the FY 21/22, the following outcomes were achieved:

1. New Community Partners established: 27
2. New Volunteers/Interns served in BoCC: 903
3. Volunteer Hours reported in support of BoCC Programs: 36,802.98
4. Value of services from Volunteer Polk Volunteers: $1,067,250.37

Information Technology

Expansion of Cloud infrastructure, the threat of cyber-attacks including ransomware, and hybrid working environments continue to dominate the landscape of IT strategic planning. Over the past 24 months the County has completed several significant Cloud implementations, which include the Oracle ERP environment, Accela, and email/file storage. These projects have been largely successful and have changed the way that IT and County administration view future investments in infrastructure, internet access, employee skillsets, and tools.

Managing and supporting an increasingly mobile workforce has caused shifts in support and staff development. In FY 21/22, a new Mobile Device Management position was added to IT to support consistent 20% year-over-year growth in the number of smartphones and tablets that employees use as a critical part of their daily work tasks.

The migration from traditional desktop and laptops to smartphones also changes the focus of new applications, requiring them to build with a mobile-first framework. These updated design principles focus on smaller "microservices" that can be reused in multiple applications, creating building blocks that lead to faster implementations and more interaction between applications that may previously have been separate.

In FY 21/22, at the request of the BoCC, IT began evaluating and applying for funding to buildout fiber optic infrastructure that can be leveraged to provide high-speed internet access to citizens. These efforts are centered around funding that has been made available through the Broadband Equity, Access, and Development Program, as well as other state notices of opportunity. These efforts represent a new direction for both the BoCC and IT as the County has not maintained any large-scale fiber optic networks or been a part of broadband services.

Trends and Issues – Information Security

Government continues to be a major target for both cyber criminals and other governments with 24% of known cyber-attacks worldwide being targeted against governmental organizations. Employees continue to be a leading cause of breaches, although internal actors are seven times more likely to make a mistake than to commit a malicious act that causes a breach. Verizon's 2022 Data Breach Investigation Report looked at 2,792 incidents impacting public administration with 537 with confirmed data disclosure. Of these incidents, 78% of the individuals that allowed the breach, or threat actor, were external and 22% were internal. Of the 537 incidents where data was disclosed, 46% of that data was personal information and 34% was credentials that could be used to further compromise the organization and create persistence. Information Security has and continues to work to address these specific threats with:

- Security awareness and skills training to help users identify, avoid, and report potential threats. Considering the prevalence of errors and social engineering attacks, this will need to be a continued area of emphasis for the County.

- Access control management to manage the rights and privileges of users on key components of the environment by deploying and integrating Okta and beginning to experiment with deploying multifactor authentication, an important defense against the use of stolen credentials.

- Account management to help the organization manage access to accounts by deploying Okta, updating and securing processes and procedures around accounts which has helped the organization defend against brute force and credential stuffing attacks.

The State of Florida continues to make cybersecurity a legislative priority with several bills passed over the past year meant to ensure that local government organizations meet baseline security standards, several of which have imposed unfunded mandates and requirements that must be met.

Additional investment in people and tools will be needed to meet new requirements and emerging threats. Where possible, Information Security will work to minimize costs increases for the County and seek grant funding where possible. Continued investment is needed to:

- Improve security awareness and skills training as part of a comprehensive human risk management program including an upgrade to the basic security awareness program, additional training opportunities to raise the technical skills of the County as a whole, and personnel to operate and maintain the tools

- Improve access control and account management by further investing and developing in Okta, phishing resistant multifactor authentication to include the elimination of passwords, and the personnel needed to deploy and maintain these solutions

An emphasis from County leadership that standardized solutions which span enterprise are to be implemented and that the organization stop thinking each division is special and requires unique technologies would go a long way to reducing technical debt, attack surface, and overall cost-of-ownership.

Trends and Issues – Application Development

- In the upcoming year, Polk County's Application Development team plans to broaden their supported web technologies to stay in alignment with modern trends. Over the previous years, the prevalence of Node.js based web architectures has continued to rise throughout the industry. Node.js is a JavaScript runtime environment that supports popular frontend frameworks like React. According to a recent survey of professional developers, over 47% of developers now use Node.js with more than 42% choosing React.

- Alongside its adoption of new web technology standards, the Application Development team is incorporating a fully Cloud-hosted architecture for deployment. Cloud environments offer significant performance and cost benefits over traditional on-premises solutions. The ability to rapidly allocate server resources to maintain zero downtime, containerize applications for consistent performance on any platform, and incorporate geological redundancy to protect against natural disasters help Polk County to deliver applications that are accessible anytime from anywhere on any device.

- Last year, Polk County completed the final phase of its transition from a self-hosted Oracle E-Business Suite to the Oracle Cloud. While the shift to the Cloud has brought many challenges, it has prompted the business to revisit many of its processes and led to improvements. One such area is in recruitment and employee onboarding. One of the

major endeavors over the next year is to standardize and automate employee role assignment based on their position within the organization.

- Polk County's Application Development team strives to be a leader in web technologies, continually pursuing modern best practices and standards in order to provide scalable, enterprise-grade solutions to the County and residents.

Trends and Issues – Network Services

An industry wide push to Cloud services requires infrastructure groups to rethink and rebalance how files, storage, and communication are supported. Major architectural changes have emphasized the need to modernize aging network and server infrastructure, while the increased complexity has stressed the existing technical workforce.

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

- Data protection practices continue to be a challenge as work moves offsite. The BoCC's move to Office 365 and the strong data protection that this service offers provides options that IT staff use to manage how employees use data.

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

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

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

- The BoCC has taken reasonable steps with removing administrator rights from individual users, ProofPoint configuration, datacenter segmentation, and user training to address issues.

- Information Technology will need to work with the divisions to expedite their migration from legacy on premise S:/ Drives to Cloud based SharePoint folders to implement additional protections related to data security and availability.

- Stronger identity protection services, multi-factor authentication, and account control should be implemented to allow employees to work securely from any location such as Azure AD Conditional Access or Okta.

- Datacenter segmentation steps taken by the County as part of the shift to a Zero Trust environment should be expanded beyond the primary and secondary datacenters to isolate users from direct access to all critical servers (i.e., Utilities, Fire Rescue at Brice, Solid Waste).

Trends and Issues – Records Management

Increased collaboration

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

Public Access

In FY 21/22, Polk County received 2,456 requests for public records and 40 subpoena requests. This has resulted in an increase of 185% in the past five years. Due to the increased volume and level of complexity, Records Management will request additional administrative support to address this need.

Cloud-based

- Cloud storage is the ultimate solution for companies that want to be agile and flexible. The Cloud grants easy access to documents and records from any location at any time.

- Cloud servers reduce the time and cost incurred to store, process, and maintain business records. A move to Cloud-based solutions and storage is already a popular operational strategy and will continue to play a big role in the future of records management.

With an increased focus on business process improvement, records management trends in the coming year will revolve around providing a secure and collaborative environment.

Trends and Issues – Desktop Support

TRENDS

- Increased need for self-service options
- Increased flexibility to allow staff to work from home
- Increased desire for Cloud computing

- Increased user expectations to perform County business on mobile devices

- A need for documents, files, and applications to be available anywhere, at any time, on any device

- Increased need for communication tools outside of email, such as chat groups or project-based communication teams

- Mobile Device Management as the primary tool for managing field devices, including laptops, smartphones, and tablets

ISSUES

- The existing PC Support deployment model is not ideal for supporting staff working from home. Many of the assumptions used when deploying desktops versus laptops and security measures in place were made when staff primarily worked out of their offices.

- Ransomware and identity theft threats are significantly higher than in previous years and are continuing to grow.

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

Trends and Issues – Project Coordination Office

TRENDS

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

ISSUES

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

Trends and Issues – System Architecture

TRENDS

- **IT Management as strategy leaders within organizations.** As business improvement processes become increasingly dependent on technology, IT staff are leveraged as leaders in non-IT projects. This can be seen within the BoCC as the IT division played a major role in helping the County develop a comprehensive work from home strategy, in determining how County administration could quickly distribute CARES act funds, and in how the Health Department could support vaccination deployment. This trend was not specific to the BoCC; many organizations have recently elevated their CIO or technology leader to a key strategy position as they respond to new requirements and market conditions. The shift goes from "order takers" with a "call me when you have a problem" mentality to senior executive leaders that plan and deploy major initiatives. Over the past decade the technology industry has established mature documentation and project management processes, and as a result it is well suited to guide an organization into new areas using these same principles.

- **Migrating to the Cloud.** Leveraging the Cloud has been an industry buzzword for years, but it is finally moving from something that technology companies and early adopters use to a key initiative that traditional organizations are adopting. The BoCC has now completed several high priority projects within this space, including the PolkOne project leveraging the Oracle Cloud, Office 365 which leverages Microsoft's Azure Cloud, and Accela within the hosted environment. IT is structuring new smaller projects and deployments within Cloud infrastructure, reducing the need for on premise hardware and datacenter availability.

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

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

- **Federally-funded projects continue to challenge existing workloads.** The Federal government has created significant funding opportunities related to Broadband and other technology improvements that the BoCC is pursuing. These projects, while helpful, will need to be balanced with the existing projects, timelines, and infrastructure. As IT meets with divisions to plan projects, consideration needs to be given to existing workloads, project timelines, and most importantly with current staff's ability to support new systems post-implementation.

Trends and Issues – Telecommunications

TRENDS

Telecommunications is migrating towards seamless unified communications and collaboration, available at work, home, or mobile (any device, anytime, anywhere). Utilization of Contact Center as a Service (CCaaS) solutions that are accessible regardless of location through the internet, and support voice, email, and chat queues.

Telecommunications is moving towards completely outsourcing cabling installation by means of a competitive bid process.

ISSUES

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

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

Procurement

Procurement continues to be dedicated to increasing partnerships with Women and Minority Business Enterprise vendors. Procurement also continues to partner with divisions to meet

growing innovative solicitation demands, as well as continued management of the strategic plan focusing on adding value to the procurement process. FY 21/22 brought with it the final implementation of the POLK ONE Oracle Cloud solution resulting in inherent efficiencies and improved fiscal accountability practices. The greatest opportunity for the upcoming year is the continued enhanced ability to now train and communicate with approximately 1,000 employees.

The POLK ONE on-line training spans from how to approve P-Card expenditures in Oracle, how to create and approve a requisition, how to write scopes of work, and how to understand contract conditions, as well as explaining why processes are the way they are. The communications and training of vendors on how to do business with the County, as well as how to submit a bid, is now offered through an on-line solution that can be accessed nights and weekends. While in-person training is still available, the on-line solution provides for more outreach.

The continued challenges of working in a COVID environment resulted in more positive than negative outcomes for Procurement. The team embraced the obstacle and pushed through to the other side. The obstacle in the way became the way to improve processes and workflows through better utilization of technology. At the same time, it forced staff to revisit the internal processes and practices to ensure technology was not being utilized to automate unnecessary steps in a process.

Examples include:

- Processing AVS, Sole Source, and Emergency Purchase documents for divisions via electronic signatures and reducing turn-around time by one and a half days and staff time to process those documents by 20%

- Division annual bid renewal turn-around time is projected to be reduced by approximately five days. Actual efficiency will be documented as Procurement fully implements the revised process

- Immediate training and communication opportunities utilizing zoom and Microsoft Teams. This has clearly resulted in less time to resolve issues. Minimizing the utilization of email and in-person meetings while increasing in person (Zoom/Microsoft Teams) communications has been pivotal in meeting strategic objectives of adding value to the procurement process, while increasing open communications. What used to take a week can now be resolved in a quick Zoom meeting in which documents can be shared and explained. Divisions spend less time responding to emails and driving to meetings, resulting in more time being spent on operations.

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

Risk Management

Risk Management provides support and guidance to Polk County government in minimizing the risks the County faces both from a self-insurance and a risk transfer perspective. The division

also is focused on facilitating health and wellness programs and promoting a safety-focused culture.

From a property and casualty perspective, Polk County enjoys a favorable working relationship with insurance brokers and the insurance market, which has allowed the County to effectively mitigate rising insurance costs amid an ongoing difficult insurance market. Property insurance continues to be an ongoing challenge, which is magnified by a multi-year hardening insurance cycle, exacerbated by inflationary increases in building materials and costs post COVID and following hurricanes. In addition to rate increases, the organic growth of County government increases the premiums as well. The cost and availability of cyber insurance also continues to be challenging. Risk Management works closely with third-party claims administrators to ensure prompt and proper claims handling within self-insured retention levels.

Polk County continues to face the ongoing need to manage increasing health care costs and simultaneously improve health outcomes. However, Polk County has been able to effectively manage health costs, and for the second year in a row, announced no increase in premiums to employees, spouses, and dependents covered by the health plan. New wellness initiatives with new partners have been rolled out over the last couple of years. A new chronic disease management program was implemented with improved outcomes among participants. In 2023, Polk County will be partnering with PrudentRx to provide specialty medications at no cost to employees, while simultaneously decreasing pharmacy costs to the Employee Health Fund. The onsite Employee Wellness Clinic continues to provide high-level medical care at no cost to employees and dependents. Risk Management looks forward to 2023 and beyond in working with vendor partners to improve health and wellness while mitigating cost impacts to employees and the County.

Budget and Management Services

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

I.   Program Offer Description:

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

II.   Contribution to Result:

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

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

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

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

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

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

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

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

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 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
Workload Indicators:					
# of training sessions provided to County fiscal staff	2,4,5	4	7	7	7
# of agenda items reviewed	1,6	196	325	325	325
# of CIP/Budget transfers/amendments processed	1,2,6	112	150	150	150
# of PCIP agreements monitored	7	20	20	23	26
# of PCIP new agreements	7	-	3	3	3
# of projects coordinated for the Eloise CRA	8	-	3	3	3
Effectiveness Indicators:					
GFOA Distinguished Budget Presentation Award	1,3	1	1	1	1
% satisfaction of employees of trainings	1,2,5	N/A	90%	90%	90%
Efficiency Indicators:					
Ratio of Budget Analyst to Operating Budget (Millions)	3,6	1/$82	1/$110	1/$110	1/$110

Significant Changes

There are no significant changes for this program.

Personnel:	**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
Full Time Equivalents	10.00	10.00	10.00	10.00

Funding Sources:	**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
General Fund Subsidy	932,069	1,182,755	1,257,640	1,332,282
Eloise CRA Trust-Agency Funds	10,455	25,746	29,285	30,497
Taxes	35,518	59,965	65,882	65,882
Total Program	978,042	1,268,466	1,352,807	1,428,661

Revenue by Fund:	**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
General Fund	967,587	1,242,720	1,323,522	1,398,164
Eloise CRA Trust-Agency Funds	10,455	25,746	29,285	30,497
Total Program	978,042	1,268,466	1,352,807	1,428,661

Appropriations:	**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
Personal Services Expenses	728,354	973,003	1,009,915	1,097,313
Operating Expenses	249,688	295,463	342,892	331,348
Total Program	978,042	1,268,466	1,352,807	1,428,661

Procurement

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

I.   Program Offer Description:

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

II.   Contribution to Result:

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

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

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

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

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

III.   Performance Objectives:

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

IV.   Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of trainings provided to division staff	1,2,3,4	920	1,000	1,000	1,000
# of division meetings attended	1,2,3,4	75	25	100	100
# of solicitations processed	1,2,3,4	778	900	900	900
# of solicitations per specialist	1,2,3,4	156	144	129	129
# of contracts written	1,2,3,4	167	190	190	190
# of vendors trained	1,2,3,4	10	30	30	30

Significant Changes
There are no significant changes for this program.

Procurement

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		13.00	13.00	13.00	13.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		942,869	1,117,589	1,213,864	1,248,619
Fire Rescue Funds		33,683	39,800	44,583	46,073
Transportation Millage Fund		20,548	102,218	121,395	126,544
Utilities Operating Funds		81,279	84,814	94,927	98,517
Cash/Fund Balance Forward		0	80,000	12,000	0
Miscellaneous		109,969	152,500	152,500	152,500
	Total Program	1,188,348	1,576,921	1,639,269	1,672,253

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		1,052,838	1,350,089	1,378,364	1,401,119
Fire Rescue Funds		33,683	39,800	44,583	46,073
Transportation Millage Fund		20,548	102,218	121,395	126,544
Utilities Operating Funds		81,279	84,814	94,927	98,517
	Total Program	1,188,348	1,576,921	1,639,269	1,672,253

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		889,064	1,178,468	1,286,592	1,333,617
Operating Expenses		299,284	398,453	352,677	338,636
	Total Program	1,188,348	1,576,921	1,639,269	1,672,253

Communications

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

I. Program Offer Description:

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

II. Contribution to Result:

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

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of Press Releases/Media Advisories/Blog Posts	1,2	200	225	225	225
# of Other Informative Materials Published	1,2	200	300	300	300
# of Proclamations/Recognitions Awarded	1,2	20	30	30	30
# of Switchboard Calls	1,2	50,000	50,000	50,000	50,000
# of county website page views	1,2	4,123,456	3,750,000	3,750,000	3,750,000
# of Facebook Followers	1,2	91,000	92,000	92,000	92,000
# of Nextdoor Posts	1,2	300	300	300	300
# of Twitter Followers	1,2	24,000	24,000	24,000	24,000
# of email publications sent	1,2	80	80	80	80
# of email contacts for newsletters & division information	1,2	70,000	70,000	70,000	70,000
# of hours of Fire Rescue PIO on call/crisis communications	1,2	100	150	150	150

Significant Changes
There are no significant changes for this program.

Communications

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		10.00	10.00	10.00	10.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		752,036	918,125	1,116,080	1,077,548
Special Revenue Grants		28,334	29,549	31,695	32,784
Fire Rescue Funds		65,713	92,605	67,759	69,536
Indigent Health Care Funds		36,450	38,135	39,697	41,059
Leisure Services MSTU Funds		30,004	32,099	30,526	31,327
Stormwater MSTU		30,005	32,099	30,526	31,327
Solid Waste Funds		35,486	37,008	44,175	46,316
Utilities Operating Funds		18,227	19,068	19,848	20,530
Employee Health Insurance Fund		35,487	37,008	44,175	46,316
Cash/Fund Balance Forward		0	2,500	(11,066)	525
Interest		(25)	0	0	0
Miscellaneous		0	10,000	28,263	17,872
	Total Program	1,031,717	1,248,196	1,441,678	1,415,140

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		752,011	930,625	1,133,277	1,095,945
Special Revenue Grants		28,334	29,549	31,695	32,784
Fire Rescue Funds		65,713	92,605	67,759	69,536
Indigent Health Care Funds		36,450	38,135	39,697	41,059
Leisure Services MSTU Funds		30,004	32,099	30,526	31,327
Stormwater MSTU		30,005	32,099	30,526	31,327
Solid Waste Funds		35,486	37,008	44,175	46,316
Utilities Operating Funds		18,227	19,068	19,848	20,530
Employee Health Insurance Fund		35,487	37,008	44,175	46,316
	Total Program	1,031,717	1,248,196	1,441,678	1,415,140

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		689,449	886,608	941,232	974,497
Operating Expenses		342,268	356,888	495,746	435,943
Capital Expenses		0	4,700	4,700	4,700
	Total Program	1,031,717	1,248,196	1,441,678	1,415,140

PGTV

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

I.   Program Offer Description:

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

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

II.   Contribution to Result:

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

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

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

III.   Performance Objectives:

1   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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of Live Boardroom Meetings	1	111	110	110	110
# of original programs produced	1,2	451	450	450	450
# of Truck and off-site productions	1,2	37	36	36	36
# of County functions supported with PA/AV systems	1,2	29	30	30	30
# of programs watched on YouTube	1,2	200,000	255,000	255,000	255,000
# of Billboard slides created	2	601	600	600	600

Significant Changes
There are no significant changes for this program.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		6.00	7.00	7.00	7.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		622,323	637,940	870,424	772,399
Interfund Transfer		47,000	47,000	54,000	54,000
Miscellaneous		8,553	10,000	10,000	10,000
	Total Program	677,876	694,940	934,424	836,399

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		677,876	694,940	934,424	836,399
	Total Program	677,876	694,940	934,424	836,399

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		438,365	472,293	557,375	580,755
Operating Expenses		239,511	207,647	259,549	240,644
Capital Expenses		0	15,000	117,500	15,000
	Total Program	677,876	694,940	934,424	836,399

County Attorney

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

I. Program Offer Description:

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

POLK COUNTY CHARTER AS AMENDED - NOVEMBER 4, 2008

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

II. Contribution to Result:

The CAO contributes to the Good Government Result by:

1. FISCAL STEWARDSHIP: The County Attorney's Office (CAO) provides legal services to the County which, according to the 2021 figures, numbers 725,046 residents. The office decreased from seven to six attorneys in FY 19/20 while maintaining high customer service standards and quality of work. Support staff has remained at three since FY 12/13. In FY 20/21, Attorneys logged in an average of 12,480 hours at an average cost of $74.60 per hour, including benefits, for a combined $931,008 per year. The cost to provide those services with outside counsel at a conservative local rate of $275 per hour, would have cost $3,432,000, reflecting a savings of over $2,500,992 by doing the work in house.

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 division level meetings; review and update materials on Polk County's website; and review every agenda item to insure that the information presented to the public is clear, concise, accurate, and informative. The CAO personally responds to telephone and email inquiries from the public in a prompt manner, as well as personally meeting with walk ins. Presentations at Public Hearings inform the public regarding settlement of lawsuits, adoption of ordinances, and levying of assessments and taxes.

3. STATESMANSHIP: The CAO works closely with the County Manager and the Board of County Commissioners in the development and implementation of the County's Strategic Plan. Input is provided annually on legal issues raised by proposed Legislative changes. Legal advice and assistance provided to organizations such as the Polk County TPO, the Polk County Transit Authority, and the Citizens Healthcare Oversight Committee advance programs of importance to both the County and its many municipalities. Tangible results of the services provided by the County Attorney's Office are seen daily by Polk County's resdents 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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of public meetings of boards and commissions attended	1,3	302	302	302	302
Total attorney hours (in house)	1,2,3,4	12,480	12,480	12,480	12,480
Effectiveness Indicators:					
Total attorney hours	1,2,3,4	12,480	12,480	12,480	12,480
Cost of attorney hours (in house)	1,2,3,4	$931,008	$1,025,107.20	$1,172,745.60	$1,172,745.60
Market value of attorney hours at $275/hr	5	$3,432,000	$3,432,000	$3,432,000	$3,432,000
Net cost avoidance to County:	1	($2,500,992)	($2,406,893)	($2,259,254)	($2,259,254)

County Attorney

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		9.00	9.00	9.00	9.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		1,563,915	1,595,400	2,230,198	2,273,313
Miscellaneous		300	0	300	300
	Total Program	1,564,215	1,595,400	2,230,498	2,273,613

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		1,564,215	1,595,400	2,230,498	2,273,613
	Total Program	1,564,215	1,595,400	2,230,498	2,273,613

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		1,185,537	1,238,361	1,249,062	1,293,337
Operating Expenses		378,678	357,039	981,436	980,276
	Total Program	1,564,215	1,595,400	2,230,498	2,273,613

Benefits

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

I.   Program Offer Description:

The Benefits program provides benefit administration, Florida Retirement System (FRS), and self service benefits for the Board of County Commissioners, Supervisor of Elections, Court Administration, Public Defender, and State Attorney agencies. Vital services include the timely processing of public records requests for service groups, state agencies, legal counsels, media, and residents while ensuring proper governance and compliance with Florida Statutes. This program also provides the administration of the FRS that includes the pension and investment plans as well as traditional, disability, early retirements, and the Deferred Retirement Option Program (DROP). The program processes and maintains benefit eletions for employees including holding an annual open enrollment and ensures procedures/processes are compliant with County and IRS policies, accounting rules, and statutes.This program also serves as the liaison for legal depositions for workers' compensation, employee disputes and other lawsuits.

II.   Contribution to Result:

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

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

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

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

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

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

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

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

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

III.   Performance Objectives:

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

Benefits

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of pension and investment plan enrollees	3	308	350	350	350
# of employees processed in the DROP Program	4	23	55	30	30
# of new hires processed	1	308	350	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 : 2125	3.0 : 2000	3.0 : 2300	3.0 : 2300

Significant Changes
There are no significant changes for this program.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		4.30	4.30	4.30	4.30

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		149,979	148,976	165,748	169,816
Employee Health Insurance Fund		214,707	266,288	235,238	241,805
	Total Program	364,686	415,264	400,986	411,621

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		149,979	148,976	165,748	169,816
Employee Health Insurance Fund		214,707	266,288	235,238	241,805
	Total Program	364,686	415,264	400,986	411,621

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		289,863	342,377	321,343	332,620
Operating Expenses		74,823	72,887	79,643	79,001
	Total Program	364,686	415,264	400,986	411,621

Employee Relations

Program Number:	1552
Result Area:	Good Government
Division:	Human Resources
Section:	N/A

I. Program Offer Description:

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

II. Contribution to Result:

Statesmanship: Employee Relations provides prompt, courteous, and responsive service to all BoCC employees and external customers. The Division has implemented a policy that requires this same conduct and service of all County employees which is consistently enforced at all levels of the organization, including management.

Fiscal Stewardship: Properly administers the County's affairs and requires all of its employees and anyone doing business with the County. Uses BoCC funds and resources efficiently, keeps funds and assets safe, and properly maintains equipment to ensure longevity and better use of them by continually monitoring and tracking all resources and equipment used and funds spent. It also ensures proper discipline for misuse and abuse of such County assets, including discipline for employees who have preventable accidents while driving the County's vehicles.

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

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

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# collective bargaining agreements negotiated	1,2,3	3	3	3	3
# of grievances filed	1,2	15	10	15	15
# of grievances taken to arbitration	1,2	1	2	4	4
# of unemployment compensation claims filed/responded to	1,2	57	21	30	30
# of Management consultations	1,2,3	60	45	60	60
Effectiveness Indicators:					
# of grievances taken to arbitration and modified	1,2	1	0	0	0
# Positive drug tests with action taken	1,2	1	0	0	0
Efficiency Indicator:					
% of grievances resolved without arbitration	2,3	93%	100%	100%	100%

Significant Changes

There are no significant changes for this program.

Employee Relations

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		2.00	2.00	2.00	2.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		192,926	192,245	209,243	214,632
	Total Program	192,926	192,245	209,243	214,632

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		192,926	192,245	209,243	214,632
	Total Program	192,926	192,245	209,243	214,632

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		161,757	162,435	174,109	179,778
Operating Expenses		31,169	29,810	35,134	34,854
	Total Program	192,926	192,245	209,243	214,632

Employment Services

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

I. Program Offer Description:

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

II. Contribution to Result:

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

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

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

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

4. PROVIDE STRATEGIC VISIONARY LEADERSHIP THROUGH HIRING/RETENTION BEST PRACTICES: by recruiting and training hiring managers on general human resources processes and interviewing techniques so that future County leaders demonstrate versatility and responsibility for achieving the best in their division and model those behaviors in their employees. Become the employee destination of choice by researching, recruiting, and maintaining staffing policy and practices that are comparable to and/or exceeds that of other surrounding counties. The goal is to provide work/life balance to all employees allowing BOCC to maintain the County of Choice position.

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

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

III. Performance Objectives:

1	Provide strategic recruitment process and practices in the Human Resources Division
2	Continued recruitment efforts to build a solid candidate pool and retain top talent
3	Build diversity program

Employment Services

IV. **Measures:**

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of positions turned over annually	1	156	425	300	300
# of vacant positions per month (average)	1	60	50	60	60
# of positions posted annually	1	511	400	400	400
# of applicants interviewed annually	1	1,379	1,500	1,500	1,500
# of new hires annually (including transfers/promotions)	1,3	319	750	500	500
# of positions filled by minorities (new hires)	1,3	123	100	150	200
# of transfers/promotions	1,3	149	300	250	250
# of Job Fairs/Career Fairs	2	8	20	20	20
# of job descriptions developed/revised	1,2	229	150	150	150
# of position classification reviews performed	1,2	75	50	40	40
# of PAF's processed	1	1,012	1,500	1,200	1,200
Effectiveness Indicators:					
% of vacant positions posted within two days of receipt	1	100%	100%	100%	100%
# of days from receipt of job requisition to posting	3	1	2	1	1
% of positions filled by minorities (new hires)	1,3	22%	25%	30%	30%
% of positions filled by minorities (transfers/promotions)	1,3	29%	25%	35%	35%
% of PAFs processed correctly	1,3	98%	100%	100%	100%
Efficiency Indicators:					
Cost per new hire and transfer/promotion	1	$1,000	$1,250	$1,250	$1,250

Significant Changes
There are no significant changes for this program.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	4.70	6.70	6.70	6.70

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		424,999	663,271	714,227	735,527
	Total Program	424,999	663,271	714,227	735,527

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		424,999	663,271	714,227	735,527
	Total Program	424,999	663,271	714,227	735,527

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		349,177	541,257	585,987	607,847
Operating Expenses		75,822	122,014	128,240	127,680
	Total Program	424,999	663,271	714,227	735,527

Organization & Talent Development

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

I.   Program Offer Description:

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

II.   Contribution to Result:

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

IMPROVE SERVICE AND PERFORMANCE

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

EMPLOYMENT DESTINATION

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

RESPONSIBLE, VISIONARY LEADERSHIP

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

IMPROVE ORGANIZATIONAL COMMUNICATION

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

EXCELLENCE IN EXECUTION AND RESULTS

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

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

Organization & Talent Development

II. Contribution to Result (continued):

IMPROVE SERVICE AND PERFORMANCE
A variety of professional developments programs are offered throughout the year to assist employees in the improvement of their skills in the areas of customer service, computer applications, process improvements, project management, safety, diversity, and improved communication.
EMPLOYMENT DESTINATION
"Opportunities for growth and development" is on the short list of what most employees want from their place of employment. OTD's Employee Development Programs offers approximately 100 ground-based courses to enhance skills and abilities crucial to all the result areas. OTD's substantive course offerings have attracted many County employees from other constitutional agencies. A total of 1,651 participants took courses offered in 2020/2021. A virtual calendar containing the course schedule and other development information, is available to all employees online. OTD also shepherds the KUDOS program which gives employees a mechanism to share positive feedback and enable the building of a values based culture. OTD's programs are important to the recruitment and retention of a quality staff and to foster the perception that Polk County is a desirable employment destination.
OTD's New Employee Orientation (NEO) consistently receives extremely high marks from participants. NEO is a valuable way to enable new employees to become comfortable and productive as soon as possible, while demonstrating Polk's commitment to employee growth and development. Management facilitates discussions on the BoCC's mission, vision, and values with the employees to get their understanding and support. NEO also includes a high-quality customer service training component.
RESPONSIBLE, VISIONARY LEADERSHIP
A systematic Succession Planning process, another of the BoCC's award winning programs, has been developed and deployed by OTD for many positions. Each of the Succession Plan candidates creates an Individual Development Plan (IDP) to assist them sharpening their capabilities and skills. The process repeats every three years to assure progress is being made in developing future leadership and that critical institutional knowledge is maintained in light of retirements. Additionally, OTD offers the Emerging Leaders Program (ELP), access to the Florida Certified Public Manager (CPM) certification program, and other programs specific to Supervisors and Directors.

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

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

III. Performance Objectives:

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

IV. Measures:

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

Organization & Talent Development

Significant Changes
There are no significant changes for this program.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		3.00	3.00	3.00	3.00
Funding Sources:		**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
General Fund Subsidy		470,008	623,816	608,291	620,592
	Total Program	470,008	623,816	608,291	620,592
Revenue by Fund:		**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
General Fund		470,008	623,816	608,291	620,592
	Total Program	470,008	623,816	608,291	620,592
Appropriations:		**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
Personal Services Expenses		305,736	353,007	365,075	377,985
Operating Expenses		163,958	230,809	243,216	242,607
Capital Expenses		0	40,000	0	0
Grants And Aids		314	0	0	0
	Total Program	470,008	623,816	608,291	620,592

Equal Opportunity

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

I. Program Offer Description:

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

II. Contribution to Result:

The EO program contributes to the Good Government result area by:
PROMOTE ACTIVE RESIDENT CONNECTION W/COUNTY PERSONNEL & RESULTS via the Community Relations Advisory Council. EO conducts monthly meetings with residents, including community leaders from all five County districts, to address the interests and needs of the people in their communities. These meetings with residents have resulted in the County gaining the trust and respect of residents and the residents feeling like they have a voice. The County also benefits by getting good advice and assistance from residents in creating educational programs, projects, and campaigns devoted to the prevention and/or elimination of racial tension, intolerances, and all forms of discrimination in Polk County, thus, preventing and/or eliminating costly discrimination lawsuits. EO also conducts workshops and speaking engagements in the community presenting information about the County, equal opportunity/employment laws, and diversity affairs.
IMPROVE GOVERNMENT PERFORMANCE BY MANAGING FOR RESULTS
EO's proactive measures, such as employment law education and updates, diversity awareness training, consultations with employees and external customers, and mediations, contribute significantly to the organization's performance and results. EO has kept the organization compliant with local, state, and federal employment laws, preventing expensive legal fees and poor public image. Since the EO program's inception, the County has not been subjected to a discrimination lawsuit. Additionally, EO has consistently reduced the number of federal and state complaints over the previous year. Through creative and aggressive diversity recruitment, EO has assisted the organization in attaining a diverse, well-trained, competent workforce to serve the diverse residents of Polk County.
PROVIDE STRATEGIC & VISIONARY LEADERSHIP
EO has taken the lead in promoting and embracing equal opportunity and workplace diversity throughout the organization, strengthening the appeal, reputation, and ideal of the organization, as well as ENHANCING POLK AS AN EMPLOYMENT DESTINATION. EO conducts a management course that includes a section on the "fair way to manage diversity."   Equality and fair treatment leads to good employee morale and customer satisfaction. Workplace diversity assures the organization has diverse employees to successfully communicate with and serve the needs of its diverse customers. Thus, this helps to make Polk County the "employer of choice", as well as the "county of choice."

STREAMLINE & ENHANCE COMMUNICATION:
EO communicates with residents and community leaders at least monthly in person. Additionally, EO mediates disputes between and among customers, businesses, management, and employees to ensure effective communication across organizational lines and make the organization and workplace more cohesive. Additionally, EO facilitates employee appeal hearings to ensure both employees and management are afforded the opportunity to be heard.
ENSURE SOUND MANAGEMENT OF PUBLIC FUNDS:
EO continues to save the County money by investigating and resolving complaints for the organization, avoiding the expensive costs of outside counsel, as well as conducting EO training and education workshops, rather than paying consultants/training firms. A complaint assigned to EO costs approximately $50.00 per hour, as compared to approximately $275.00 per hour for complaints assigned to outside counsel.

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

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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of discrimination and sexual harassment complaints investigated and resolved	1,2,3	14	9	9	9
# of federal complaints filed	1,2,4	3	3	3	3
# of federal mediations conducted	1,2,3,4	0	1	1	1
# of employee or management consultations conducted	1,2,3,4	100	100	100	100
Cumulative # of employees educated/informed about workplace diversity & discrimination	1,2,3,4	2,000	2,000	2,000	2,000
# of EO newsletters distributed	1,3	10	12	12	12
Effectiveness Indicators:					
% of employees educated in diversity awareness	1,2,3	100%	100%	100%	100%
% of complaints resolved internally	1,2,3	82%	90%	90%	90%
# of actions appealed	1,2,3,4	3	3	3	3
Efficiency Indicators:					
Ratio of EO Staff to Employees		1/1000	1/1000	1/1000	1/1000

Significant Changes
There are no significant changes for this program.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	2.00	2.00	2.00	2.00

Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	243,360	259,302	269,695	276,789
Cash/Fund Balance Forward	0	7,777	3,253	0
Miscellaneous	0	1,942	2,500	2,500
Total Program	243,360	269,021	275,448	279,289

Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	243,360	269,021	275,448	279,289
Total Program	243,360	269,021	275,448	279,289

Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	198,705	211,731	217,745	225,200
Operating Expenses	44,655	57,290	57,703	54,089
Total Program	243,360	269,021	275,448	279,289

Supplier Diversity

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

I. Program Offer Description:

The Supplier Diversity program's function is to improve business and economic opportunities for minority and women business enterprises seeking to provide services to the BoCC and Polk County as a whole. Efforts towards this goal can be categorized into the following primary functions; Advocacy, Compliance, Outreach, and Matchmaking Activities. Federal Mandate: 49 CFR Part 26; Local Mandate: Ordinance No. 00-57; State: FL State Statute 287

II. Contribution to Result:

Fiscal Stewardship- The Supplier Diversity program fosters competition between minority-owned businesses and those companies currently contracted with the BoCC. This competition strives to decrease service pricing by way of increased competition for the opportunity to provide services to the BoCC. This in turn ensures that each County dollar is spent wisely and with the mindset of causing the least tax burden to residents. The Supplier Diversity program staff continuously collaborates with organizations dedicated to the economic development of women and minority-owned businesses.

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

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

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

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of DBEs, WBEs, and MBEs assisted in their efforts to obtain bids	1,2,3,4	87	100	100	100
# of procurement opportunities publicized	1,2,4	622	300	500	600
# of DBEs, WBEs, and MBEs recruited for Polk County	1,2,4	38	1,135	50	50
$ of contracts won by W/MBE	1,2,3,4	$7M	$6M	$8M	$10M
Effectiveness Indicators:					
% of increase of D/W/MBE participation over previous year	1,2,3,4	0%	5%	10%	10%
# of D/W/MBEs registered with Polk County	1,2,3,4	165	600	400	400
Number of bids offered under sheltered markets	1,2,3,4	25	20	25	25

Supplier Diversity

<table>
<tr><td colspan="5">Significant Changes</td></tr>
<tr><td colspan="5">There are no significant changes for this program.</td></tr>
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Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		2.00	2.00	2.00	2.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		165,562	182,333	224,956	231,850
Fire Rescue Funds		50,273	49,266	52,802	54,509
Miscellaneous		0	5,000	5,000	5,000
	Total Program	215,835	236,599	282,758	291,359

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		165,562	187,333	229,956	236,850
Fire Rescue Funds		50,273	49,266	52,802	54,509
	Total Program	215,835	236,599	282,758	291,359

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		190,991	197,371	237,920	246,770
Operating Expenses		24,844	39,228	44,838	44,589
	Total Program	215,835	236,599	282,758	291,359

Building Maintenance

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

I. Program Offer Description:

The Building Maintenance program now encompasses maintenance and repairs for all County-owned buildings, all custodial services, utilities for a great percentage of County facilities, all contractual services for preventive maintenance, fire alarm repair and monitoring, pest control, elevator maintenance, fire extinguisher inspections, and grounds maintenance for most County buildings. Additionally, this program conducts damage assessments of County facilities after an emergency event. The goal is to ensure a safe, comfortable, and efficient working environment for employees and visitors.

II. Contribution to Result:

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

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

Facilities Management employees maintain over 4.6 million square feet of space in approximately 1,200 buildings and structures and approximately 67 parks and water plants throughout the County, owned by or leased for the BOCC and Constitutional Officers, most of whom provide direct service and quality programs to the public.

The employees of this program are the ones called when the power goes out, the air conditioning doesn't work, or a pipe breaks. Timely and effective repairs and completion of scheduled preventive maintenance can forestall the replacement of expensive equipment. Untimely repairs and lack of preventive maintenance can make an already bad situation worse when something breaks down. Unfortunately, the division has experienced an 12% vacancy rating in this program in the past four years which has decreased the ability to perform preventive maintenance.

Facilities submits for consideration every year a ten year Building Asset Management Plan, which includes assessments of all the County's larger facilities for replacement of items which will prolong the life of the assets. The FY 22/23 adopted budget is approximately $4.3 million. This program also contributes to the fiscal stewardship factor by utilizing a combination of in-house trades and craft technicians and contracted services to maximize the effectiveness of asset management.

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Square footage maintained annually	1-4	4,543,079	4,634,979	4,708,679	4,634,979
# of repair work orders	1-4	12,558	11,934	11,505	11,505
# of preventive maintenance work	1-4	3,039	3,113	3,201	3,201
# of emergency work orders	1-3	398	360	370	370
% of preventive maintenance work orders completed as scheduled	1-3	93%	93%	94%	94%
# of utility cost savings initiatives	5	7	6	6	6
Square footage of buildings cleaned	3	1,605,508	1,627,075	1,630,034	1,630,034
Effectiveness Indicators:					
% of repair work orders closed within seven days	1	92%	93%	94%	94%
Utility savings generated/yearly cost savings initiatives	5	$998,012	$891,255	$866,432	$866,432
Cost/square foot of buildings maintained through this program	1-5	$3.86	$4.22	$4.15	$4.15
Square footage maintained per trades employee	1	84,131	85,832	84,083	84,083
Efficiency Indicators:					
Backlog of deferred capital maintenance work list	1-4	$26,152,939	$29,294,294	$29,867,732	$29,867,732
Backlog of maintenance and repair	1,2	$3,895,915	$2,900,000	$4,346,624	$4,346,624

Significant Changes
There are no significant changes for this program.

Building Maintenance

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		72.00	72.00	72.00	72.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		17,486,497	17,392,884	19,331,224	19,539,199
Charges For Services		1,638,950	2,001,840	2,001,840	2,001,840
Miscellaneous		148,004	190,000	220,000	220,000
Others (Centrl I/D Inkind/Othr)		65	0	0	0
	Total Program	19,273,516	19,584,724	21,553,064	21,761,039

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		19,273,516	19,584,724	21,553,064	21,761,039
	Total Program	19,273,516	19,584,724	21,553,064	21,761,039

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		4,449,510	5,053,953	5,375,599	5,597,027
Operating Expenses		14,747,132	14,433,971	16,134,465	16,154,012
Capital Expenses		76,874	96,800	43,000	10,000
	Total Program	19,273,516	19,584,724	21,553,064	21,761,039

Architectural Services

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

I. Program Offer Description:

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

II. Contribution to Result:

This program meets Strategy # 3 of effective management and utilization of the County's asset base and fiscal resources through professional management, design, and construction of all building projects for both the Board and Constitutional Officers. Architectural Services is responsible for the design and construction of the vertical construction projects adopted annually within the County's Community Investment Program. These projects are organized into various categories including Corrections, Parks and Recreation, Fire Rescue, Sheriff's Office, and Administrative Centers among others. The staff consists of Project Managers and Project Coordinators that are degreed or certified in Building Construction. Highly trained and versed in the building design and construction disciplines, staff utilizes computer applications to manage contracts, budgets, and schedules.

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of projects in planning	1	4	2	27	36
# of other projects in planning/design	2	9	1	18	30
# of all projects under construction	1,2	10	8	31	36
Value of all projects under construction	1-3	$16,127,000	$15,667,480	$66,727,264	$44,350,000
Value of all projects in design/planning	1-3	$10,834,000	$3,445,000	$59,192,264	$34,350,000
Effectiveness Indicators:					
# of CIP projects managed	1,3	10	8	33	36
# of "other" projects managed	2,3	30	30	30	30
Efficiency Indicators:					
# of projects managed per employee	1-3	8	9	11	11
Value of projects managed per employee	1-3	$2,687,833	$3,916,870	$11,121,211	$7,391,667

Significant Changes

There are no significant changes for this program.

Architectural Services

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		6.00	6.00	6.00	6.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		523,511	638,243	732,729	749,456
	Total Program	523,511	638,243	732,729	749,456

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		523,511	638,243	732,729	749,456
	Total Program	523,511	638,243	732,729	749,456

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		443,651	498,251	569,143	588,669
Operating Expenses		79,860	139,992	163,586	160,787
	Total Program	523,511	638,243	732,729	749,456

Fuel Management

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

I. Program Offer Description:

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

II. Contribution to Result:

Fleet Management's fuel management program ensures Polk County and other external customers a convenient and reliable supply of fuel, regardless of the weather or market flow, at a reasonable and comparable cost, thereby contributing to the Good Government Result area by maintaining fiscal stewardship and being accountable to Polk County residents.
External customers: Cities - Bartow, Ft. Meade, Mulberry, Eagle Lake, Lake Hamilton, Frostproof, and Dundee
External customers: State - Juvenile Justice, Forestry, FHP, FDEP, and Soil & Water Conservation
External customers: County - School Board, Peace River Center, Our Children's Academy, Discovery Academy of Lake Alfred, Global Academy, McKeel Academy, Berkeley Charter School, Lake Wales Charter School, and New Beginnings

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
$ total of fuel site service calls per year (contract)	2	$13,424	$15,000	$15,000	$15,000
# of fuel deliveries per year	1	292	275	280	290
# of gallons pumped annually	1	1,997,375	1,994,430	2,019,909	2,020,000
$ total of tax recovery	3	$326,155	$400,000	$380,000	$380,000
Effectiveness Indicators:					
cost per gallon (incl. markup) of diesel and unleaded compared to market price	3	($0.40)	($0.30)	($0.30)	($0.30)
Efficiency Indicators:					
# of tank inventory turns per year	1	6.8	7.0	7.0	7.0

Significant Changes
There are no significant changes for this program.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	1.75	1.80	2.11	2.11

Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Maintenance Funds	117,348	154,643	149,287	156,259
Internal Service Funds	122,136	121,309	123,313	124,547
Total Program	239,484	275,952	272,600	280,806

Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Maintenance Funds	239,484	275,952	272,600	280,806
Total Program	239,484	275,952	272,600	280,806

Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	128,068	145,538	180,682	187,806
Operating Expenses	111,416	130,414	91,918	93,000
Total Program	239,484	275,952	272,600	280,806

Stand-By Generator Availability

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

I.   Program Offer Description:

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

II.   Contribution to Result:

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

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

III.   Performance Objectives:

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

IV.   Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of service calls per month - Non PM	2	18	20	20	20
% of Load Bank tests completed before June 1st each year	1	71%	80%	95%	95%
PM compliance % of total fleet	3	91%	95%	98%	98%
Total number of generators maintained by Fleet Management	1,2,3	214	216	247	256
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.	1.5 hr.	1.5 hr.
Efficiency Indicators:					
% of mechanical/electrical start failures in emergency situations	1,2	3.0%	3.0%	2.5%	2.5%

Significant Changes

One additional position was added to this program in FY 22/23 to gain better control over repair cost and response time.

Stand-By Generator Availability

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		2.95	2.90	3.90	3.90

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Cash/Fund Balance Forward		0	469,594	805,578	940,397
Interest		1,142	2,231	3,826	4,467
Internal Service Funds		616,121	642,177	639,846	645,748
	Total Program	617,263	1,114,002	1,449,250	1,590,612

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Maintenance Funds		617,263	1,114,002	1,449,250	1,590,612
	Total Program	617,263	1,114,002	1,449,250	1,590,612

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		225,771	228,899	333,101	346,708
Operating Expenses		229,739	299,200	129,953	131,989
Capital Expenses		83,369	32,000	46,000	510,000
Reserves		0	553,903	940,196	601,915
	Total Program	538,879	1,114,002	1,449,250	1,590,612

Vehicle Availability

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

I. Program Offer Description:

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

II. Contribution to Result:

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

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of PMs performed per month (on average)	1,3	158	155	155	155
% of work orders closed vs work orders opened in the fiscal year	1	98%	97%	97%	97%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	85%	85%	85%	85%
% of parts availability	1	90%	90%	90%	90%
Efficiency Indicators:					
% of vehicles retired prior to expected end of life (excluding accidents)	1	15%	15%	15%	15%
Vehicle to technician ratio	1,2,3	67	65	65	65

Significant Changes

There are no significant changes for this program.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		28.75	28.75	28.70	28.70

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Maintenance Funds		5,905,324	6,377,044	6,433,186	6,567,253
Interest		792	10,408	10,765	8,835
Miscellaneous		4,192	0	0	0
	Total Program	5,910,308	6,387,452	6,443,951	6,576,088

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Maintenance Funds		5,910,308	6,387,452	6,443,951	6,576,088
	Total Program	5,910,308	6,387,452	6,443,951	6,576,088

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		2,226,399	2,422,998	2,587,013	2,646,951
Operating Expenses		3,528,435	3,726,075	3,789,438	3,899,137
Capital Expenses		155,474	238,379	67,500	30,000
	Total Program	5,910,308	6,387,452	6,443,951	6,576,088

City of Auburndale Fleet Maintenance

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

I.   Program Offer Description:

Vehicle Maintenance for the City of Auburndale

II.   Contribution to Result:

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

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

III.   Performance Objectives:

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

IV.   Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of PMs performed per month (on average)	1,3	18	25	25	25
% of work orders closed vs work orders opened in the fiscal year	1	96%	96%	96%	96%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	66%	65%	70%	70%
Efficiency Indicators:					
Vehicle to technician ratio	1,2,3	98	95	92	92

Significant Changes				
There are no signigicant changes for this program.				

Personnel:	**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
Full Time Equivalents	3.14	3.14	3.11	3.11

Funding Sources:		**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
Fleet Maintenance Funds		42,461	0	0	0
Interest		(1,107)	0	0	0
Internal Service Funds		495,280	581,851	582,462	577,418
	Total Program	536,634	581,851	582,462	577,418

Revenue by Fund:		**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
Fleet Maintenance Funds		536,634	581,851	582,462	577,418
	Total Program	536,634	581,851	582,462	577,418

Appropriations:		**Actual FY 20/21**	**Budget FY 21/22**	**Adopted FY 22/23**	**Plan FY 23/24**
Personal Services Expenses		237,872	268,115	274,731	263,144
Operating Expenses		298,762	313,736	307,731	314,274
	Total Program	536,634	581,851	582,462	577,418

City of Lake Wales Fleet Maintenance

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

I. Program Offer Description:

Vehicle Maintenance for the City of Lake Wales

II. Contribution to Result:

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

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of PMs performed per month (on average)	1,3	10	11	11	11
% of work orders closed vs work orders opened in the fiscal year	1	86%	90%	90%	90%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	69%	70%	70%	70%
Efficiency Indicators:					
Vehicle to technician ratio	1,2,3	118	120	104	104

Significant Changes
There are no significant changes for this program.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		2.14	2.14	2.10	2.10

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Maintenance Funds		34,650	0	0	0
Interest		(1,569)	0	0	0
Internal Service Funds		240,182	322,382	353,659	362,829
	Total Program	273,263	322,382	353,659	362,829

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Maintenance Funds		273,263	322,382	353,659	362,829
	Total Program	273,263	322,382	353,659	362,829

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		167,328	178,509	183,129	189,972
Operating Expenses		105,935	143,873	170,530	172,857
	Total Program	273,263	322,382	353,659	362,829

City of Ft. Meade Fleet Maintenance

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

I. Program Offer Description:

Vehicle Maintenance for the City of Fort Meade

II. Contribution to Result:

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

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of PMs performed per month (on average)	1,3	2	2	2	2
% of work orders closed vs work orders opened in the fiscal year	1	100%	97%	97%	97%
Effectiveness Indicators:					
% of Direct Labor reflected on work orders	1,2,3	62%	60%	60%	60%
Efficiency Indicators:					
Vehicle to technician ratio	1,2,3	40	44	40	40

Significant Changes
There are no significant changes for this program.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		0.57	0.57	0.56	0.56

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Maintenance Funds		35,777	0	0	0
Interest		706	0	0	0
Internal Service Funds		105,169	118,392	109,627	123,842
	Total Program	141,652	118,392	109,627	123,842

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Maintenance Funds		141,652	118,392	109,627	123,842
	Total Program	141,652	118,392	109,627	123,842

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		40,741	42,594	43,972	45,502
Operating Expenses		100,911	75,798	65,655	78,340
	Total Program	141,652	118,392	109,627	123,842

Vehicle Renewal/Replacement

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

I.   Program Offer Description:

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

II.   Contribution to Result:

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

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

III.   Performance Objectives:

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

IV.   Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
$ total of vehicles/equipment replaced	1	$6,390,246	$9,637,264	$9,368,192	$8,307,500
Effectiveness Indicators:					
% of approved purchases delivered in fiscal year	3	91%	85%	82%	82%
Efficiency Indicators:					
Vehicle/equipment auction proceeds	1	$1,317,072	$738,000	$350,250	$350,250

Significant Changes
There are no significant changes for this program.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		1.70	1.70	1.52	1.52

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Replacement Funds		4,894,906	8,645,494	8,703,857	7,650,935
Interest		32,253	77,873	114,394	105,064
Interfund Transfer		375,000	375,000	375,000	375,000
Miscellaneous		1,317,072	738,000	350,250	350,250
	Total Program	6,619,231	9,836,367	9,543,501	8,481,249

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Fleet Replacement Funds		6,619,231	9,836,367	9,543,501	8,481,249
	Total Program	6,619,231	9,836,367	9,543,501	8,481,249

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		148,462	154,730	145,013	143,931
Operating Expenses		39,685	44,374	30,296	29,818
Capital Expenses		6,390,246	9,637,263	9,368,192	8,307,500
Indirect Expense		40,838	0	0	0
	Total Program	6,619,231	9,836,367	9,543,501	8,481,249

Enterprise Resource Planning

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

I. Program Offer Description:

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

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

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

II. Contribution to Result:

The Enterprise Resource Planning (ERP) Systems Program contributes to the Good Government results area by:
1. Performance and Results/Total Asset Management: Applications is part of the multi agency team supporting the Enterprise Resource and Planning system which manages the daily business of the County's financial domains, human capital management, and payroll. The ERP team's role in this enterprise-wide system is to maintain the integrity of its data assets, automated processes, system security, and act as technical advisors to all supported entities. FY 20/21 enhancements were solely focused on preparing and implementing the county's migration from its on-premesis platform to a cloud-based platform.
2. Information distribution and integration: Polk County migrated to the cloud-based Oracle platform in late 2021. This system manages the data, processes, workflows, and reporting aspects across all financial domains, human capital management, and payroll. It supports operations within the Board of County Commissioners, Clerk of Courts, Supervisor of Elections, Circuit Court, and other local, public entities. This system also provides direct integration with many other systems, both on-premesis as well as cloud, in supporting the day-to-day operations of all the aforementioned agencies.
3. Employment Competency: To ensure the staff is properly trained they are sent to technical classes to remain up-to-date on software development tools and user conferences offering peer-to-peer networking to learn first-hand what other agencies are doing; the current focus is on best practices for Cloud and Public Sector. Although the ERP staff has had no turnover for several years, its 14 years of Oracle experience makes the employees extremely marketable in the private sector. Due to the esoteric nature of this skillset, filling future vacancies may prove to be very difficult without adequate incentive to recruit and retain highly-skilled staff.
4. Organizational Communication: The ERP Program staff works with County divisions to research and develop applications that reduce redundancy by sharing information. The Oracle ERP System is the central location for most all of the County's personnel and financial information.
5. Performance and Results: By selecting and developing appropriate solutions, the staff works with all BoCC offices to implement systems that improve efficiency within the County.
6. Total Asset Management: The Oracle ERP System accurately tracks and reports the fiscal resources of the County. The proper maintenance and development of this system keeps the management team and residents better informed of the County's actions and that their tax dollars are being invested wisely.

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

III. Performance Objectives:

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

Enterprise Resource Planning

IV. Measures:

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

Significant Changes
There are no significant changes for this program.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	8.05	7.65	7.08	7.08

Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Cash/Fund Balance Forward	0	(446,715)	0	0
Interfund Transfer	0	446,715	0	0
Internal Service Funds	1,624,345	1,520,969	1,633,529	1,657,441
Miscellaneous	2	0	0	0
Total Program	1,624,347	1,520,969	1,633,529	1,657,441

Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Information Technology Fund	1,624,347	1,520,969	1,633,529	1,657,441
Total Program	1,624,347	1,520,969	1,633,529	1,657,441

Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	819,279	824,316	852,960	882,532
Operating Expenses	518,147	696,653	780,569	774,909
Total Program	1,337,426	1,520,969	1,633,529	1,657,441

Applications Development/Operations

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

I   Program Offer Description:

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

II   Contribution to Result:

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

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

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

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

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

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

III   Performance Objectives:

1   Meet the basic Internet needs of the public and County programs through the development of custom internet software solutions that provide easy and immediate access to government information, services, and reports

2   Respond quickly to service requests and public inquiries generated from website feedback and surveys

3   Work closely with other County programs to learn business processes and publish services that positively impact the operation of government and level of service to the public

4   Research and implement technologies that reduce cost and defer future staffing increases across the organization and improve service levels both internally and to the public

5   Continually develop staff through regular training to improve skill levels on the latest technology and best practices for software development

Applications Development/Operations

IV Measures:

	Key Obj	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of Websites Maintained/Supported	1	10	9	13	15
Internet Websites	1	4	3	-	-
Intranet (Polk Hub)	1	1	-	-	-
Website Interfaces		5	25	50	150
# of New Incidents/Work tickets open	1	851	543	600	600
# of Applications Maintained/Supported	1,2	76	85	85	85
# of Databases Maintained/Supported	1,2	121	120	120	120
Effectiveness Indicators:					
Internet Metrics (Websites)					
# of Website Visits	1	2,014,793	264,616	296,370	331,934
# of total Page Views	1	4,043,259	607,819	680,757	762,448
% of New Visitors	1	55%	50%	50%	50%
% of Returning Visitors	1	45%	50%	50%	50%
Device Website Usage Ratio (Mobile vs PC)					
% of PC	1,3,4	42%	48%	48%	48%
% of Mobile	1,3,4	58%	52%	52%	52%
Total	1,3,4	100%	100%	100%	100%
Efficiency Indicators:					
# of projects worked on that were not on backlog	3	4	6	10	15
Training hours per staff	5	40	40	40	40

Significant Changes

One additional Systems Analyst (Cloud and Tools Support Analyst) was added to this program in order to focus upon the unique requirements of cloud solution systems.

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents	11.15	10.25	11.07	11.07

Funding Sources:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Special Revenue Grants	54,188	39,796	42,678	44,118
Utilities Operating Funds	0	148,004	109,073	113,150
Cash/Fund Balance Forward	0	332,777	213,205	213,205
Internal Service Funds	1,524,109	1,365,712	1,599,866	1,642,701
Total Program	1,578,297	1,886,289	1,964,822	2,013,174

Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Special Revenue Grants	54,188	39,796	42,678	44,118
Utilities Operating Funds	0	148,004	109,073	113,150
Information Technology Fund	1,524,109	1,698,489	1,813,071	1,855,906
Total Program	1,578,297	1,886,289	1,964,822	2,013,174

Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	1,009,845	992,956	1,160,089	1,203,309
Operating Expenses	296,033	560,556	591,528	596,660
Interfund Transfers	136,691	302,700	0	0
Reserves	0	30,077	213,205	213,205
Total Program	1,442,569	1,886,289	1,964,822	2,013,174

Records Management

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

I. Program Offer Description:

The Records Management (RM) Program provides two major functions:

1. Administers a RM program directed to the application of efficient and economical management methods relating to the creation, utilization, maintenance, retention, preservation, and disposal of records.

a. Seeks to manage and control BoCC records throughout their life cycle, from their creation and distribution, through their filing and use, and ultimately to their final disposition or permanent retention as directed by the Florida General Record Schedules.

2. Ensures every BoCC Division permits their records to be inspected and/or copied by any person desiring to do so, at any reasonable time, under reasonable conditions, and under supervision by the custodian of the public records.

a. For tracking/reporting purposes, the RM Section coordinates all BoCC Public Record Requests (PRR) via a web-based "PRR System" to ensure the BoCC complies with this requirement.

II. Contribution to Result:

Records Management contributes to the Good Government results area by:

1. Performance and Results: All BoCC Divisions create records each day that become background data for future decisions and planning. Through IT Records Management, the records are securely preserved. Well-organized records management makes it easier and quicker for employees to access records when they are needed and file them correctly when they are not. This not only improves efficiency and productivity, but it also saves time and space.

2. Total Asset Management. In Records Management, the following principles are followed: (a) Transparency. BoCC business processes and activities shall be documented in an open and verifiable manner, and that documentation shall be available to all interested parties. Records Management ensures all materials made or received in connection with official business, which are used to perpetuate, communicate, or formalize knowledge, are treated as public records and open for inspection and copying in compliance with Florida Statute, Section 119; (b) Protection. The records management program is constructed to ensure an appropriate level of protection is provided to records containing private, confidential, or otherwise exempt information to comply with applicable laws and organizational policies; (c) Availability. The records management program maintains records in a manner that ensures their timely, efficient, and accurate retrieval; (d) Records Retention and Disposition. The records management program maintains public records for an appropriate time, taking into account legal, regulatory, fiscal, operational, and historical requirements. At the end of their retention period, records disposition ensures the secure deletion of information or the destruction of the information media.

3. Public Records Request (PRR) Performance and Results: Records Management serves as the hub for coordinating, logging, distributing, and reporting on all public records requests to and from all BoCC divisions. A tracking system implemented in 2015 provides enhanced tracking of hours expended to respond to these public records requests and responses within ten calendar days or less for over 90% of all requests. In June 2020, a web-based PRR System was implemented, providing a customer-focused portal and allowing for online payment of records.

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of projects	1	1	3	3	3
# of public record requests processed annually	3	1,866	2,300	2,100	2,300
Effectiveness Indicators:					
% of PRRs closed within ten calendar days or less	3	92.40%	90%	90%	90%
Efficiency Indicators:					
# of projects worked on that were not on backlog	3	-	3	3	3

Records Management

<table>
<tr><td colspan="5">Significant Changes</td></tr>
<tr><td colspan="5">There are no significant changes for this program.</td></tr>
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Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		4.40	4.60	4.65	4.65

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Cash/Fund Balance Forward		0	71,383	138,720	138,720
Internal Service Funds		424,935	565,441	528,079	546,663
Miscellaneous		4,987	0	0	0
	Total Program	429,922	636,824	666,799	685,383

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Information Technology Fund		429,922	636,824	666,799	685,383
	Total Program	429,922	636,824	666,799	685,383

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		293,261	380,328	364,721	378,005
Operating Expenses		69,392	185,113	163,358	168,658
Interfund Transfers		34,121	26,600	0	0
Reserves		0	44,783	138,720	138,720
	Total Program	396,774	636,824	666,799	685,383

Technical Services

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

I.   Program Offer Description:

The Technical Services program supports personal computers, tablets, smartphones, and the data network infrastructure for the BoCC. Technical Services must ensure effective technical and fiscal management of the County's IT operations, resources, technology projects, and vendor contracts. Major functions of this program include PC desktop installation and support for 2,100 personal computers, network design, and management of 300 network servers and over 400 network devices (i.e. routers, switches, etc.).

Over the previous five fiscal years, the Technical Services team has expanded its support of mobile devices, as these devices increasingly become essential to the day-to-day functions of County employees. The BoCC environment now includes approximately 1,300 iPhones and iPads, which are managed through a Cloud-based mobile devices management system.

The IT Service Desk supports Polk County BoCC IT customers including technical work request generation, first and second level technical support (Tier I and Tier II), and cellular telephone/air card support for 1,683 BoCC cellular device users. In FY 22/23, the BoCC Service Desk is projected to receive over 25,000 telephone calls and generate over 15,000 technical support service requests.

II.   Contribution to Result:

The Technical Services program contributes to the Good Government results area by:
1. Open Environment: The Information Technology Service Desk serves as the primary point of contact for initial technical problem resolution, access of technical information, and assistance for all IT-related issues. IT implemented a mobile device management solution to address the growing number of smartphones and tablets. The Service Desk has continued to improve the capabilities and security settings within this system and now manages 1,300 iOS devices.

2.Security Enhancement: In FY 22/23, IT will move towards a homogenous security environment. IT is implementing a VPN replacement which will improve the end user experience by providing an in the office experience when working outside of the BoCC office environment. IT has also begun pursuing a philosophy which consists of: Cloud is the data center, any device is a work device, internet is the network, and identity is the perimeter. By embracing this philosophy and aligning the security strategy with these perspectives, IT achieves a robust, agile, secure cyber environment.

3. Open Environment: IT completed a migration of all Servers to modern Windows Server 2016 or newer. This migration project eliminated older versions of Microsoft's Windows and Server OS before they reached end of life.

4. Vision: IT continues to pursue and deploy infrastructure improvements in both redundant links and hardware to increase resiliency in the face of recent natural disasters. IT began the process of evaluating and/or moving selected Tier I applications to a Cloud computing environment where applicable.

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

III.   Performance Objectives:

1	Provide users with an Enterprise-Class Network Infrastructure and computing environment that is scalable, reliable, secure redundant, and fault tolerant
2	Provides Service Desk Tier I and II support for work request generation for all sections of IT and support for 1,250 cellular devices
3	Quickly, efficiently, and remotely resolve network and PC issues to reduce downtime and increase productivity, R.O.I., and RTO
4	Establish systems, processes, and solutions based on best practices and industry standards
5	Recommend and provide cost effective proven standard desktop, laptop, file server, network, hardware, and software to allow employees to perform the essential functions of their job
6	Continually develop staff through ongoing regular training to increase skill levels in the latest technology and best practices for networking security and desktop application delivery.

IV.   Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Effectiveness Indicators:					
# of high priority service calls received	4	200	300	300	300
# of medium priority service calls received	4	3,000	3,500	3,700	3,700
# of spam emails blocked	4,5,6	6,300,000	14,000,000	14,000,000	14,000,000
# of valid emails processed	1	900,000	3,000,000	3,000,000	3,000,000
% SPAM received vs valid email	1	90%	90%	90%	90%
Number of calls received at the Service Desk		18,750	19,000	1,950	1,950
Effectiveness Indicators:					
% Of Time High Priority Service requests were responded to	1,2,4	90%	90%	90%	90%
% Of Time Medium Priority Service requests were	1,2,4	90%	90%	90%	90%
% of "Abandonded" calls to the Service Desk	1	10%	10%	10%	10%
% of time e mail available during business hours	1,2,4,6	99%	99%	99%	99%
% of time internet available during business hours	1,2,4,6	100%	99%	99%	99%

Technical Services

Significant Changes

This program gained a Technical Service Manager position as a reclassification from other I.T. programs along with partial funding of a new Senior Cyber Security Firewall Analyst position. Additional increases in software renewals and replacement capital equipment occurred due to County growth and increase in pricing.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		24.00	27.40	29.00	29.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		65,020	67,400	72,335	74,956
Cash/Fund Balance Forward		0	271,248	629,283	388,411
Interfund Transfer		608,802	196,000	0	0
Internal Service Funds		5,756,986	6,239,425	7,883,933	7,611,403
Miscellaneous		10	0	0	0
	Total Program	6,430,818	6,774,073	8,585,551	8,074,770

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Utilities Operating Funds		65,020	67,400	72,335	74,956
Information Technology Fund		6,365,798	6,706,673	8,513,216	7,999,814
	Total Program	6,430,818	6,774,073	8,585,551	8,074,770

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		2,211,112	2,638,755	3,045,385	3,156,794
Operating Expenses		2,679,749	2,415,282	2,820,497	3,089,890
Capital Expenses		385,136	1,657,897	2,331,258	1,439,675
Interfund Transfers		0	10,700	0	0
Reserves		0	51,439	388,411	388,411
	Total Program	5,275,997	6,774,073	8,585,551	8,074,770

Telecommunications Services

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

I. Program Offer Description:

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

Mandate Information: Florida State 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.

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. Telecommunications worked to keep service outages to a minimum and to keep with the highest industry standard for overall downtime. The investment in training has eliminated the primary need for vendor service support contracts. By utilizing in-house trained resources, the turnaround time to address issues was reduced and outside vendor support costs were minimized.

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

3. Open Environment: Through staff and vendor research, IT has made a strategic decision to continue to maintain the NEC platform. As VoIP technologies have provided more robust disaster recovery options and better architecture to protect against PBX failures, IT has been able to move towards consolidating and simplifying the BoCC telephone infrastructure. In FY 15/16, the PBX and voicemail in the Bartow Courthouse were replaced, and the new PBX and voicemail were designed to serve as a new communications hub. In FY 17/18, IT expanded VoIP throughout the East Bartow campus as well as expanded the PBX at the EOC to include advanced call center functionality which has handled calls for pandemic related relief in FY 19/20 and FY 20/21. In FY 18/19, IT consolidated phone service in downtown Bartow, converting what was once four PBXs and voicemail servers down to one voice server and one voicemail server, which has reduced annual maintenance costs and simplified support. In FY 19/20, IT added the Roads and Drainage campus to the Downtown Bartow system to further consolidate and reduce costs. Telecom is testing the viability of Contact Centers as a service to give greater flexibility to providing customer service to residents.

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: The Division educates and promotes Telecommunication's staff development and retention through ongoing technical certification training on all supported systems and latest infrastructure standards and industry best practices. A learning environment embracing new technologies has been created where junior technicians are mentored by senior staff and management.

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

III. Performance Objectives:

1 Provide support for six large NEC phone systems, five medium, and 34 smaller NEC phone systems including approximately 5,375 telephones and 12 call centers
2 Respond and efficiently resolve issues for moves, additions, or changes to telecommunication services
3 Continually develop staff through recurring training and certification to enhance skill levels on current technology and best practices

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Efficiency Indicators:					
Technical support staff ratio to service request	1,2	1:435	1:375	1:375	1:375
Training hours per technical staff	3	40	40	40	40
# of New PBX Systems to be replaced/upgraded this fiscal year	1	5	5	5	5

Significant Changes

There are no significant changes for this program.

Telecommunications Services

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		6.55	6.85	6.90	6.90

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Information Technology Fund		112,666	0	0	0
Cash/Fund Balance Forward		0	433,290	484,642	484,642
Internal Service Funds		1,458,606	1,521,502	1,656,043	1,705,011
	Total Program	1,571,272	1,954,792	2,140,685	2,189,653

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Information Technology Fund		1,571,272	1,954,792	2,140,685	2,189,653
	Total Program	1,571,272	1,954,792	2,140,685	2,189,653

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		628,967	685,933	743,077	770,872
Operating Expenses		572,025	435,569	439,678	458,186
Capital Expenses		142,856	431,703	473,288	475,953
Interfund Transfers		227,424	177,500	0	0
Reserves		0	224,087	484,642	484,642
	Total Program	1,571,272	1,954,792	2,140,685	2,189,653

Claims Management

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

I.   Program Offer Description:

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

II.   Contribution to Result:

The Claims Management area of Risk Management contributes to the Good Government results area by:
* Implementing the Board approved Transitional Duty/Return to Work Program, in conjunction with utilizing the Employee Health Clinic, has significantly decreased lost time from work due to on-the-job injuries. The experience modifier has remained very stable over the last ten years, contributing to favorable excess workers' compensation premiums.
PERFORMANCE AND COMMUNICATIONS
* The workers' compensation experience modifier is consistently under 1.0, indicating a favorable loss ratio.
*Automobile and General Liability claims, based on the Actuarial Study, have come in significantly lower than the projections indicated. Claims are consistently lower than budgeted.
*Less than 6% of all claims result in litigation, which is extremely low.
RESPONSIBLE VISIONARY LEADERSHIP
* Claims works closely with Safety in identifying and mitigating future risks, based on claims losses and experience.
ACCOUNTABILITY AND COMPLIANCE
* Both employees of the Claims Management area are State of Florida Licensed Insurance Adjusters with board certifications in workers' compensation.
ETHICS
* The Claims Management area has been entrusted with handling all claims for Workers' Compensation, General & Automobile liability, and Property Damage for the BoCC and all elected officials.
EMPLOYMENT DESTINATION
*The Claims Manager has over 28 years of adjusting experience. In addition the workers' compensation specialist has over 20 years of adjusting experience. In the latter part of 2018 Risk Management contracted a third party administrator to handle the general liability and auto liability claims.
* THIS MODEL FOR GOOD GOVERNMENT EXCEEDS ALL BENCHMARKS AND EXPECTATIONS.

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

III.   Performance Objectives:

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

Claims Management

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Number of General Liability claims open	2,4	79	100	100	100
Number of General Liability claims closed	2,4	71	100	100	100
Number of Automobile Liability claims open	2,4	80	100	100	100
Number of Automobile Liability claims closed	2,4	53	100	100	100
Number of Property Damage claims open	2,4	51	100	100	100
Number of Property Damage claims closed	2,4	51	100	100	100
Number of Workers' Comp. claims received	3	643	1,000	1,000	1,000
Number of Workers' Comp. claims processed	1,3,4	599	550	630	630
Number of Automobile Subrogation Claims Open	1,2	51	90	90	90
Number of Automobile Subrogation Claims Closed	1,2	20	90	90	90
Number of Property Damage Subrogation Claims Open	1,2	83	100	100	100
Number of Property Damage Subrogation Claims Closed	1,2	46	100	100	100
Effectiveness Indicators:					
Average cost per workers' comp claim in comparison to Benchmark of $17,528 for FY 20/21	1,3,4	12,564	9,000	13,067	13,067
Percentage of Auto and General Liability claims compared to County budget	2,4	0.10%	0.10%	0.10%	0.10%
Workers comp experience modification factor	1,3,4	0.80	0.73	0.80	0.80
% of General Liability claims resulting in lawsuits	2,4	5.00%	5.00%	5.00%	5.00%
Efficiency Indicators:					
Average cost per $100 of Payroll in comparison to benchmark of $100.01 for Workers Compensation	1,3,4	$1.92	$1.18	$1.93	$1.93

Significant Changes

There are no significant changes for this program.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		2.00	2.00	2.00	2.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		4,066,284	4,789,971	5,031,094	5,134,519
Miscellaneous		110,404	300,000	300,000	300,000
Others (Centrl I/D Inkind/Othr)		180	0	0	0
	Total Program	4,176,868	5,089,971	5,331,094	5,434,519

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		4,176,868	5,089,971	5,331,094	5,434,519
	Total Program	4,176,868	5,089,971	5,331,094	5,434,519

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		2,207,651	2,860,765	2,973,400	2,980,555
Operating Expenses		1,969,217	2,229,206	2,357,694	2,453,964
	Total Program	4,176,868	5,089,971	5,331,094	5,434,519

General Insurance

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

I. Program Offer Description:

General Insurance identifies and evaluates property and casualty risks and mitigates, transfers, and/or insures the risks at the most cost effective levels for the residents of Polk County. The General Insurance area identifies and analyzes loss exposures, examines the feasibility of risk management alternatives, selects and implements the best risk management techniques, and monitors the results. This program protects the County government assets, which belong to the residents of Polk County, from adverse financial consequences and ensures the continuous operation of County government.

II. Contribution to Result:

The General Insurance area of Risk Management contributes to the Good Government results area by:
TRUST IN GOVERNMENT
* Loss exposures are insured through an excess insurance program with a self-insured retention. This insurance protects the residents from adverse financial consequences and ensures the continuous operation of County government.
PERFORMANCE AND COMMUNICATIONS
* Workers' Compensation excess premiums have held steady due to multi year insurance policies, a favorable experience modifier, and proper claims handling.
* Casualty premiums have remained very stable over a five year period despite the County's increased exposures.   The Risk Management Division is very aggressive in handling casualty insurance claims in order to protect the funds for the residents of Polk County. Also, reductions in losses for all coverage may be attributed to a rigorous safety program.
*The property insurance market continues to harden as part of a multi-year national insurance cycle. Continued rising rates present a challenge to the insurance program to maintain the bottom line, necessitating limit decreases in 2018, 2020, and 2021, as well as a self-insured retention increase in 2019 in order to maintain reasonable premium increases. In 2020, Risk Management and the County insurance broker did a benchmark comparison study on coverage limits purchased by other local counties and cities as well as a rate comparison. Polk County had the second-lowest property insurance rates among the 12 other local entities reviewed.
*Cyber Liability insurance coverage continues to skyrocket nationally. Large premium increase are based on a number of factors, many of which are out of the control of the BoCC and Constitutional Offices. Local governments have seen a significant increase in cyber-attacks, including many in Florida. Cyber insurers viewed the sudden rush to work from home nationally due to COVID as a negative as relates to cyber security.   Locally, the BoCC, Sheriff's Office, and Tax Collector have all utilized the coverages and resources of the cyber policy, which negatively affects the loss history.

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Number of insurance applications prepared	1,4	49	26	45	45
Number of contracts and lease agreements received and reviewed	2	200	250	200	200
Number of insurance certificates processed and created self-insured letters	3,4	200	200	200	200
Number of County facilities (both owned and leased)	1	1,516	1,510	1,520	1,520
Effectiveness Indicators:					
The primary indicator for this program relates to the cost of procurement of excess insurance for the property/casualty program. General Liability	1,4	$517,308	517,308	530,000	550,000
Commercial Property Program	1,4	$1,858,312	1,854,115	2,300,000	2,400,000
Workers Compensation Excess	1,4	$305,977	275,045	300,000	315,000
Efficiency Indicators:					
% cost of insurance difference from prior year	1,4	11.15%	9.62%	17.66%	2.68%
Cost of Insurance per Capita GENERAL LIABILITY	1,4	$0.69	$0.74	$0.68	$0.69
Commercial Property Program	1,4	$2.47	$2.64	$2.95	$3.00
Workers Compensation Excess	1,4	$0.41	$0.39	$0.38	$0.39

Significant Changes

There are no significant changes for this program.

General Insurance

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		0.00	0.00	0.00	0.00
Funding Sources:		**Actual** **FY 20/21**	**Budget** **FY 21/22**	**Adopted** **FY 22/23**	**Plan** **FY 23/24**
General Fund Subsidy		3,290,695	3,406,693	4,007,409	4,114,695
	Total Program	3,290,695	3,406,693	4,007,409	4,114,695
Revenue by Fund:		**Actual** **FY 20/21**	**Budget** **FY 21/22**	**Adopted** **FY 22/23**	**Plan** **FY 23/24**
General Fund		3,290,695	3,406,693	4,007,409	4,114,695
	Total Program	3,290,695	3,406,693	4,007,409	4,114,695
Appropriations:		**Actual** **FY 20/21**	**Budget** **FY 21/22**	**Adopted** **FY 22/23**	**Plan** **FY 23/24**
Operating Expenses		3,290,695	3,406,693	4,007,409	4,114,695
	Total Program	3,290,695	3,406,693	4,007,409	4,114,695

Occupational/Employee Health Services

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

I. Program Offer Description:

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

II. Contribution to Result:

The Occupational/Employee Health program plays a significant part in Good Government.
PROMOTE AND REINFORCE ASSET AND RESOURCE MANAGEMENT STRATEGIES: Program provides a cost savings by performing comprehensive pre-employment examinations, carefully matching candidates with specific job requirements in the Employee Health Clinic operated by Healthstat. Mandated comprehensive exams for Firefighters, Law Enforcement, Transit Drivers, and Commercial Drivers, are performed in the clinic at lower costs than the private sector. The clinic is the primary site for treatment for the majority of all work-related injuries or illnesses and is the main site for the County's Drug Free Workplace Program. Also offered are infection control services in an effort to reduce on-the-job exposures to TB, hepatitis B, tetanus, or rabies. All costs to provide services on-site for the BoCC are absorbed by the Occupational/Employee Health program. The cost for outsourcing services such as x-rays & lab testing are paid by the Employee Health Services program.
CREATE AND ENHANCE CLEAR, INTERACTIVE CHANNELS OF INFORMATION ON COUNTY PROGRAMS, SERVICES, AND RESULTS: Employees are notified via email or newsletter of the programs and services offered to employees. Through Employee Advisory Committee, employees are educated in being better consumers of health and taking advantage of on-site programs and healthcare.
CREATE AND DEMONSTRATE OUTCOME BASED OPERATIONS WITH CLEAR AND MEASURABLE PERFORMANCE BENCHMARKS: Through electronic medical software, data is collected on the number of services provided per employee. The clinic utilizes Florida and multi-state contracts in order to provide Polk County with lower prices than the private sector.
ENHANCE STAFF COMPETENCY AND PERFORMANCE TO ENSURE THAT EMPLOYEES HAVE THE UNDERSTANDING, TRAINING, AND TOOLS TO SUCCEED: Clinic staff is certified in urine drug screen collections, breath alcohol testing, phlebotomy, hearing screens, and CPR. Competencies are in place to assure that staff complies with Federal and State regulations, as they apply to pre-employment testing and mandatory annual medical screens.
PROMOTE INTRA-GOVERNMENT COMMUNICATIONS TO MAXIMIZE EMPLOYEE EFFICIENCY: Employee Health Services provides occupational health services, workers' compensation injury care, and primary care services to the Constitutional offices passing on much of the cost savings afforded through a multi-state purchasing program.
General Fund Entities Served: Polk County BoCC; Polk County Clerk of the Courts; Polk County Property Appraiser; Polk County Sheriff's Office; Polk County Supervisor of Elections; Polk County Tax Collector.

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

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
4   Pre-employment drug screens, evidential breath testing, and random drug testing in compliance of the Drug Free Workplace
5   Immunizations and antibody testing against occupational health exposures and other potential infectious diseases

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Number of Workers' Compensation visits	1,5	343	500	515	515
Number of physical examinations performed	2,4	896	1,545	1,591	1,591
Number of diagnostic screens	1,2,3,4,5	326	2,000	2,000	2,000
Number of all lab work collected	1-6	716	1,500	1,500	1,500
Number of vaccines	5	43	200	200	200
Effectiveness Indicators:					
% of injured employees treated	1,5	90%	90%	90%	90%
% of vaccines admin. vs industry	1,5	85%	85%	85%	85%
% of pre-employment exams completed vs industry	1,2,3,4	100%	100%	100%	100%
Efficiency Indicators:					
Total cost saving of medical services provided	1-5	$266,437	$450,000	$327,000	$337,900
% of cost savings for vaccines admin vs industry	1,5	46%	40%	40%	40%
% of cost savings for physical exams performed	1-5	67%	60%	60%	60%

Significant Changes

There are no significant changes for this program.

Occupational/Employee Health Services

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		0.15	0.15	0.15	0.15

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		304,511	369,648	383,148	395,989
Miscellaneous		56	0	0	0
	Total Program	304,567	369,648	383,148	395,989

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		304,567	369,648	383,148	395,989
	Total Program	304,567	369,648	383,148	395,989

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		6,252	7,628	8,188	8,499
Operating Expenses		298,315	362,020	374,960	387,490
	Total Program	304,567	369,648	383,148	395,989

Safety

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

I.   Program Offer Description:

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

II.   Contribution to Result:

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

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

III.   Performance Objectives:

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

Safety

IV. **Measures:**

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
Incidents investigated	2,4,6	177	190	190	190
Inspections	1,2,6	36	40	40	40
Defensive Driving Classes	3,4	27	32	32	32
Training classes	3,4,5	126	65	80	80
Committee meetings	1,3,4,7	32	48	48	48
Construction Meetings and Inspections	1,2,7	26	New	26	26
CDL Sessions	3,4,5	10	New	10	10
Safety Snippets Activity	3,4	6	New	6	6
Effectiveness Indicators:					
% Reduction in Workers' Compensation Claims	1,2,3,4	13%	1%	-2%	-2%
% reduction in vehicle collisions from previous year	1,2,3,4	16%	10%	10%	10%
Efficiency Indicators:					
Safety cost per employee	1,2,3,2	$47.13	$49.66	$54.29	$56.26

Significant Changes
Three activites have been added to the Safety program. Construction meetings and inspections provide the County with safety oversight for the new and or upgraded architecual projects initiated by Facilities Management or Waste and Recycling. The CDL program was implemented to allow employees needing CDL to be able to obtain one through the County. Safety Snippets are short safety messages for all employees and are done with PGTV and Communication.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		2.00	2.00	2.00	2.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		200,242	214,160	238,627	243,768
	Total Program	200,242	214,160	238,627	243,768

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		200,242	214,160	238,627	243,768
	Total Program	200,242	214,160	238,627	243,768

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		162,441	172,627	185,081	191,800
Operating Expenses		37,801	41,533	53,546	51,968
	Total Program	200,242	214,160	238,627	243,768

Employee Health Insurance

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

I.   Program Offer Description:

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

II.   Contribution to Result:

The Employee Health Insurance program plays a significant role in Good Government. Polk County Government is committed to encouraging the health and well-being of valued employees. It is imperative to a successful government - one that creates a good working environment where healthy performance-driven employees contribute their talents to improving the quality of life in the community.
Polk County Government has implemented strategies over the past few years to slow the growth in employee health care costs. Polk County Government offers consumer directed plans, financial incentives, tobacco cessation programs, wellness programs, disease management programs, and aggressively markets the employee assistance program (EAP). Employees on the self-insured health plan and their covered dependents can use the on-site clinic to obtain lab work/service, exams, check-ups, annual physicals, and treatment for non-work related illnesses and injuries. In addition, plan members with a prescription for certain radiology services can obtain this services from County approved radiology providers. The Employee Health Insurance program realizes significant cost savings from the use of the on-site clinic.

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

III.   Performance Objectives:

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

IV.   Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of contracts for active employees	2	3,804	3,781	3,728	3,728
# of contracts for self-insured retired employees	2	438	435	445	445
# of contracts for medical advantage employees	2	1,056	1,090	1,108	1,144
Medical claims paid	1	$50.3M	$49.6M	$49.3M	$52.3M
Prescription claims paid	1	$12.9M	$14.1M	$16.0M	$17.1M
Effectiveness Indicators:					
% decrease of Emergency Room Visits per 1,000	1,3,4	34%	-2%	-2%	-2%
Health risk assessments completed as a % of eligible population	1,3	13%	75%	75%	75%
Routine Physical completed as a % of eligible population	1,3	13%	75%	75%	75%
Efficiency Indicators:					
Cost of Employee Health Services	1,3,4	$1,699,299	$2,040,333	$2,110,833	$2,182,667
Administrative costs as a % of direct health plan expenses	1,2	6.01%	6.66%	6.56%	6.23%
Medical PEPM	1	$988	$982	$985	$1,044
Rx PEPM	1	$254	$278	$320	$341

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Significant Changes

Health Insurance claim cost increased significantly during calendar year 2021, primarily driven by high cost claimants and COVID related medical claims, however the claims experience improved in 2022 as COVID cases turned out less severe than 2021 cases. The Prudent Rx program for specialty drugs copays will be implemented in January 2023 and represents $637,000 savings in total prescription costs.

Employee Health Insurance

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		2.55	2.55	2.55	2.55

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Employee Health Insurance Fund		7,477,932	6,292,025	4,171,132	4,471,879
Fines And Forfeitures		534	0	0	0
Interfund Transfer		778	0	0	0
Internal Service Funds		62,317,145	67,983,108	72,010,970	76,156,281
Miscellaneous		2,530,894	22,000	(2,000)	(2,000)
Others (Centrl I/D Inkind/Othr)		(67)	0	0	0
Others (Residuals)		500,000	0	0	0
	Total Program	72,827,216	74,297,133	76,180,102	80,626,160

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Employee Health Insurance Fund		72,827,216	74,297,133	76,180,102	80,626,160
	Total Program	72,827,216	74,297,133	76,180,102	80,626,160

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		162,848	175,212	185,401	191,902
Operating Expenses		72,431,553	73,794,146	75,682,709	80,122,266
Capital Expenses		0	6,000	15,000	15,000
Indirect Expense		232,815	321,775	296,992	296,992
	Total Program	72,827,216	74,297,133	76,180,102	80,626,160

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

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

III.   Performance Objectives:

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

IV.   Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of volunteers/Interns for BoCC	1-6	1,102	1,500	1,500	1,500
# of volunteer hours reported in support of BoCC programs	1-6	43,003	80,000	80,000	80,000
# of recruitment/PR events/presentations	1-6	7	15	15	15
# of disaster related meetings/calls/events	1-6	27	5	5	5
# of Volunteer Polk referrals to community partners	1-6	163	200	200	200
Effectiveness Indicators					
% of volunteers impacting quality programming for BoCC programs	1-6	100	98	98	98
% of staff trainend in volunteer and disaster volunteer administration	1-6	100	98	98	98
Efficiency Indicators					
$ Extension of services provided to the BoCC	1-6	$1,036,991	$900,000	$900,000	$900,000
$ Extension of services by RSVP volunteers	1-6	$165,516	$200,000	$200,000	$200,000
$ Spent on lawsuits or non-compliance penalties/fines	1-6	$0	$0	$0	$0

Significant Changes

There are no significant changes for this program.

Volunteer Polk

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		3.00	3.00	3.00	3.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		67,185	116,458	141,629	145,464
Special Revenue Grants		7	0	0	0
Interfund Transfer		23,426	46,728	52,830	58,935
Intergovernmental		108,443	93,244	93,244	93,244
Others (Centrl I/D Inkind/Othr)		46,157	46,156	46,910	46,910
	Total Program	245,218	302,586	334,613	344,553

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		67,185	116,458	141,629	145,464
Special Revenue Grants		178,033	186,128	192,984	199,089
	Total Program	245,218	302,586	334,613	344,553

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		145,296	193,574	213,885	224,062
Operating Expenses		53,765	62,856	73,818	73,581
InKind Expense		46,157	46,156	46,910	46,910
	Total Program	245,218	302,586	334,613	344,553

Court Administration

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

I. Program Offer Description:

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

II. Contribution to Result:

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

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

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

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of computer work orders annually	1	2,500	2,500	2,400	2,400
# of PCs to maintain and update	1	600	600	575	575
# of relief judges utilized	2	14	14	14	14
# of court programs managed	3	24	24	23	23
# of AIM classes	4	22	22	22	22
# of family mediations scheduled	4	1,500	1,500	1,500	1,500
# of dependency mediations scheduled	4	300	300	300	300
Effectiveness Indicators:					
average # of work orders resolved within timeframe	1	1,400	1,400	1,400	1,400
# of people attending AIM classes	4	200	200	200	200
average # of PCs replaced/upgraded each year	1	100	100	100	100
Efficiency Indicators:					
% of court docket in compliance with time standards	2	100%	100%	100%	100%

Significant Changes

There are no significant changes for this program

Court Administration

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		13.00	13.00	13.00	13.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		1,806,421	1,737,371	2,015,337	2,385,812
Cash/Fund Balance Forward		0	732,441	737,670	437,670
Charges For Services		3,325	4,422	2,214	2,214
Miscellaneous		270,490	281,136	297,412	307,367
	Total Program	2,080,236	2,755,370	3,052,633	3,133,063

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		2,080,236	2,755,370	3,052,633	3,133,063
	Total Program	2,080,236	2,755,370	3,052,633	3,133,063

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		1,137,565	1,224,357	1,409,233	1,464,663
Operating Expenses		942,671	1,431,013	1,543,400	1,568,400
Capital Expenses		0	100,000	100,000	100,000
	Total Program	2,080,236	2,755,370	3,052,633	3,133,063

Law Library

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

I. Program Offer Description:

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

II. Contribution to Result:

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

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

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

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

1. 25% of the amount collected shall be allocated to fund innovations, as determined by the chief judge of the circuit, to supplement state funding for the elements of the state courts system identified in s. 29.004 and county funding for local requirements under s. 29.008(2)(a)2.

2. 25% of the amount collected shall be allocated to assist counties in providing legal aid programs required under s. 29.008(3)(a).

3. 25% of the amount collected shall be allocated to fund personnel and legal materials for the public as part of a law library.

4. 25% of the amount collected shall be used as determined by the board of county commissioners to support teen court programs, except as provided in s. 938.19(7), juvenile assessment centers, and other juvenile alternative programs.

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

III. Performance Objectives:

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

IV. Measures:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
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	20,000	30,000	30,000	30,000
# of electronic library visitors	1	20,000	30,000	30,000	30,000

Significant Changes
There are no significant changes for this program

Law Library

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full Time Equivalents		2.00	2.00	2.00	2.00

Funding Sources:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		195,955	224,810	301,400	307,978
Charges For Services		165,653	142,943	99,060	99,060
Miscellaneous		1,814	5,448	6,407	6,407
	Total Program	363,422	373,201	406,867	413,445

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		363,422	373,201	406,867	413,445
	Total Program	363,422	373,201	406,867	413,445

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		110,229	103,201	136,867	143,445
Operating Expenses		253,193	270,000	270,000	270,000
	Total Program	363,422	373,201	406,867	413,445

Clerk of the Circuit Court

Mission

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

Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Operating Expenses	398,071	433,385	456,601	453,385
Constitutional Officers-Budget Transfers	6,127,052	5,646,461	6,030,632	6,254,138
Total Department	6,525,123	6,079,846	6,487,233	6,707,523

Revenue Summary:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	3,370,995	5,131,329	5,538,716	5,759,006
Licenses & Permits	9,770	8,617	8,617	8,617
Miscellaneous Revenue	34,686	39,900	39,900	39,900
Others (Centrl I/D Inkind/Othr)	0	0	0	0
Others (Residuals)	3,109,672	900,000	900,000	900,000
Total Department	6,525,123	6,079,846	6,487,233	6,707,523

Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	6,525,123	6,079,846	6,487,233	6,707,523
Total Department	6,525,123	6,079,846	6,487,233	6,707,523

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full-Time Equivalents	45.00	45.00	46.00	46.00

Property Appraiser

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

Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Operating Expenses	108,382	109,814	129,204	127,973
Constitutional Officers-Budget Transfers	10,020,808	10,556,614	12,130,875	12,737,417
Total Department	10,129,190	10,666,428	12,260,079	12,865,390

Revenue Summary:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	6,847,014	7,666,208	8,774,072	9,215,347
Leisure Services MSTU Funds	451,185	473,756	540,178	566,971
Libraries MSTU Funds	169,345	177,816	202,790	212,848
Rancho Bonito MSTU Fund	329	329	300	315
Transportation Millage Fund	1,485,957	1,708,143	2,024,770	2,126,068
Emergency Medical Millage Fund	337,718	355,863	421,827	442,931
Stormwater MSTU	80,297	84,313	96,142	100,910
General Capital Improvement Funds	0	0	0	0
Miscellaneous	0	0	0	0
Others (Residuals)	757,345	200,000	200,000	200,000
Total Department	10,129,190	10,666,428	12,260,079	12,865,390

Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	7,604,359	7,866,208	8,974,072	9,415,347
Leisure Services MSTU Funds	451,185	473,756	540,178	566,971
Libraries MSTU Funds	169,345	177,816	202,790	212,848
Rancho Bonito MSTU Fund	329	329	300	315
Transportation Millage Fund	1,485,957	1,708,143	2,024,770	2,126,068
Emergency Medical Millage Fund	337,718	355,863	421,827	442,931
Stormwater MSTU	80,297	84,313	96,142	100,910
General Capital Improvement Funds	0	0	0	0
Total Department	10,129,190	10,666,428	12,260,079	12,865,390

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full-Time Equivalents	111.00	112.00	112.00	112.00

Public Defender

Mission

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

Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	366,943	475,604	529,110	553,319
Operating Expenses	182,684	520,430	662,430	412,430
Capital Expenses	0	32,000	32,000	32,000
Total Department	549,627	1,028,034	1,223,540	997,749

Revenue Summary:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	549,627	920,034	1,223,540	997,749
Miscellaneous Revenue	0	108,000	0	0
Total Department	549,627	1,028,034	1,223,540	997,749

Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	549,627	1,028,034	1,223,540	997,749
Total Department	549,627	1,028,034	1,223,540	997,749

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

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full-Time Equivalent	6.00	6.00	6.00	6.00

State Attorney

Mission

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

Appropriations:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses		0	0	0	0
Operating Expenses		1,075,049	1,110,379	1,168,548	1,202,177
Capital Expenses		0	76,000	79,800	279,800
Reserves		0	100,000	150,000	0
	Total Department	1,075,049	1,286,379	1,398,348	1,481,977

Revenue Summary:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy		1,075,049	1,186,379	1,248,348	1,331,977
Cash/Fund Balance Forward		0	100,000	150,000	150,000
Miscellaneous		0	0	0	0
	Total Department	1,075,049	1,286,379	1,398,348	1,481,977

Revenue by Fund:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund		1,075,049	1,286,379	1,398,348	1,481,977
	Total Department	1,075,049	1,286,379	1,398,348	1,481,977

As described in Article V of the State Constitution and Section 29.008 Florida Statutes, it is the full responsibility of the county to fund the IT needs of the State Attorney's Office. This includes salaries of IT personnel of the SAO. The Polk County Board of County Commissioners, recognizing the Constitution and state law, approved four IT Technician positions (FTEs) in FY 05/06; and then added four Technology FTE positions since then, bringing the total to eight FTEs for the SAO in the Tenth Judicial Circuit.

Personnel:		Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
	Full-Time Equivalent	8.00	8.00	8.00	8.00

Supervisor of Elections

Mission

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

Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services	2,612,772	2,863,660	3,056,941	3,628,410
Operating Expenses	2,145,177	2,369,031	2,327,379	2,820,074
Capital Expenses	19,260	17,500	20,000	24,500
Transfers	41,002	0	0	0
Total Department	4,818,211	5,250,191	5,404,320	6,472,984

Revenue Summary:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Special Revenue Grants	97,386	0	0	0
Charges for Services	3,124	0	0	0
Interest	748	0	0	0
Interfund Transfer	41,003	11,799	14,626	13,239
Intergovernmental	111,459	66,201	95,102	81,891
Miscellaneous Revenue	0	0	0	0
Others (Residuals)	4,564,628	5,172,191	5,294,592	6,377,854
Total Department	4,818,348	5,250,191	5,404,320	6,472,984

Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	4,570,572	5,172,191	5,294,592	6,377,854
Special Revenue Grants	247,776	78,000	109,728	95,130
Total Department	4,818,348	5,250,191	5,404,320	6,472,984

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full-Time Equivalent	27.00	28.00	29.00	29.00

Tax Collector

Mission

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

Appropriations:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Operating Expenses	223,648	101,288	113,689	112,748
Interfund Transfers	564,052	564,052	564,052	564,052
Constitutional Office-Budget Transfer	12,432,192	13,488,027	14,285,107	15,321,347
Reserves	0	1,776,937	1,726,937	3,588,385
Total Department	13,219,892	15,930,304	16,689,785	19,586,532

Revenue Summary:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund Subsidy	8,345,556	10,176,111	10,976,875	11,790,673
Fire Rescue Funds	927,145	1,041,380	1,030,274	1,081,788
Leisure Services MSTU Funds	259,157	290,514	300,094	322,601
Libraries MSTU Funds	97,279	109,040	112,659	121,108
Rancho Bonito MSTU Fund	170	169	167	180
Transportation Millage Fund	852,872	1,047,459	1,124,999	1,209,374
Emergency Medical Millage Fund	193,680	218,221	234,377	251,955
Stormwater MSTU	46,121	51,703	53,412	57,418
General Capital Improvement Funds	52	0	0	0
Universal Solid Waste Collection Funds	564,929	654,718	515,939	598,998
Cash/Fund Balance Forward	0	1,776,937	1,776,937	3,588,385
Miscellaneous	0	0	0	0
Others (Residuals)	1,932,931	564,052	564,052	564,052
Total Department	13,219,892	15,930,304	16,689,785	19,586,532

Revenue by Fund:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
General Fund	10,278,487	12,517,100	13,317,864	15,943,110
Fire Rescue Funds	927,145	1,041,380	1,030,274	1,081,788
Leisure Services MSTU Funds	259,157	290,514	300,094	322,601
Libraries MSTU Funds	97,279	109,040	112,659	121,108
Rancho Bonito MSTU Fund	170	169	167	180
Transportation Millage Fund	852,872	1,047,459	1,124,999	1,209,374
Emergency Medical Millage Fund	193,680	218,221	234,377	251,955
Stormwater MSTU	46,121	51,703	53,412	57,418
General Capital Improvement Funds	52	0	0	0
Universal Solid Waste Collection Funds	564,929	654,718	515,939	598,998
Total Department	13,219,892	15,930,304	16,689,785	19,586,532

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

Personnel:	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Full-Time Equivalent	261.00	275.00	275.00	275.00