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Governor Charlie Crist

Secretary Linda H. South

LONG RANGE PROGRAM PLAN

Department of Management Services

Tallahassee

September 29, 2009

Jerry L. McDaniel, Director
Office of Policy and Budget
Executive Office of the Governor
1701 Capitol
Tallahassee, Florida 32399-0001

JoAnne Leznoff, Council Director
House Full Appropriations Council on General Government & Health Care
221 Capitol
Tallahassee, Florida 32399-1300

Skip Martin, Council Director
House Full Appropriations Council on Education & Economic Development
221 Capitol
Tallahassee, Florida 32399-1300

Cynthia Kelly, Staff Director
Senate Policy & Steering Committee on Ways and Means
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

The Long-Range Program Plan for Fiscal Years 2010-2011 through 2014-2015 for the Department of Management Services has been posted on the state portal.

If you have any questions or need additional information, please contact Debra Forbess, Director of Administration at 487-9911.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. South', is written over a horizontal line.

Linda H. South
Secretary-DMS

LHS/eg



Fiscal Years

2010-2011 through 2014-2015

Long-Range
Program
Plan

September 30, 2009

Department of Management Services
Long Range Program Plan
FY 2010-2011 through 2014-2015

Agency Mission and Goals

Introduction

The Department of Management Services strives to build a solid foundation strong enough to bear the weight of our responsibility to deliver product and service excellence. This service foundation is comprised of the following key strategic attributes --

Strategic Attribute	Purpose	Result
Motto	Who We Are	<i>We Serve Those Who Serve Florida</i>
Vision	What We Aspire to Become	<i>Engaged Employees; Satisfied Customers</i>
Mission	What We Focus on Each Day to bring Us closer to our Vision	<i>Providing Smarter, Better, Faster Services</i>
Our Service Promise	How We Act with Each Other and with our Customers	To Serve with CLASS <ul style="list-style-type: none"> • <i>Communicate Concerns Immediately</i> • <i>Listen, Learn and Grow Together</i> • <i>Act with Integrity and Honor</i> • <i>Strive for Greatness</i> • <i>Serve with a Servant's Heart</i>

The Department of Management Services is the administrative and operations arm of Florida's state government. We are organized into the broad areas of Administration, Human Resource Support, Business Operations and Telecommunications and Radio Services.

Our key services are purchasing, human resource management, telecommunications and radio services, fleet and aircraft management, private prison monitoring, real estate development and management, supplier diversity, retirement benefits and employee insurance benefits. Our customers are employees, the agencies that employ them and retired employees. Our direct external customers, numbering in excess of 1.1 million, are represented within 12 distinct categories. Each category has certain needs that must be met, and expectations that should be exceeded --

▪ Governor and Governor's Staff	▪ Vendors for the State of Florida
▪ Elected Members of the Legislature	▪ Legislative Staff Members
▪ State Employees	▪ Retired State Employees
▪ Retired Local Employees	▪ State University Employees
▪ Judicial	▪ Media
▪ Non-Profit Organization Employees	▪ County and City Officials

The following are our agency priorities. The priorities reflect our commitment to our workforce and our intention to remain focused and aligned on what matters most.

- Increase Customer Satisfaction
- Engage Employees
- Demonstrate Customer Value

Our programs align goals with agency priorities. This alignment provides us with the confidence that “we are doing the right things” and that “we are doing things right” for our customers and for our employees.

Our Mission:

Providing Smarter, Better, Faster Services

Our Goals:

- GOAL #1: To provide fair, uniform and efficient customer-focused human resource services based upon sound human resource policies, practices and strategies.
- GOAL #2: To provide user-friendly, reliable human resource services through People First in the most efficient and cost effective manner.
- GOAL #3: To continue to develop and offer a high-quality, competitive portfolio of employee benefit products and services which will enable the state to attract and retain the finest workforce, while increasing customer satisfaction and providing benefit products and services in the most cost efficient manner.
- GOAL #4: To administer efficient state retirement programs utilizing best technology.
- GOAL #5: To increase efficiency of minority certification process time (in days).
- GOAL #6: To provide best value purchasing.
- GOAL #7: To enhance purchasing processes using MyFloridaMarketPlace (MFMP).
- GOAL #8: To provide optimum Federal excess property to affected organizations.
- GOAL #9: To provide efficient management of the Executive Aircraft Pool.
- GOAL #10: To provide efficient fleet management of motor vehicles and watercraft.

- GOAL #11: To provide effective management and oversight of private prisons.
- GOAL #12: To provide cost-effective, efficient Real Estate Development and Management Services to our customers in the DMS pool facilities.
- GOAL #13: To deliver and promote the development of high quality, innovative, cost-efficient communication technology services, and in so doing provide support to state agencies and other end users in achieving their missions and goals.
- GOAL #14: To provide cost effective and efficient enterprise technology services to agencies, boards, commissions, local governments, eligible non-profits and municipalities that provide core state business functions directly to the citizens of the state or agencies that support the citizens.
- GOAL #15: To support the Council on Efficient Government as an outsourcing center of excellence in order to deliver quality, innovative, resource-saving solutions.
- GOAL #16: To insure fair treatment of both complainants and respondents in instances of alleged discrimination and to promote mutual respect and greater harmony among diverse groups.
- GOAL #17: To protect public labor and employment rights, and protect the public by preventing work stoppages.

Department of Management Services
Long Range Program Plan
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Agency Objectives

- To develop human resource policies, practices and strategies that reflect current trends and best practices, and address the needs of our customers and attain a 96% customer satisfaction rating.
- Monitor Convergys contract performance metrics to ensure that 100% of the metrics are met in accordance with the contract.
- To achieve a three percent annual decrease in operational costs.
- Achieve a 100% timely processing of retired payrolls.
- Increase overall efficiency of certification process and implement ways to decrease lag time.
- To use the combined purchasing power of the State of Florida to deliver the best total value in goods and services purchased by the state and eligible users, attaining at least 28% savings over retail or other reference price.
- To achieve an 80% customer satisfaction rating among MFMP purchasers.
- To provide the maximum amount of Federal excess/surplus property to eligible recipients without burdening state resources by attaining a 75% property distribution rate.
- To provide competitive executive air service safely and efficiently.
- To process requests for approval for agencies to procure and dispose of motor vehicles and watercraft within 48 hours, 95% of the time.
- To provide effective management and oversight of the operational contracts between the Florida Department of Management Services, Bureau of Private Prison Monitoring, and the vendors who operate the private prisons, ensuring that the vendors meet the contractual requirements for inmate participation in behavioral, vocational, academic and substance abuse programs.
- To maintain a competitive rental rate in our DMS pool facilities.

- Leverage technology to gain efficiencies across the enterprise, simplify citizen's electronic access and improve customer service and attain a 90% customer satisfaction rating.
- To provide support to the council in the review and evaluation of outsourcing business cases submitted by agencies and conduct the reviews and evaluations within 30 days of submission to the office and to submit for council review if required.
- Encourage fair treatment, equal access, and mutual respect.
- Resolve disputes about the composition of bargaining units and alleged unfair labor practices; and, administer the Career Service System appeals process with regard to discipline, veteran's preference, drug-free workplace, age discrimination and whistleblower's act.

Department of Management Services
Long Range Program Plan
FY 2010-2011 through 2014-2015

Agency Service Outcomes
and Performance Projection Tables

Human Resource Support

GOAL #1: To provide fair, uniform and efficient customer-focused human resource services based upon sound human resource policies, practices and strategies.

OBJECTIVE: To develop human resource policies, practices and strategies that reflect current trends and best practices, and address the needs of our customers and attain a 96% customer satisfaction rating.

OUTCOME: Overall customer satisfaction rating.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Division of Human Resource Management	96% 2000/2001	96%	96%	96%	96%	96%

GOAL #2: To provide user-friendly, reliable human resource services through People First in the most efficient and cost effective manner.

OBJECTIVE: Monitor Convergys contract performance metrics to ensure that 100% of the metrics are met in accordance with the contract.

OUTCOME: Percent of all contract performance standards met.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Division of Human Resource Management - People First	92.65% 2005/2006	100%	100%	100%	100%	100%

GOAL #3: To continue to develop and offer a high-quality, competitive portfolio of employee benefit products and services which will enable the state to attract and retain the finest workforce, while increasing customer satisfaction and providing benefit products and services in the most cost efficient manner.

OBJECTIVE: To achieve a three percent annual decrease in operational costs.

OUTCOME: DMS Administrative cost per insurance enrollee.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Division of State Group Insurance	\$10.27 (2005-2006 Standard)	\$9.96	\$9.66	\$9.37	\$9.09	\$8.82

GOAL #4: To administer efficient state retirement programs utilizing best technology.

OBJECTIVE: Achieve a 100% timely processing of retired payrolls.

OUTCOME: Percent of retired payrolls processed timely.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Division of Retirement	100% (2000-2001)	100%	100%	100%	100%	100%

Business Operations

GOAL #5: To increase efficiency of minority certification process time (in days).

OBJECTIVE: Increase overall efficiency of certification process and implement ways to decrease lag time.

OUTCOME: Average minority certification process time (in days).

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Office of Supplier Diversity	45 days (2000-2001)	15 days	15 days	15 days	15 days	15 days

GOAL #6: To provide best value purchasing.

OBJECTIVE: To use the combined purchasing power of the State of Florida to deliver the best total value in goods and services purchased by the state and eligible users, attaining at least 28% savings over retail or other reference price.

OUTCOME: Percent of state term contract savings.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Division of State Purchasing	23% (1996/97)	28%	28%	28%	28%	28%

GOAL #7: To enhance purchasing processes using MyFloridaMarketPlace (MFMP).

OBJECTIVE: To achieve an 80% customer satisfaction rating among MFMP purchasers.

OUTCOME: Percent of customers satisfied with purchasing functionality

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Division of State Purchasing – MyFloridaMarketPlace	49% (2005-2006)	85%	85%	85%	85%	85%

GOAL #8: To provide optimum Federal excess property to affected organizations.

OBJECTIVE: To provide the maximum amount of Federal excess/surplus property to eligible recipients without burdening state resources by attaining a 75% property distribution rate.

OUTCOME: Federal Property Distribution Rate.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Federal Property Assistance	61% (2006-2007)	75%	75%	75%	75%	75%

GOAL #9: To provide efficient management of the Executive Aircraft Pool.

OBJECTIVE: To provide competitive executive air service safely and efficiently.

OUTCOME: Aircraft Availability Rate.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Aircraft Management	96% (2008-2009)	75%	75%	75%	75%	75%

GOAL #10: To provide efficient fleet management of motor vehicles and watercraft.

OBJECTIVE: To process requests for approval for agencies to procure and dispose of motor vehicles and watercraft within 48 hours, 95% of the time.

OUTCOME: Percent of requests for approval processed for the acquisition and disposal of vehicles within 48 hours.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Motor Vehicle and Watercraft Management	84% (2006-2007)	95%	95%	95%	95%	95%

GOAL #11: To provide effective management and oversight of private prisons.

OBJECTIVE: To provide effective management and oversight of the operational contracts between the Florida Department of Management Services, Bureau of Private Prison Monitoring, and the vendors who operate the private prisons, ensuring that the vendors meet the contractual requirements for inmate participation in behavioral, vocational, academic and substance abuse programs.

OUTCOME: Percentage of inmates participating in behavioral, vocational, academic and substance abuse programs.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Private Prison Monitoring	100% (2005-2006)	100%	100%	100%	100%	100%

GOAL #12: To provide cost-effective, efficient Real Estate Development and Management Services to our customers in the DMS pool facilities.

OBJECTIVE: To maintain a competitive rental rate in our DMS pool facilities.

OUTCOME: Average Department of Management Services full-service rent - composite cost per net square foot (actual) compared to Average Private Sector full-service rent - composite cost per net square foot in markets where the department manages office facilities.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Real Estate Development and Management	\$15.39/\$16.51 (2000-2001)	\$17.76/\$20.79	\$19.53/\$21.41	\$20.03/\$22.05	\$20.63/\$22.71	\$21.25/\$23.39

Division of Telecommunications

GOAL #13: To deliver and promote the development of high quality, innovative, cost-efficient communication technology services, and in so doing provide support to state agencies and other end users in achieving their missions and goals.

OBJECTIVE: Leverage technology to gain efficiencies across the enterprise, simplify citizen's electronic access and improve customer service and attain a 90% customer satisfaction rating.

OUTCOME: Percent of customers satisfied.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Division of Telecommunications	86.90% (2001-2002)	90%	90%	90%	90%	90%

Independent entities

Southwood Shared Resource Center (SSRC)

GOAL #14: To provide cost effective and efficient enterprise technology services to agencies, boards, commissions, local governments, eligible non-profits and municipalities that provide core state business functions directly to the citizens of the state or agencies that support the citizens.

OBJECTIVE: Optimize resources and equipment through various consolidation efforts for individual service platforms.

OUTCOME: Percent of successful implementation of various mandated consolidation efforts.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Southwood Shared Resource Center	100% (2008-2009)	TBD	TBD	TBD	TBD	TBD

Council on Efficient Government

GOAL #15: To support the Council on Efficient Government as an outsourcing center of excellence in order to deliver quality, innovative, resource-saving solutions.

OBJECTIVE: To provide support to the council in the review and evaluation of outsourcing business cases submitted by agencies and conduct the reviews and evaluations within 30 days of submission to the office and to submit for council review if required.

OUTCOME: To increase the percentage of agency business cases reviewed and evaluated within 30 business days of submittal.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Office of Efficient Government	90% (2006-2007)	91%	92%	93%	94%	95%

Commission on Human Relations

GOAL #16: To insure fair treatment of both complainants and respondents in instances of alleged discrimination and to promote mutual respect and greater harmony among diverse groups.

OBJECTIVE: Encourage fair treatment, equal access, and mutual respect.

OUTCOME: Percent of civil rights cases resolved within 180 days of filing.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Commission on Human Relations	59% 2001-2002	75%	75%	75%	75%	75%

Public Employees Relations Commission

GOAL #17: To protect public labor and employment rights, and protect the public by preventing work stoppages.

OBJECTIVE: Resolve disputes about the composition of bargaining units and alleged unfair labor practices; and, administer the Career Service System appeals process with regard to discipline, veteran's preference, drug-free workplace, age discrimination and whistle-blower's act.

OUTCOME: Percent of timely labor and employment dispositions.

	Baseline/ Year	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Public Employees Relations Commission	92% 2001-2002	94%	94%	94%	94%	94%

Department of Management Services
Long Range Program Plan
FY 2010-2011 through 2014-2015

Linkage to the Governor's Priorities

The Department of Management Services affirms its role in providing the infrastructure and foundational support to foster success with Governor Crist's priorities –

- Providing a world-class education for our children
- Provide public safety
- Provide affordable health care for our families
- Provide job growth and development for our economy
- Provide preservation and alternative energy for our environment

Our Human Resource Support Group implements best practices, enables efficient use of technology; offers benefit packages to keep our employees engaged and productive; and allows access to affordable healthcare solutions for family members.

- Provide job growth and development for our economy
- Provide affordable health care for our families

Our Business Operations Group facilitates minority-owned business access to state procurements, efficient and expedited use of taxpayer dollars and access to surplus federal property. Also, the management of Executive Aircraft Operations, Private Prison Monitoring, fleet management, and the State of Florida's real estate assets ensures that we are ready and able to support the critical components of Florida's government.

- Provide job growth and development for our economy
- Provide preservation and alternative energy for our environment

Our Division of Telecommunications delivers and promotes the development of high-quality, innovative, cost-efficient communication technology services.

- Provide job growth and development for our economy

Our Office and Commissions – Council on Efficient Government, Commission on Human Relations, Public Employees Relations Commission, Governor's Commission on Disabilities and the Southwood Shared Resource Center (SSRC) – ensure that the spirit and intent of authorized statutes address the needs and concerns of our citizens, state employees and businesses operating in the State of Florida.

Department of Management Services
Long Range Program Plan
FY 2010-2011 through 2014-2015
Trends and Conditions Statement

DIVISION OF REAL ESTATE DEVELOPMENT AND MANAGEMENT

Authorized in s. 22.22 F.S., the Facilities Program administers the Division of Real Estate Development and Management (REDM). This program oversees state-owned office buildings and state agency private property leasing. This service assists state agencies with efficiently carrying out their missions by alleviating activities not related to their core missions. These activities include the construction, operation and maintenance of public buildings as well as oversight of the state's private property lease agreements. By capitalizing on the benefits associated with long-term ownership, state-owned office space is available to the agencies at a low cost. REDM's Strategic Plan also assesses and implements ways to leverage the state's buying power, resulting in more competitive private rental rates for state agencies.

Facilities managed by the Department of Management Services (DMS) are financed through the Bonded Building Program and supported by both agency rental and project management oversight fees paid into trust funds. These funds address the debt service requirements and maintain the public's investment in its buildings. Fees for project management oversight are paid into the Architects Incidental Trust Fund to support fixed capital outlay administrative and project contracting. As directed by Florida Statutes, these trust funds enable DMS to be a prudent custodian of taxpayer dollars through the efficient management of the public's real estate holdings. The Program's primary responsibilities include:

Chapter 215 F.S. – Responsibility for DMS to levy and assess funds for cost recovery administration of Fixed Capital Outlay projects and to serve as the owner representative on behalf of the state on construction projects. Chapter 215 F.S. authorizes the Architects Incidental Trust Fund and includes responsibility for the Florida Facilities Pool Working Capital Trust Fund as well as the Supervision Trust Fund to operate and maintain state-owned facilities.

Chapter 216 F.S. – Planning and budgeting responsibility for the state's Fixed Capital Outlay needs, which are identified through an annual State Facilities Inventory report. Also provides planning and budgeting responsibility for leased, rented or otherwise occupied facilities maintained by state agencies and the judicial branch. This inventory service makes recommendations for state agency customers on matters related to capital maintenance construction projects and the associated costs of maintaining the public's real estate holdings.

Chapter 255 F.S. – Requirements for how publicly owned buildings are developed, operated and maintained. This includes construction appropriations management, project management oversight, building maintenance, leasing, and long-range strategic planning to address the state's future facility needs. This chapter also authorizes responsibility for the operation and maintenance of 28 state-owned regional facilities (located statewide) and 44 Tallahassee facilities, which comprises the 7.8 million gross square feet in the Florida Facilities Pool.

Project management oversight services are authorized for construction, renovation, repair, modification or demolition of buildings, including utilities, parks, parking lots and other facilities or real property improvements. Energy conservation and building sustainability implementations are defined and direct DMS to develop and maintain a state energy management plan.

DMS develops and implements a strategic plan to forecast space needs for all state agencies and identify opportunities for reducing costs through consolidation, relocation, reconfiguration, capital investment, and the building or acquisition of state-owned space. Responsibility includes soliciting competitive leasing proposals, invitations to bid, requests for proposals and invitations to negotiate for privately-owned space leased by state agencies. The leasing unit coordinates approximately 8.3 million square feet of space leased from the private sector and other governmental entities.

Chapter 272 F.S. – Managing the Capitol Center, Capitol Complex, and Governor’s Mansion as well as the Capital Circle Office Center in Tallahassee. This includes the operation and enforcement of parking facilities. It requires that the property be well maintained and operated efficiently to serve the needs of the public and tenant agency.

Chapter 281 F.S. – Maintain fire safety and security for managed buildings with the exception of the Capitol Complex, which is secured by the Capitol Police. This includes training employees and enforcing rules to regulate traffic and parking on state-owned property.

Chapter 287 F.S. – Provides responsibility for the hiring of professional services such as architects, engineers, landscape architects, surveyors and mapping. The Consultants Competitive Negotiation Act (CCNA) defines the requirements for making public announcements, qualifying providers, selecting and negotiating as well as authority for design-build contracting, reuse of existing plans and assisting local governments. Unlike other states with internal design and construction management activity, DMS contracts with private sector providers for all architectural, engineering and construction manager services. Quality control responsibility is accomplished through a competitive selection process that assures the best qualified provider is selected for the specific needs of each individual project.

Chapter 288 F.S. – Requirements to promote state building projects financed as provided by law in communities where a state building is needed.

Chapter 489 F.S. – Provide technical content assistance to state agencies in the development of energy-related Performance Contracts. This includes reviewing agencies Investment Grade Audits and ongoing Measurement and Verification reports.

2009-2010 Priorities

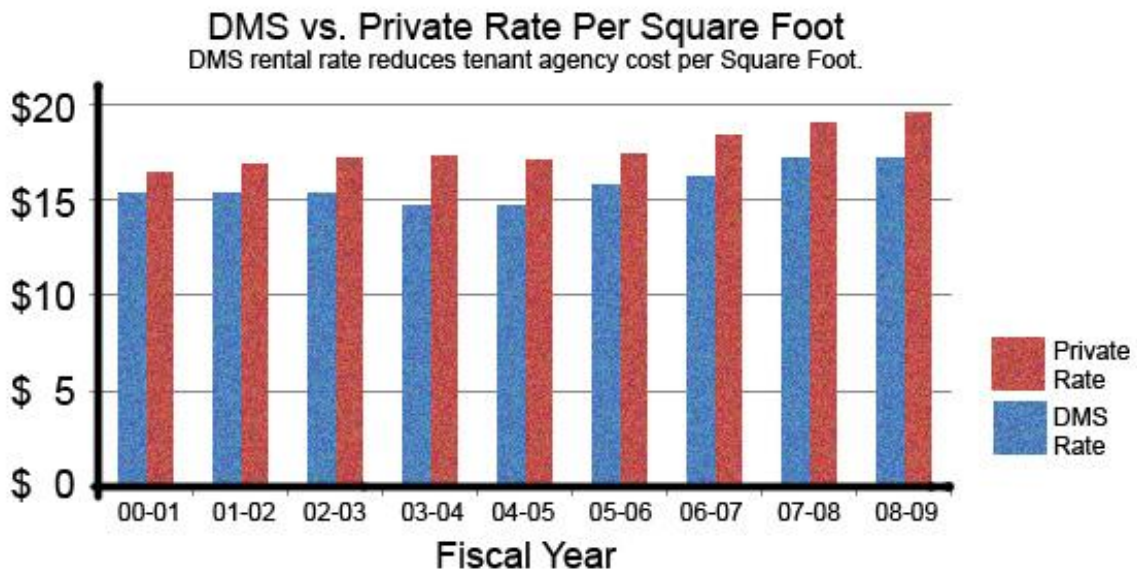
The primary priority of REDM is to serve the public owners and the tenant agency customers who occupy state-owned buildings or space leased from private owners. Directed by Chapters 255 and 272, F.S., the division is a customer-driven organization. The following outlines the driving factors impacting current priorities:

- The 2009 Legislature established s. 255.32 F.S., Florida Statutes, authorizing DMS to select and contract with construction management entities in conformity with the methods established in s. 287.055 F.S. This new statute aligns the state with the current trends and conditions of the construction industry. It authorizes continuing contracts with construction management entities and established a threshold amount for each project under a continuing contract not to exceed \$2 million. Driven by customer and client agency needs, priorities include:
 - Competitively selecting and establishing continuing contracts with construction management entities.
 - Establishing new rules allowing state agencies to contract with construction management entities that are under continuing contract with the department.
 - Utilizing the new authority to reduce costs for both the state and private providers doing business with the state including shortening project delivery time by approximately six months.
 - Establishing criteria for requiring a guaranteed maximum price and guaranteed completion dates for state projects.
 - Reduce costs and more efficiently address state building needs by grouping minor or substantially similar construction, rehabilitation or renovation activities into a project.
- The 2009 Legislature amended Chapter 255, F.S., authorizing DMS to more efficiently backfill less costly state-owned space when it becomes vacant. This includes coordinating with state agencies to reduce the state's cost for privately leased space and assure that leases are in the best interest of the state.
- Senate Bill 1804 tasked the department with developing a plan to create, administer, and maintain a comprehensive database of all state-owned real property and deliver this plan to the President of the Senate, Speaker of the House and Executive Office of the Governor by January 4, 2010. A priority will be to establish a methodology to:
 - Evaluate the appropriate value of state-owned property
 - Identify and assess state-owned properties for potential disposition
 - Notifying DMS of identified properties to conduct a strategic valuation and disposition analysis

In prioritizing cost efficiencies and maximizing revenue to the state, five state-owned Capitol Center buildings are in the disposition process for surplus. These include the Fuller

Warren Building, the Bloxham Building, the Bloxham Annex properties, the Firestone Building, and the Winchester Building. This legislation also directs that state-owned land identified for lease, sublease or sale is first be offered for lease to state agencies or universities, with priority consideration being given to state universities.

- **Low Rental Fees** – State-owned office building rental rates are a composite of costs charged to agency tenants in a cost-recovery system. Controlling cost is a priority for maintaining minimal client agency rental fees and maximizing the available funds towards address specific building maintenance needs. The department consistently meets this measure. For fiscal year 08-09, DMS rate per square foot is 12 percent less (\$17.18 vs. \$19.59) than the private rates in comparable markets throughout the state.



Authorized in s. 255.506, F.S., DMS collects and distributes rental revenue to maintain the integrity of the facilities. It is the department’s priority to make certain enough funds are available to meet debt service obligations as well as the operation and maintenance requirements of the public’s real estate investment. The inventory of deficiency correction projects currently totals 429, requiring an estimated \$104 million to correct. Through the Supervision Trust Fund, state-owned facilities managed by DMS are maintained in accordance with bond requirements as well as federal guidelines relative to workplace safety and the Americans with Disabilities Act (ADA). These requirements and the Florida Building Code necessitate the public’s property be maintain to specific standards.

- **Maintaining the State’s Investment Properties** – The fixed capital outlay planning process includes reviewing, analyzing and prioritizing renovations and repairs for public buildings. Planning occurs annually with additional review by assessing the current need versus the appropriated funds. Priorities may often be determined by the critical nature of the project (storm damage remediation or building system failures, and tenant customer service needs). Fixed capital outlay funding is a priority requirement to fulfill the pledge to the Florida Facilities Pool bond investors; it protects the value of the state’s real estate assets; and ensures safety for the citizens and employees conducting business within the buildings.

- Fixed Capital Outlay Appropriations Management – An essential DMS priority is fulfilling the requirements of s. 216.192(1), F.S. This includes implementing appropriations, managing encumbered funds, assuring contract compliance, certifying the budget releases and project budget management. An internal data information system known as the Facilities Accountability Communication Tool (FACT) currently supports this and other core responsibilities of REDM. Due to expected personnel changes an alternative option is being explored, which will require funding during the 2010 legislative session.

All appropriated funds are accounted for in FACT from release to completion of each construction project. This assures that no fixed capital outlay project exceeds the total appropriation available. The building construction team, in cooperation with resources from the budget and planning area, prepare fund release documentation, track and report Fixed Capital Outlay appropriations and oversees the project budget, schedule, status reports and workload analyses. This process assures appropriated funds are expended in accordance with state law.

- Project Management Oversight – The department’s building construction unit serves as the owner-representative for the public interest and client agency customers in fixed capital outlay contracting and project management oversight. This program acts in the public interest to ensure the value received is equal to or exceeds the funds spent and to maintain safety and construction standards at state-owned facilities.
- Management of Agencies Private Sector Leases – As a result of Senate Bill 1972, passed in 2007, DMS created a strategic plan for state agencies across the portfolio of state-owned office buildings and leases of private property. Centralizing state leasing emerged as a recommendation from the strategic plan to efficiently and competitively procure private sector leases through invitations to bid, requests for proposals and invitations to negotiate. The competitive solicitation process has given agencies the ability to obtain beneficial lease terms from landlords, and also has allowed landlords to negotiate more security with their leases. New requirements provided in Senate Bill 1804 move the state to a more centralized authority to efficiently manage state agency’s occupied space.

Addressing Priorities

Building relationships with state agencies allows DMS to understand their needs and address long-range plans to meet the diverse and changing facility requirements. Fixed Capital Outlay Planning prepares the Capital Improvement Program Plan. The Capital Improvement Program includes future renovations to existing buildings and provides the Legislative Budget Request to proactively maintain state-owned facilities in the Bonded Building Program. In addition, this long-range planning activity addresses building deficiencies due to wear and damage, regulatory changes, advancements in technology and upgraded service standards for our customers. Examples include requirements such as life safety, ADA compliance, workplace environmental, tenant space refurbishment and capital depreciation projects.

The current downturn in the economy significantly impacted the state’s construction industry with

nonresidential construction down 31% from 2008 levels. Residential construction is down, over 90% from its peak in 2005. This resulted in achieving overall good pricing on current state construction projects. Due to a short-term reduction in the cost of labor as well as stabilization in the cost of materials, subcontracting the elements of a project was impacted the most. During past economic recessions, increasing the flow of state construction dollars has lessened the impact of an economic downturn and provided the public new or renovated infrastructure. Statewide, DMS currently has a \$104 million backlog of unfunded deficiency correction projects and \$63 million in identified major renovations. DMS currently has two major construction projects scheduled to achieve substantial completion within the next year, the Leadership in Energy and Environmental Design (LEED) certified Department of Revenue office complex and First District Court of Appeals building.

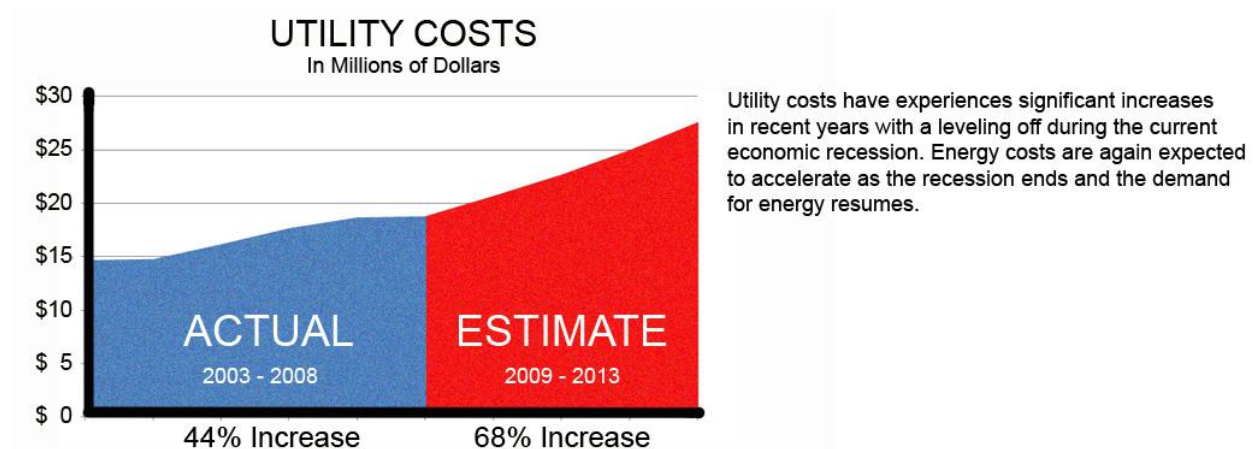
The \$115 million (\$96 million construction) Department of Revenue addition to the Capital Circle Office Center consist of three buildings totaling approximately 474,000 gross square feet of office space. The project is over 70% complete and will reach substantial completion on or before March 2010. A phased move-in is scheduled to begin in April of 2010. Energy efficient features include a reduction in water consumption; automatic lighting controls; energy efficient T-5; and low-E exterior glass. The 47 acre site will consolidate 16 other worksites and result in a \$907,766 reduction in rent and \$520,880 annual utility savings for the Department of Revenue. Also located at the Capital Circle Office Center, the new First District Court of Appeals building has steel framing completed and precast exterior wall panels are being installed. With approximately 100,000 gross square feet, the new courthouse will have 18 judicial chambers, with three law clerks per chamber. The LEED certified facility is expected to be completed by October 2010.

Both public and private entities are addressing workforce needs with additional services to enhance the workplace environment as a more productive and efficient space to deliver services. DMS established Policy 103 "Use of DMS Managed Facilities" to provide guidelines related to the availability and use of facilities by individuals and organizations providing training, education and wellness to state employees. These guidelines address the use of DMS managed facilities during both normal business hours and after normal business hours. Established guidelines consider the activity type, the condition of the facility to accommodate the activity, clean-up, financial responsibility, liability, security of the facility, and after normal business hours access requirements. DMS is in the process of establishing higher quality food services at buildings with multiple agency tenants, which impacted the cafeteria in the Capitol Complex. This holistic approach extends to safety training and effective ways to reduce energy consumption.

As a result of House Bill 7135 (2008), energy management remains a primary focus. DMS manages expense payments associated with the operations and maintenance of the 7.8 million gross square feet. Due to fluctuating energy costs and expected increases, energy efficiency initiatives are being pursued to update the physical plant and associated equipment. DMS revised its Energy Management Plan to cover energy-related issues including; data gathering requirements, building energy audit procedures, uniform data analysis procedures, employee education programs, and energy reduction techniques. To implement both energy and sustainability improvements, DMS is updating its life-cycle cost rules pertaining to authorities provided by s. 255.255 F.S. These rules apply to all new construction and renovations of state-owned buildings. Energy and sustainability initiatives include:

- Partnership with the Department of Environmental Protection to increase recycled materials in state facilities by 75% by 2020
- Upgrading three buildings to Energy STAR certification and based on availability of funds, three to five additional facilities are scheduled to be certified this fiscal year.
- Awarding a solar pilot project to provide 75kW of solar photovoltaic power at three DMS facilities (Capitol Complex, Capital Circle Office Center and the North Broward Regional Service Center)

Energy Performance Contracts are a mechanism used by state agencies to retrofit existing buildings with new energy-efficient equipment, thereby reducing downstream consumption of energy. The savings generated by the reduced energy consumption is redirected to fund the improvements through a cash flow model within a fixed period of time. In FY 08-09, DMS entered into three contracts to avoid an estimated \$1,227,403 annually with a net savings of \$153,043 after all associated costs are paid. In addition to upgrading the lighting, water, mechanicals and controls in 25 buildings, for FY 09-10, DMS will upgrade an additional 33 facilities through two additional Energy Performance Contracts. Currently, DMS has 574,000 square feet of qualified new construction to contain energy cost increases.



Real Estate Leasing

To meet state agency space needs, 8.3 million square feet was leased from non-state-owned sources in FY 08-09. Over the next two fiscal years (7/1/09 – 6/30/11) there will be 350 private sector leases expiring. As a result of Senate Bill 1804, 226 of these expiring leases will now require DMS renewal approval because they are less than 5,000 sq. ft. As a result of the current economic downturn, a slow decline or moderate increases in Florida’s various real estate leasing markets based on different recovery levels. Because of the legislation, opportunities to backfill DMS managed buildings will increase and negotiations for more favorable lease terms continue for another year.

Construction Management

As directed by Title XXVI “Public Transportation” Chapters 334-349, F.S., the management of horizontal construction such as roads and bridges is administered within the Department of Transportation. The state’s vertical construction needs are directed by Chapters 255 and 287, F.S.

as well as through related rule development authority provided DMS (60D Rules, Florida Administrative Code). Administration of fixed capital outlay appropriations as well as the oversight of vertical construction is not centrally performed. With funds appropriated directly to state agency, agencies have the option of contracting with DMS to develop and manage their projects or an agencies self-perform the administration and delivery of construction.

The 2009 Legislature created s. 255.32, F.S., “State construction management contracting.” It authorizes DMS to contract with construction management entities for projects under \$2 million. Continuing contracts allow DMS to competitively select, negotiate and partner with the most qualified firms based on the specific requirements of the projects. Continuing Contracts are competitively solicited for a defined period of time, which eliminates multiple qualifications of the same providers for each individual project achieving the best value for the state’s fixed capital outlay investment. To streamline their delivery process, it is expected that state agencies will contract with these private entities and new DMS rules will establish updated standards for the use of construction management entities.

EXECUTIVE AIRCRAFT

The mission of Executive Aircraft is to deliver safe and efficient executive on-demand air travel for the governor, cabinet and other state officials.

In accordance with Chapter 287.161, F.S., we manage state-owned and operate aircraft including operational and safety standards and assignment, use, and reporting policies and procedures. The service operates an Executive Aircraft pool: a Cessna Citation Bravo twin-engine business jet and a King Air 350 twin-engine business turboprop aircraft, from a central aviation facility in Tallahassee. The following priority system is used to book flights.

1. First priority – the Governor, the Lt. Governor, a Cabinet Officer, the Speaker of the House of Representatives, the President of the Senate, the Chief Justice of the Supreme Court.
2. Second priority – Justices of the Supreme Court, appointed secretaries and executive directors of the executive branch, chairpersons of standing committees of the legislature, chairpersons of the Public Service Commission and the Parole Commission, and the Chancellor of the Board of Regents.
3. Third priority – other authorized persons.

Executive Aircraft is supported by an aircraft maintenance facility and aircraft mechanics that are required to provide timely and quality repairs and service to the pool aircraft in Executive Aircraft.

The new outcome measures currently approved for this program area are the aircraft availability rate and flight related accidents/incidents. If there were a significant weather event or other major disruption to the airport facility, these outcome measures would likely not be met given our expectations of repair and/or purchase. Otherwise, we would expect that the trend in both would remain constant.

FLEET MANAGEMENT

The mission of Fleet Management is to deliver safe and efficient vehicles and watercraft including acquisition, tracking and disposal to state agencies.

In accordance with Chapter 287, Part II, F.S., Fleet Management manages the acquisition, operation, maintenance and disposal of the state's fleet of motor vehicles and watercraft. The state's fleet includes approximately 27,000 pieces of equipment: automobiles, light trucks, medium and heavy trucks, construction and industrial equipment, tractors, mowers, small utility vehicles, motorcycles and all terrain vehicles. In addition, Fleet Management determines motor vehicles and watercraft to be included on state contracts, develops technical bid specifications and helps evaluate the contracts. This area also administers the rental vehicle contract.

We approve the purchase of vehicles and watercraft, develop equipment purchase approval guidelines, develop fleet replacement criteria and administer the state's federally mandated alternative fueled vehicles program. In addition, we provide an Equipment Management Information System (EMIS) to manage cost information. This helps track accountability to effectively and efficiently manage the state's fleet and ensure proper equipment use.

DMS introduced a new, more accurate method for determining cars and light trucks replacement eligibility beyond the traditional age and miles including:

Age

Mileage

Condition

Reliability

Maintenance costs

Repair activity

Operating costs

Totaled

By using this new criterion, state agencies will better identify and prioritize vehicles for replacement, reducing both the number of vehicles eligible for replacement and fleet operating costs each year.

There is currently one approved outcome measure for the rental vehicle contract area. We compare the state contract daily vehicle rental rate against a private provider daily vehicle rental rate. We believe that this current method will remain constant in the five-year plan. We have a performance measure in place to track customer satisfaction through our 48- hour turnaround time for the acquisition and disposal of vehicles through agency requests.

FEDERAL PROPERTY ASSISTANCE

The mission of Federal Property Assistance is to deliver as much federal surplus property as possible to Florida nonprofits, political subdivisions and law enforcement through exceptional customer service.

Pursuant to Chapter 217.03, F.S., and Executive Order #77-36, 40 USC 203.10 USC 2573 (A), Federal Statutes, Federal Property Assistance acquires and distributes federally-owned tangible

personal property declared in excess or surplus. This property is used to meet the needs of the federal government and allocated to the state to benefit the citizens of Florida through public agencies, private/nonprofit health and education organizations. Federal Property Assistance reviews available assets physically onsite at military and federal civilian agency holding depots. The program also utilizes Web-accessible surplus/excess databases of the U.S. General Services Administration (USGSA) and the U.S. Defense Logistics Agency. By reallocating this excessive property results in major cost avoidance in asset procurement, translating into tax dollar savings.

Federal Property Assistance also acquires and distributes U.S. Department of Defense-owned tangible personal property declared excess to meet the needs of the military and approved state and local law enforcement agencies. We created state/local government partnerships to review available assets physically onsite at military holding depots. Once approved, we transport equipment to the distribution center in Florida. The program helps agencies access equipment they might otherwise not have the resources to purchase.

The 1122 Counter Drug equipment procurement program is now being operated by the Florida Sheriffs Association. We retain audit and oversight authority as we did when the Orange County Sheriff's Office operated the program from its inception.

There are currently two approved measures for this program area. We measure the distribution rate of equipment (how much equipment is transferred to assist relative to how much we receive) and the number of property orders processed through the system. These two measures would not be met in the event of extreme military conflict or extreme economic turns. Otherwise, we would expect to maintain fairly constant measures in this area.

PRIVATE PRISON MONITORING

The mission of Private Prison Monitoring is to provide oversight and management of the private prison contracts administered by the state.

This program area is governed by Chapter 957, F.S. which requires we save at least seven percent over the public provision of a similar state facility. For each facility, we enter into an "Operations and Management Contract" with a private vendor to operate the facility for an agreed daily per-diem. The contracted per diem rates include the following operating costs: personnel; general operating expenditures; operating equipment; food services; medical, dental and mental health services; maintenance and repair; educational programs; substance abuse programs; sales tax; salary and expenses for a department-employed contract monitor position; property taxes or grants in-lieu of property taxes to the counties that have private prisons; and corporate taxes.

The original construction and all authorized expansion construction for the private facilities were financed utilizing tax exempt bond financing for a term of 20 years. Debt service payments are then appropriated and authorized twice each fiscal year. The funding to pay the debt service and operations per diem for the private facilities is appropriated in the Department of Corrections' annual budget. The debt service for two subleased private facilities were transferred to the Department of Corrections in 2008; the debt service funding for these facilities is now appropriated within the Department of Corrections' annual budget.

The 2007 legislative session directed us to issue an invitations to negotiate to contract for three 432-bed (1,296 beds total) community work camps to house minimum custody inmates; the procurement of 600 work release center beds to be constructed on existing Department of Corrections' work release sites or property. The procurement issued for the three 432-bed community work camps resulted in no responses. We sought approval from the legislature during the 2008 legislative session to modify the invitation to negotiate for two 648-bed work camps. A contract must be awarded by September 30, 2008 for the operation of the work camps or the invitation to negotiate must be cancelled and the 1,296 work camp beds will be granted to the Department of Corrections. The 600 work release center beds invitation to negotiate did not result in a contract award by July 1, 2008; therefore, the 2008 legislative session directed the work release center beds would be granted to the Department of Corrections.

An additional 384-bed secure housing unit at the Graceville Correctional Facility to house medium- and close-custody adult male inmates completed in March 2009. Because of budget reductions, the expansion dorm did not open until July 1, 2009.

The 2008 legislative session also directed us to issue an invitation to negotiate for a new 2,000-bed private facility to house medium/close custody adult male inmates. The invitation to negotiate was completed by December 1,. The GEO Group, Inc. was awarded the design/build contract for the Blackwater River Correctional Facility. The economic and bond market climate was such this past year that the construction bond for the new facility did not sell until early 2009. In March 2009, the builders broke ground and began construction, almost 3 months later than anticipated. At this time, Blackwater River Correctional Facility will be operational in July 2010.

STATE PURCHASING

The mission of State Purchasing is to provide excellent purchasing services to deliver innovative, resource-saving solutions.

Governed by Chapters 112 part III, 119.07, 120.57, 283, 287, 413.031, 413.036, 413.037, 812.081, and 946.515, F.S., State Purchasing uses the combined purchasing power of the State of Florida to deliver the best value in goods and services for the state and eligible users. Our goal is to develop and implement sound procurement practices in accordance with executive policy and legislative mandates. State Purchasing is dedicated to building strong relationships with our key constituents – other agencies, local government and vendors. We provide professional leadership and guidance in understanding and using the best purchasing and contracting practices. To support this leadership and guidance, State Purchasing developed and implemented a State Training and Certification program for purchasing professionals.

State Purchasing promotes fair and open contracts in the state's procurement process. Sources of supply are solicited, and contracts for the purchase, lease or acquisition of commodities and services are scheduled and implemented. Additionally, State Purchasing promotes efficiency, economy and conservation of energy through vehicle, natural gas, fuel oil, recycled products and other environmentally relevant contracting efforts.

To assist the governor in the achievement of building economic opportunity for all, State Purchasing provides outreach and registration for vendors to broaden contracting opportunities to a diverse vendor population. State Purchasing encourages vendor participation at the annual Florida Government Purchasing Conference with other state agencies, universities, cities and counties.

Many factors affect State Purchasing's ability to meet performance standards for our outcome measure, percent of state term contract savings (e.g., market conditions, competition, and state agencies' usage of state term contracts). However, over the next five years, State Purchasing anticipates that strategic sourcing efforts will provide significant cost savings, a cost avoidance of up to \$500 million annually through use of state contracts and agreements.

MYFLORIDAMARKETPLACE

To further its mission, State Purchasing implemented a statewide electronic procurement system known as MyFloridaMarketPlace. MyFloridaMarketPlace helps the state better direct, coordinate, evaluate and resource its procurement process. By aggregating spending on products and services, we can negotiate contracts with suppliers based on economies of scale. As a result, buyers benefit from increased competition among the state's vendors. In addition to generating savings via the reduced cost of goods and services, MyFloridaMarketPlace generates process efficiencies from reduced paperwork. For example, the system provides state of the art tools—electronic, internet-based transactions which provide a consistent and more efficient way of doing business with the state with less paperwork and fewer manual steps.

The outcome measure for State Purchasing is 28 percent average savings off Manufacturer's Suggested Retail Price or other referenced prices by using state term contracts. State Agencies and local governments spend approximately \$1.4 Billion using state term contracts, alternate contract sources and state purchasing agreement. A 28% savings off MSRP represents \$600 million in annual savings or cost avoidance.

OFFICE OF SUPPLIER DIVERSITY

The Office of Supplier Diversity (OSD) provides leadership and guidance on state certification and the registration of minority vendors and facilitating use of Service-Disabled Veteran, Minority/Women-owned Business Enterprises (M/WBE) to provide goods and services to state agencies and universities. Most recently, the certification period was extended to two years for service-disabled veteran, minority, and women-owned business enterprises. The office provides services in accordance with Chapter 255, s.255.102, Contractors Utilization of Minority Business Enterprises; Chapter 288, Part IV, s.288.703, Definitions; s.288.7031, Application of Definitions; s.288.706, Minority Business Loan Mobilization Program; and primarily Chapter 287, with specific reference to s.287.0943, Certification of Minority Business, s.287.0931, Statewide and Inter-local Agreements; s.287.094, Minority Business Enterprise Programs; s.287.09451, Powers and Duties. OSD measures the amount of spending by state agencies with certified minority enterprises and conducts compliance audits of certified minority enterprises. It provides outreach to state agencies, community organizations and vendors in all matters relating to state contracting opportunities. OSD implements the Minority Business Loan Mobilization Program, in conjunction with the

Florida Black Business Investment Board (FBBIB), and the Mentor Protégé Program. It serves as a liaison between state agencies and minority vendors by reviewing 90-day spending plans and informing vendors about contracting opportunities. Also, OSD reviews state procurement documents to ensure that the language is not prohibitive to minority participation and that minority vendors have fair opportunities to compete in the state procurement process. OSD's priorities are guided by the mission of providing quality customer service and to support the compelling interest of legislation to increase overall minority spending and equity in the State of Florida. OSD priorities for the next five years: Increase the amount of dollars expended by state agencies with certified minority/women business enterprises each fiscal year; and increase the number of certified/registered M/WBE's in the MyFloridaMarketPlace database.

The OSD is a highly paper-intensive operation that is moving to incorporate new information technologies beginning with an electronic file management system. While exploring automation and less data entry for the office, OSD is utilizing multiple technology options. Further, in order to achieve the goal of optimum M/WBE participation in state purchasing, there is a need to create new opportunities for the inclusion of all state agencies in the state's diversity initiatives. Also, OSD will initiate an aggressive campaign to state universities and community colleges to increase diversity outreach and procurement opportunities.

As the OSD explores race and gender neutral alternatives for increasing minority and women business participation in state spending, legislative action is necessary to reconcile the different policy approaches of Executive Order 99-281 and Chapter 287.

The Small and Minority Business Advisory Council in OSD advises and assists the secretary in promoting minority businesses and economic development. The powers and duties of the council include, researching and reviewing the role of small and minority businesses in the state's economy; reviewing issues and emerging topics relating to small and minority business economic development; studying the ability of financial markets and institutions to meet small business credit needs and determining the impact of government demands on credit for small businesses; assessing the implementation of 3s. [187.201](#)(22) F.S., requiring a state economic development comprehensive plan, as it relates to small and minority businesses; assessing the reasonableness and effectiveness of efforts by any state agency or by all state agencies collectively to assist minority business enterprises; and advising the governor, the secretary, and the legislature on small and minority business development matters that are key to the international strategic planning and activities of this state.

HUMAN RESOURCE MANAGEMENT

Human Resource Management's policies and programs focus on providing effective and efficient human resource programs and services for the State Personnel System that attract, develop, retain, and reward a high-performance workforce.

In accordance with Section 20.04; Chapter 110 (excluding Sections 110.1227, 110.1228, and 1.10.123 – 110.1239); Sections 112.011 – 112.046, Parts VI and VIII of Chapter 112, F.S., and

Sections 215.94(5)(a)-(d) and 216.262, F. S., Human Resource Management (HRM) develops and supports a human resource infrastructure for the State Personnel System agencies based on sound human resource policies, practices and strategies. These 30 agencies are part of the Executive Branch of government and are comprised of state employees in the Career Service, Selected Exempt Service, and Senior Management Service. The State Personnel System agencies operate under a single set of employment laws, policies and practices. Services provided by HRM ensures the state foster an equitable and lawful system of employment; ensures uniformity in the application of core policies; and remains a competitive employer. Specific functions include:

- Providing technical assistance and consulting to help agencies administer their human resource programs;
- Reviewing and approving changes to agency human resource management programs for compliance with laws, statutes and rules;
- Developing personnel rules, manuals, guidelines and forms for agency personnel officers, managers and employees;
- Establishing and maintaining a classification and compensation program addressing all Career Service, Selected Exempt Service and Senior Management Service positions;
- Establishing and maintaining a personnel information system for authorized and established positions;
- Providing access to training and professional development opportunities for agency human resource professionals
- Administering and promoting family-friendly personnel programs such as:
 - State Employee Child Care Program (approve agency plans to provide workplace child care services for state employees)
 - Employee Telecommuting Program (coordinate and promote offsite work arrangements for state employees)
 - Family Supportive Work Program (establish personnel policies affecting employees' ability to both work and devote care and attention to their families i.e., flexible work schedules, job sharing, maternity or paternity leave, paid and unpaid family leave, etc.)
- Researching, compiling and analyzing workforce statistical information for use by human resource professionals, agency staff, the legislature, other states and the public;
- Implementing best practices, streamlining human resource processes, and eliminating inefficiencies in the delivery of services; and
- Serving as the governor's representative in State Personnel System collective bargaining activities.

To determine key priorities and program needs, HRM receives input from its primary customers, the agency personnel officers and legislative staff. HRM conducts an annual customer satisfaction survey for agency personnel officers to provide feedback on our services and to address concerns and make suggestions for improvements. In addition, monthly meetings are held with agency personnel officers to discuss issues and policy initiatives. To address these concerns, HRM identified the following priorities:

- To review and revise human resource-related statutes and administrative rules to ensure compliance with state and federal laws, improve understanding and application of the provisions, and provide clear direction for the functionality of the People First system; and

- To streamline and improve work processes to increase productivity and efficiency while fully utilizing the power of technology; and
- Provide training and professional development opportunities for agency human resource professionals to ensure proper application of human resource policies and requirements.

Over the next five years, HRM will research and analyze industry trends, innovations and best practices and implement core policies, practices and strategies to address the needs of our customers. HRM will utilize industry research as the basis to support policy initiatives that provide solutions to the challenges faced by the State Personnel System agencies and to promote other changes to enhance the human resource infrastructure.

The goal is for the proposed Chapter 110 statutory language to outline core employment philosophies, polices and programs for the State Personnel System and to address the necessary specificity regarding administration of the human resource programs through the administrative rules. In addition, the proposed statutes will be re-structured to align the provisions related to the State Personnel System under Chapter 110 and the provisions that apply to other state government employers under Chapter 112. State Personnel System agencies have been and will be involved and continuously informed of all actions in this regard from the onset of the statutory revision process.

To assess Human Resource Management's performance in developing policies and procedures and providing consultative services to agency personnel officers and human resource practitioners, the outcome measure, "Overall Customer Satisfaction Rating," was developed. A 96 percent overall customer satisfaction rating is projected for each year over the next five years and is representative of previous ratings received from customer agencies.

PEOPLE FIRST

People First is the state's self-service, secure, online personnel information system and enterprise-wide suite of human resource services. The system streamlines and automates the state's human resource functions, such as payroll and benefits administration, hiring, and personnel management. Employees, job applicants, retirees, and benefits participants have access to their own personnel information at any time or can call a human resource advisor for assistance.

Section 110.116, F. S., requires People First to establish and maintain, in coordination with the payroll system of the Department of Financial Services, a complete personnel information system for all authorized and established positions in state service. In 2002, contracted with Convergys Customer Management Group, Inc. to provide the state with a personnel information system and an enterprise-wide suite of human resource services which expires August 21, 2011.

The People First system is comprised of the following modules: payroll administration, attendance and leave, staffing, benefits administration, human resources management, and organizational management. The system is integrated with a current and historical database, the Data Warehouse, and an Authoria staffing module. This staffing module enables state agencies to post job

advertisements online and allows applicants to search and apply for positions and maintain their applications online.

Two service centers provide support to users of the system. These centers (located in Tallahassee and Jacksonville) perform other specified duties that human resource offices and the Division of State Group Insurance formerly handled, such as benefits enrollment, appeals, refunds and reinstatements. Moreover, Employees and managers complete actions themselves because of the self-service functionality features of the system:

Employee	Manager
<ul style="list-style-type: none"> • Complete timesheets • View leave balances • Establish and maintain direct deposit authorization • Maintain W-4/W-5 elections • Maintain miscellaneous payroll deductions • Enroll and elect benefits • View and update personal information 	<ul style="list-style-type: none"> • Process timesheets and leave requests for their employees • Initiate personnel actions (hiring, promoting, separating) • Advertise job vacancies • Execute management reports • View their employees' personnel information

The People First Team strives, in partnership with Convergys, to ensure excellence in human resource services through (1) the development and delivery of a user-friendly, reliable, online system in the most efficient and cost-effective manner; and (2) the effective oversight of the enterprise-wide suite of human resource services as performed by service center staff. The team's primary responsibilities include:

- Strategic Planning & Procurement Management – Researches best practices, reviews lessons learned, analyze trends, defines strengths and weaknesses of the current contract, and proactively plans for future success. The team is responsible for the procurement process, if applicable, which includes bid development, vendor selection, and contract negotiations.
- Contract Management & Service Center Oversight –Monitors the service provider to ensure compliance with state and federal policies, procedures, statutes, and rules. It analyzes performance metrics and monitors the service provider's compliance with contract performance requirements. Contract management responsibilities include monitoring: the service provider and its subcontractors' compliance with the contract and associated amendments, all aspects of adequately securing State of Florida production data, the day-to-day functionality of the system, and the operations of the service centers.
- System and Data Warehouse Design – Oversees the state of Florida personnel information system by identifying customer needs, developing requirements for system and data warehouse development, coordinating user acceptance testing, and monitoring production implementation. The team serves as the liaison between the vendor and the State of Florida and communicates the state's system design needs to:

- Provide accurate and timely payroll administration to over 131,000 employees, and state-administered benefits to more than 236,000 participants.
 - Provide accurate and timely data warehouse information to 33 state agencies.
 - Correct People First system and data warehouse deficiencies.
 - Change functionality based on state policy revisions and union agreements.
 - Bring enhancements to the system and data warehouse.
- Customer Support, Communication and Training – Provides customer support, and delivers communication and training to its customers in a prompt, friendly manner. Customer support responsibilities include issue and complaint resolution, coordinating public records requests, handling agency report requests, and coordinating mass data loads into the system. Communication activities include providing e-newsletters, alerts, general correspondence, system enhancement documents, and various reports to stakeholders.

In an effort to constantly gauge our customers' satisfaction with People First, two customer satisfaction survey tools are utilized in assessing our users' experience and satisfaction with the system and related services. The DMS Quarterly Customer Satisfaction Survey provides valuable information on our customers' overall experiences with People First versus their expectations. The results are analyzed quarterly and subsequently discussed with our vendor to formulate an action plan to address issues brought forward in the survey results and implement improvements. Survey results from the last third quarter of fiscal year 2009 demonstrate that approximately 93.9% of People First users were, overall, satisfied with their experience (compared to 89% of users satisfied in the June 2007 benchmarking period).

In addition, through the People First Interactive Voice Response system (IVR), People First users can elect to complete a customer satisfaction survey at the end of their People First Service Center call. This survey tool, Point of Service Evaluation (POSE), offers participants the opportunity to express their satisfaction level with the People First website or their experience with human resource advisors at the service centers. The survey is administered by the service provider and the results are reviewed by our team regularly. From first quarter 2008 to first quarter 2009, there was a 2.3% increase in user's rating their experience "excellent" or "good" with regard to the "overall quality of user's experience" survey question. There was also a 9.6% increase in users rating their experience "excellent" or "good" with regard to the "website ease or use" survey question during this same period.

Our Priorities

The continuous cycle of strategic planning, user needs assessment, business requirements development, and contract management helped determine key priorities for the next five years. The priorities are:

- Develop effective planning, procurement, and transition documents for the next contract cycle.
- Improve system and service center performance by implementing system enhancements and providing effective service center oversight.
- Provide timely and relevant customer support, communication, and training.

Priority 1

The Council on Efficient Government and other entities identified many “lessons learned” from the People First project. The goal is to maintain an effective dedicated team with the necessary skill set, experience, and knowledge to think strategically, procure effectively, and manage the contract successfully.

To achieve priority one, the department successfully executed Amendment 10 with Convergys. Highlights include:

- **License to Intellectual Property:** Gives the state license to use and modify the People First system, all intellectual property, and associated documentation. For the future, gives the state a new option of keeping and building upon the current system as opposed to building another human resource system from scratch.
- **Transition Planning:** Allows the state to use the license at the beginning of the transition process instead of waiting until the end of the contract to build upon the next generation human resource model. In addition, the length of time given to transition is extended. When the state finishes the transition period (estimated at two years), it will have the ability to consult with Convergys on a case-by-case basis for support and help.
- **135 System Enhancements & Upgrades:** Includes significant improvements in the core human resource functions of the system (payroll administration, leave and attendance, benefits administration) and upgrades of the SAP and Oracle software to latest release versions.
- **Security Improvements:** Increases security of the People First system by enhancing the audit trail, requiring stringent background checks, increasing password security requirements (alpha numeric), and implementing other security enhancements.
- **No Cost Impact for the Contract Changes:** There is no change in the monthly payments to Convergys. In addition, the state obtains the ability to use the intellectual property (thus not having to build a new system) which has an estimated value of \$65 - \$90 million.

Priority 2

The second key priority is critical to improving customer satisfaction. For Fiscal Year 2008-09, the People First team worked with the service provider to implement 115 release items; some examples include new reports, 411 data interface, enhancements to tracking confidential, sworn/certified, exempt and protected employee data, revised staffing letters to ensure consistency and plain language, and modified Web-portal messaging to make it more user-friendly and easier to navigate. Over the next few years, user security role codes, PAR form and process, and data warehouse are critical enhancement needs from a data reliability and use-ability standpoint. In all, 135 system enhancements have been identified in Amendment 10 to be implemented by July 2010. Some additional system changes forthcoming include the SAP platform upgrade, staffing module upgrade, and new leave payout screen.

A good barometer of the progress and improvements in a maturing system and related services is the number of customer calls to the service centers. A customer will call to receive assistance in such areas as resetting a password, navigating the People First system, and enrolling in benefits. The number of calls to the service center in calendar year 2008 was 41% less than in 2005 (see chart

below). This decrease is a result of the many system enhancements and service center improvements over the past few years. As of June 2009, this positive trend continues, and it is anticipated that the number of calls will significantly decrease soon following system enhancements.

Service Center Calls (Calendar Year)

	2005*	2006**	2007	2008	% of Change 2005-08	2009 Calendar YTD Total (as of June)	2005 – 2009 Total
Benefits	325,310	297,100	267,842	200,340	-38.42%	73,103	1,163,695
HR	489,003	553,912	443,058	260,709	-46.69%	93,175	1,839,857
Payroll	114,765	98,310	82,748	82,421	-28.18%	40,460	418,704
Staffing	103,749	87,430	85,378	63,936	-38.37%	35,721	376,214
Total	1,032,827	1,036,752	879,026	607,406	-41.19%	242,459	3,798,470

Priority 3

The People First team strives to provide consistent and timely customer support to People First users. This is accomplished through resolving customer issues, training and communicating effectively. For Fiscal Year 2008-09, customer support included handling 80 public records requests, 325 agency report requests, and 121 agency mass loads.

Clear, consistent, and repeated communication to stakeholders and customers is critical. In Fiscal Year 2006-07, the People First team streamlined the communication process to better meet customer needs including distribution of nine employee e-newsletters, 149 alerts, 115 general correspondences items, 38 system enhancement documents, six benefits-related communications, 17 monthly reports to various stakeholders.

Additionally, the People First team provides system training for each major system release through classroom and online training, to meet the needs of users around the state. In addition to live training, the People First Web site houses 26 system training videos, with more planned as the system is further enhanced.

GOVERNOR’S COMMISSION ON DISABILITIES

The Governor's Commission on Disabilities was created by Executive Order on July 26, 2007, to advise the Governor on issues concerning all Floridians with disabilities, seniors, and veterans.

The Governor established the Commission to identify barriers faced by persons with disabilities and the elderly, and to develop recommendations to overcome those barriers. Over the past two years, the Commission conducted meetings in Jacksonville, Orlando, Tampa, Miami and Tallahassee. Members of the public and subject matter experts provided information regarding barriers that interfere with the

independence and inclusion of persons with disabilities, and the Commission offered suggestions and recommendations for overcoming those obstacles.

The Commission's primary focus during its first year addressed issues involving education, employment, independent living, transportation and civil rights. The Governor's 2008 Executive Order extended the Commission's tenure and expanded the Commission's areas of focus to include health care. The goal of this project is for Florida to be a national leader in advocating for the rights of access and participation by all people with disabilities in all aspects of community life.

The responsibilities of the Commission include, but are not limited to:

- a. Identifying and recommending methods to remove barriers to the delivery of, and access to, services for persons with disabilities, the elderly, and veterans.
- b. identifying and recommending methods to maximize the freedom and independence of Floridians with disabilities, with a focus on employment, transportation, education and independent living;
- c. providing a forum for communication between individuals with disabilities throughout the State of Florida and the various arms of state government, particularly the Governor and the Legislature; and
- d. Partnering with other agencies and organizations serving the disability community to facilitate collaborative efforts consistent with the purposes of the commission.

The Commission provided a written report to the Governor outlining its recommendations and accomplishments during the previous 12 months on July 1, 2008, and July 1 of any subsequent year. The report addresses issues including, but not limited to, the following:

- a. recommendations regarding changes to Florida statutes, administrative rules, policies, and/or procedures of the State in reference to all duties outlined above;
- b. accomplishments in obtaining legislative or administrative change; and
- c. progress related to collaborative efforts with other agencies and organizations.

The Commission consists of 21 members appointed by the Governor. Members serve a one-year term. Each member of the Commission will have ties to programs with persons of disabilities, elderly, and veterans. The Commission will also have 7 members of the public representing various disabilities.

The Governor selects the Chair from the Commission's membership, and appoints an Executive Director. All members and employees of the commission serve at the pleasure of the Governor. The Commission on Disabilities is administratively housed within the Department of Management Services. Under the requirement set for in the Executive Order, the Commission meets at least quarterly. The Commission's current members constitute a quorum. A quorum must be established in order for the Commission to vote on any proposed action or recommendation. The Commission will function according to the guidelines set forth in Robert's Rules of Order, unless other procedural guidelines are adopted by the Commission. The meetings of the commission will be

noticed and open to the public, and conducted in accordance with Chapter 286, Florida Statutes. Florida's public records law, Chapter 119, Florida Statutes, will apply.

The Clearinghouse on Disability Information (CDI) is a division of the Commission and provides information, referrals, technical assistance regarding the Americans with Disability Act and other disability rights laws to anyone calling the CDI with regards to the needs of Floridians with disabilities, the elderly, veterans and their families or caregivers.

Under the umbrella of the Commission, the CDI plays a leading role in the dissemination of relevant information and referrals to, State, county, and local governments as well as various public and private entities assisting persons with disabilities, the elderly, and veterans with disabilities. A trained disability specialist handles each call, e-mail and/or letter received by the CDI. every phone call coming into the CDI is answered live and, although calls are timed for data purposes, the CDI staff spends the time is necessary to ensure each caller receives the most up-to-date and accurate information and referrals possible. The database used by the CDI staff is updated and refreshed. New resources are continuously added whenever the CDI staff becomes aware of them.

The Clearinghouse on Disability Information has the unique distinction of being the only state-run, disability-related call center of its kind in the nation. The CDI was first created in 2001, because there was no central location for persons for all disabilities to find accurate information and assistance in navigating Florida's complex maze of state agencies and services. In 2007, the CDI moved from the former ADA Working Group to the Governor's Commission on Disabilities because the Governor recognized the invaluable service the CDI offers the citizens of Florida. In addition to supplying referrals for services, the Clearinghouse is called upon to advise state, county and local organizations on relevant ADA guidelines and other disability related laws.

The Clearinghouse has been recognized for its outstanding customer service, and has been approached by several key state agencies to become their primary referral source for information and referrals regarding their programs. Currently a partnership has been formed with the Division of Vocational Rehabilitation to inform callers of potential assistance while on the waiting list for their Order of Selection about employment alternatives and other needed assistance.

The responsibilities of the Clearinghouse on Disabilities include, but are not limited to:

- a. Incorporating the existing Clearinghouse for Information and referrals on disability resources, formerly housed within the Americans with Disabilities Act Working Group.
- b. Maintaining the statewide toll-free information and referral telephone service for disability-related services, programs, assistance, and other resources; and
- c. Assisting the Commission and the Executive Office of the Governor in implementing initiatives consistent with the Commission's purposes.

INSURANCE BENEFITS ADMINISTRATION

In accordance with Chapter 110.123, Florida Statutes, Insurance Benefits Administration offers and manages a comprehensive package of health and welfare insurance benefits, including a variety of health insurance options, flexible spending and health savings accounts, life insurance, vision insurance, dental insurance, and others. These benefits allow active and retired state employees and surviving spouses the option to choose pre-tax and post-tax benefit plans that best suit their individual needs. Specific administrative functions include, but are not limited to, client relations, benefit plan analysis, product development and procurement, contract management, compliance, fiscal control and management, and information technology support.

The priorities of the Insurance Benefits Administration program were selected based upon the initiatives set forth by the Executive Office of the Governor, the Secretary of the Department of Management Services, legislative mandates, the availability of budgetary authority, and product development and procurements.

In order for the Department to attain its goal of assisting the State in attracting and retaining a high performance workforce, insurance benefit options must be sustainable and must meet the needs of a mobile workforce, providing the flexibility needed to accommodate the demographic and social changes in the workforce. Therefore, it is the mission of Insurance Benefits Administration to develop and offer a comprehensive portfolio of employee benefit products in a cost-efficient and prudent manner, and to enable state employees to choose benefit plans which best suit their individual needs.

It is the intention of Insurance Benefits Administration to achieve its goal of assisting the State in attracting and retaining a high performance workforce by utilizing analytical data tools to align plan options with industry best practices. The health insurance benefit platform will continue to propose options in response to rising health care costs. Other initiatives include strategic contracting, improved enrollment and eligibility oversight, and providing tools and resources that help plan participants understand and best utilize their benefit options.

To meet retiree needs, the office continues to offer health care coverage at competitive premiums. For those Medicare-eligible, the prescription drug coverage, on average, pays out as much as the standard Medicare prescription drug coverage.

Recent and upcoming changes:

- Effective January 1, 2010, Insurance Benefit Administration will offer coverage of autism disorder to eligible individuals. (Senate Bill 2654).
- Beginning in March 2009, Insurance Benefit Administration developed a process to administer the federal Government funded COBRA premium assistance equal to 65% of the COBRA premium to qualified beneficiaries if the covered employee lost his or her job between September 1, 2008 and December 31, 2009 extending to up to nine months.

- Effective January 1, 2010, Insurance Benefit Administration will provide full parity between mental health benefits and benefits for other medical conditions, including substance abuse benefits and some autism spectrum disorder benefits.
- The federal mandate known as Michelle's Law, effective January 1, 2010, Insurance Benefit Administration continues dependent health coverage during a dependent's medically necessary leave of absence from post-secondary education that would otherwise cause the dependent to lose student status.

To achieve the ongoing objective of quality, choice, and affordability, while increasing customer satisfaction, Insurance Benefits Administration established performance measures to evaluate its progress. An independent survey research entity is contracted annually to conduct a Customer Satisfaction Survey of the satisfaction level of active and retired state employees. The FY 2007-2008 survey reveals that 90% of our customers surveyed were "satisfied" or "very satisfied" with the insurance benefits program. The agency also measures its satisfaction of various contracted vendors through a self-reporting method to determine the vendors' compliance with contractually required performance standards. For FY 2007-2008, the aggregated results equated to a 95.6% compliance rating with a standard of 95%. To ensure resources are appropriately allocated in a manner that would produce cost effectiveness and efficiencies in services, the agency has a performance standard to measure its administrative cost per insurance enrollee. The approved standard is \$10.27 per insurance enrollee; however, the agency provided services for approximately \$7.61 per insurance enrollee for FY 2007-2008.

At this time, there are no changes that require legislative action. The Insurance Benefits Administration is currently developing its legislative budget issues for the 2010 Legislative Session.

RETIREMENT BENEFITS ADMINISTRATION

The mission of the Division of Retirement is to deliver a high quality, innovative and cost-effective retirement system.

In accordance with chapters 121, 122, 175, 185 and 238, F.S., as well as sections 112.05, 112.363, 215.28, and 250.22, F.S., the Division of Retirement administers the state retirement plans, including the Florida Retirement System (FRS), the fourth largest public state retirement system in the nation, comprised of almost one million active and retired employees of 964 state, county, district school board, university, community college, city, metropolitan planning organization, charter school and special district agencies. The Division also administers the State University System Optional Retirement Program, the Senior Management Service Optional Annuity Program, the Retiree Health Insurance Subsidy Program, and the Municipal Police and Firefighters' Premium Tax Program. Additionally, it provides benefit payments to Florida National Guard retirees and others, as well as providing oversight of the actuarially sound funding of 494 local government retirement systems, pursuant to Part VII, Chapter 112, F.S.

The Division of Retirement's core function is to administer statewide retirement programs, the largest of which is the FRS Pension Plan. The key priority is to meet its statutory obligations in the most efficient and effective manner possible; continuing its commitment to quality customer service as reflected in the recurrent high satisfaction ratings reported by its customers— the members, retirees and surviving beneficiaries, and employing agencies of Florida's state-administered retirement programs. Over the past several years, there was an increase in the percentage of members satisfied, improving its FY 1998-99 satisfaction level of 93.7% to 96.8% in FY 2007-08. The Division of Retirement sustains one of the lowest administrative costs per member, less than \$21 annually, among all large public pension plans in the nation.

Although it does not administer the FRS Investment Plan (IP), we continue to provide services and information in support of its members making certain that IP contributions from employing agencies are reported and posted correctly and timely. It coordinates certain functions between the State Board of Administration, which administers the IP, and third party administrators providing cost and benefit information for IP members who are considering a transfer to the Pension Plan, as well as providing estimated opening account balances for Pension Plan members considering a transfer to the IP . It also processes IP member disability applications, applications for the Health Insurance Subsidy (HIS) and for the monthly payment of that HIS benefit.

Finding ways to best serve our customers is always a central focus. Last year, the Division handled almost 614,000 phone calls mailed more than 270,000 letters and filled close to 190,000 requests for retirement publications.

The outcome measures of the Division of Retirement reflect its mission to deliver a high quality, innovative and cost-effective retirement system. The services leading to these outcomes require a focus on quality customer service, cost containment and efficient operations. All of these services, from enrolling members, managing and auditing employer contributions, keeping detailed records on every member, calculating estimates and final retirement benefits, analyzing and supporting legislation, publishing materials, maintaining a sophisticated and fully automated electronic retirement system and effectively educating and communicating with thousands of participants and other interested parties every year, culminate in providing a monthly retirement benefit in excess of \$5. billion annually to more than 290,000 retired members or their beneficiaries. These benefits provide members a stable and sustained income, most of which finds its way back into the Florida economy as 87% of all retirees are Florida residents.

DIVISION OF TELECOMMUNICATIONS

The Department of Management Services Division of Telecommunications (DMS-DIVTEL) provides telecommunications services to support state agencies and other public entities serving the citizens of Florida. Chapter 282, F. S., provides a framework of the primary responsibilities of DIVTEL as a state communications service provider focusing on:

- Partnering with the Agency for Enterprise Information Technology (AEIT) to identify and facilitate interdepartmental networking and integration of network services for its customers;

- Assisting customers in testing and evaluating new and emerging technologies used to meet state needs;
- Contracting with customers to provide any combination of services necessary for agencies to fulfill their responsibilities and serve their users;
- Designing and implementing advanced, bundled telecommunications systems services to meet and support the needs of state agencies, universities, local governments and other qualifying organizations;
- Adopting technical standards for the state communications network to ensure the interconnectivity of computer networks and information systems of agencies;
- Managing the statewide law enforcement radio system and establishing an interoperability network;
- Creating and maintaining a 700 MHz interoperability communications plan, the law enforcement communications plan, the EMS communications plan, and the Region 9 communications plan;
- Cooperating with any federal, state or local emergency management agency to provide emergency communications services;
- Establishing technical standards to physically interface with the SUNCOM Network and establishing the standards, policies and procedures for access to the SUNCOM Network;
- Providing greater customer service by supplying tools to allow greater flexibility and faster access for services customers currently have or wish to change;
- Consolidating vendor costs, invoicing, payments and associated data to simplify vendor billing and reduce their collection's risks, thus their charges to the State, and providing DIVTEL customers with simpler billing, auditing and advocacy.

Chapter 282.703, F. S., specifically defines the responsibilities for designing and operating SUNCOM provided for state agencies, state universities, political subdivisions, educational institutions and libraries and qualifying non-profit organizations. Chapters 282.709 and 282.7101, F.S, explain DIVTEL's responsibilities for planning, designing and managing the statewide law enforcement radio system and establishing an interoperability network. Chapter 282.7101, F.S., authorizes and directs the agency to develop and maintain a statewide system of regional law enforcement communications.

In addition, under non-282 F. S., DIVTEL assumes responsibility for management of public safety initiatives in the area of communications to protect Florida's citizens. Under Chapter 252 relating to Emergency Management, DIVTEL coordinates emergency communications at the state Emergency Operations Center and provides personnel to serve on emergency assessment teams. DIVTEL implements and continually updates a reliable statewide emergency "E911" number plan for enhanced statewide E911 services. E911 provides citizens with fast, direct access to public safety agencies by accessing "911." This plan reduces the response time to situations requiring law enforcement, fire, medical, rescue and other emergency services under the Florida Emergency Communications Number E911 State Plan Act (Chapter 365.171, F.S.). DIVTEL also provides oversight and administration for the E911 Board under Chapter 365.172., F.S. Chapter 401.015, F.S., assigns DMS-DIVTEL to develop and oversee the statewide system of regional emergency medical telecommunications services (EMS).

DIVTEL strategic planning caters to constantly-changing technologies and meeting the needs of our customers. DIVTEL planning also ensures public safety communications systems to adequately

protect Florida's citizens. As a communications service provider for its customers, DIVTEL's priorities ensure access to the most efficient, cost effective and secure communications systems and services available to State of Florida entities. The DIVTEL mission focuses on providing technical expertise for the communications management services by:

- coordinating volume purchasing and establishing contracts with vendors at reduced rates for its customers;
- continuously analyzing systems, equipment and technological trends to leverage appropriate implementation of changing industry offerings and satisfying customer requirements;
- adopting standards and policies for enterprise-wide interconnectivity and shared use among all customers; and
- establishing centralized purchasing and billing.

In the area of public safety, DIVTEL priorities respond to state, federal and local agency requirements to coordinate radio interoperability and emergency 911 communications.

In the next five years, the continued quality delivery of services for its customers will remain a top priority for DIVTEL. DIVTEL represents the state as a technical agent in the volume purchase of communications services and strives to obtain the lowest cost and the highest quality product for all its customers. DIVTEL relies on the needs assessment and demand from its many state and local government customers to determine its purchasing schedule or to establish contracts for the provision of services.

DIVTEL remains focused on Florida's citizens. We make sure an appropriate and secure communications infrastructure is in place at all times, providing Floridians with access to government information and assistance in their daily lives. DIVTEL assures safety through improved communications for law enforcement and emergency personnel. As the provider of communications services for state and local government entities, DIVTEL continues to find the most cost-effective and quality solutions to allow government entities to function in the best interest of Florida's citizens.

MyFloridaNet: To address the demands for the next generation of government services, DIVTEL established MyFloridaNet, which uses local service provider infrastructure and an advanced technology known as Multi Protocol Label Switching (MPLS) to maximize statewide communications access to all of Florida's government entities, including state, local and qualified non-profits. By providing more advanced services, we have established a scalable networking platform to handle the ever increasing communications requirements of our customers. As a new multi-purpose communications network, MyFloridaNet replaces virtually all of the existing data services and ultimately much of the voice services with more features and security at lower costs.

Public Safety and Radio Interoperability: DIVTEL successfully joined in a public-private partnership to complete the Statewide Law Enforcement Radio System (SLERS), a state of the art shared 800 MHz radio communications system. SLERS provides an enterprise solution for communications among 17 state law enforcement entities. This digital system serves over 6,500 users with 14,000 radios in patrol cars, boats, motorcycles and aircrafts around the state. With the provision of SLERS, the state achieves effective interagency communications, as well as coordinated communications with local public safety entities, without frequency congestion.

DIVTEL will continue to maintain SLERS to meet the public safety communications requirements of state and local governments. With the Federal Communications Commission 2005 mandate for 800 MHz re-banding, DIVTEL is coordinating the transition of Florida's radio systems under these federal guidelines. Concurrent with 800 MHz re-banding, DIVTEL is planning the next generation of SLERS to P25 technology. This will transform SLERS to a standards-based technology, which creates opportunities for communications with other agencies with P25 systems.

In addition, as delegated manager of the Florida Interoperability Network project, DIVTEL continues to enable emergency personnel on disparate radio systems and frequencies to communicate. Through administration of federal domestic security grants, DIVTEL facilitates the implementation of network connections between Florida dispatch centers with installation of an interoperability tool to connect users on any radio system to any other radio system and the build-out of nine mutual aid channels throughout the state. The mutual aid build-out will substantially increase coverage areas in emergency situations to ensure Florida's emergency responders will have radio communications capability wherever they are. This capability will be in addition to the two 800 MHz channels already provided by SLERS.

DIVTEL is responsible for 700 MHz interoperability channels and intends to create and maintain a 700 MHz interoperability communications plan, fulfilling the Federal Communications Commission's expectation for DIVTEL administering these channels. These channels are recognized nationwide to enable communications for mutual aid response using 700 MHz equipment.

Our outcome measures are based on our mission as the state communications service provider, to focus on our customers in providing the most efficient, cost effective and secure communications systems and services. In turn, the DIVTEL customer base, including state agencies, local governments, educational institutions and non-profit organizations, provide routine as well as critical services affecting the daily lives of Florida's citizens. DIVTEL ensures customized communication services for these state and local customers; the services we provide meet their daily requirements, remain fully operational and are highly secure.

To measure how effectively we handle our responsibilities as a service provider, we developed a "Percent of Customers Satisfied" measure through distribution of a survey to our customers. Our customer survey questions focus on our performance in providing services by:

- meeting customer requirements
- providing access to information
- utilizing reliable, secure and friendly products
- protecting data and information
- responding to problems with timely support and resolution

We project a minimum of 86 percent overall customer satisfaction rating for each year over the next five years.

Under Florida Statutes, we are associated with the following councils and/or boards and provide certain documents for state planning:

- **Chief Information Officers Council:** The Chief Information Officers Council was

established under Chapter 282.315, F.S., to facilitate the sharing and coordination of information technology resources management issues and initiatives among the agencies.

- **Joint Task Force on State Agency Law Enforcement Communications:** The Joint Task Force, established in Chapter 282.709, F.S., advises DIVTEL on member-agency needs for the planning, designing and establishment of the statewide radio communications system. This system serves law enforcement units of state agencies and local public safety agencies through a mutual aid channel or as third party subscribers.
- **Florida Interoperability Network Comprehensive Management Plan:** This plan for all public safety agencies statewide is maintained by the Florida Executive Interoperable Technologies Committee (FEITC) and DMS-DIVTEL, in conjunction with the Florida Department of Law Enforcement and the Department of Community Affairs, Emergency Management.
- **Florida Law Enforcement Communications Plan:** DIVTEL maintains this plan in conjunction with its responsibility for a statewide system of regional law enforcement communications under Chapter 282.7101, F.S.
- **Florida-Region 9 Plan for Public Safety Radio Communications:** DIVTEL coordinates and maintains this plan, based on the frequency allocation responsibility delegated in Chapter 282.7101(2) (c), F.S.
- **E911 Board:** DIVTEL oversees the E911 Board, established to administer the E911 fee (wireless and nonwireless) under Chapter 365.172(8), F.S. This board distributes funds to counties and wireless service providers to improve the public health, safety and welfare through the development of E911 emergency telephone assistance. The board submits an annual report to the Governor and the Legislature.
- **Communications Number E911 State Plan Act:** In conjunction with its responsibility for the coordination of E911 systems statewide as delegated in Chapter 365.171, F.S., DIVTEL maintains responsibility for implementing and continually updating this cohesive statewide emergency number “E911” plan for the State of Florida.
- **Emergency Support Functions 2 – Communications Emergency Recovery Plan:** DIVTEL annually reviews and updates this communications plan prior to hurricane season to provide emergency preparedness support for state and local agencies.
- **Emergency Medical Communications (EMS) Communications Plan:** Under Chapter 401.015, F.S., DIVTEL maintains this plan to establish and regulate EMS radio communications for licensed EMS agencies and hospital emergency departments.
- **SUNCOM Portfolio of Services:** DIVTEL publishes electronically through its web pages a description of available services, policies and procedures, as mandated in Chapter 282.702(1), F.S.

SOUTHWOOD SHARED RESOURCE CENTER

The Southwood Shared Resource Center (SSRC) was created as a separate entity and identified as the first primary data center for the state with the adoption of Senate Bill 1892 (FS 282.205) effective July 1, 2008. The SSRC is a shared use facility owned and operated by The State of Florida providing enterprise technology services to support state agencies and other public entities serving the citizens of Florida. Oversight is provided by a board of trustees made up of SSRC customers. Chapter 282.203 Florida Statutes provides a framework for the primary data centers focusing on:

- Serving customer entities.
- Cooperating with customer entities to offer, develop, and support the services and applications as defined and provided by the center's board of trustees and customer entities.
- Complying with rules adopted by the Agency for Enterprise Information Technology, pursuant to this section, and coordinate with the agency in the consolidation of data centers.
- Providing transparent financial statements to customer entities and the Agency for Enterprise Information Technology.
- Maintaining the performance of the facility, which includes ensuring proper data backup, data backup recovery, an effective disaster recovery plan, and appropriate security, power, cooling and fire suppression, and capacity.
- Developing a business continuity plan and conducting a live exercise of the plan at least annually. The plan must be approved by the board and the Agency for Enterprise Information Technology.
- Entering into service-level agreements with each customer entity to provide services as defined and approved by the board in compliance with rules of the Agency for Enterprise Information Technology.
- Plan, design, establish pilot projects for, and conduct experiments with information technology resources, and implement enhancements in services if such implementation is cost effective and approved by the board.
- Enter into a memorandum of understanding with the agency where the data center is administratively located which establishes the services to be provided by that agency to the data center and the cost of such services.

Southwood Shared Resource Center Utilization: The SSRC provides customers with a solid IT infrastructure to support their applications. The center is currently hosting data systems for numerous state agencies, SSRC utilization is now at or near complete capacity in its ability to provide power, cooling and space (with the remaining resources reserved for planned initiatives). This is a result of a joint effort with the Governor's Office of Planning and Budgeting to promote the use of the SSRC. This campaign encouraged other State agencies to consider using the SSRC for their growing "data center" needs rather than create redundant resources, and provided them moving cost offset incentives to place equipment at the SSRC. The SSRC has an approved budget

initiative to increase the power capacity. This expansion will be completed this fiscal year and will allow for additional computing facilities within the SSRC.

Next Phase – Data Center Consolidation: The SSRC now houses approximately 1500 servers, one IBM mainframe, one Unisys mainframe and numerous other support devices (e.g. for power and switching). As mandated in Chapter 282.205, F.S. the SSRC has been identified as a primary data center and Chapter 282.201(1), F.S. outlines the legislative intent that agency data centers and computing facilities be consolidated into primary data centers to the maximum extent possible by 2019. The SSRC, DOT, AWI, DMS and HSMV completed negotiations with software and hardware vendors to facilitate consolidation of three IBM mainframes into one located at the SSRC which was mandated in SB 1892 to be completed by July 1, 2009. In addition the SSRC will assume the resources and equipment of the various state agencies that currently house equipment at the center by July 1, 2010 as mandated in SB 1892.

COUNCIL ON EFFICIENT GOVERNMENT

The Council on Efficient Government (CEG) is an outsourcing center of excellence to deliver quality, innovative and resource-saving solutions.

CEG selected their top priorities based on the requirements of the Council (stated in the provisions of the Florida Efficient Government Act of 2006), directives from the Executive Office of the Governor and additional tasks assigned by its council members and the chair.

The Office of Efficient Government focuses on three key initiatives necessary to carry out the provisions of the Florida Efficient Government Act of 2006, Chapter 2006-224, Laws of Florida. CEG reviews, evaluates and issues advisory reports on business cases submitted to the council as specified in Section 287.0573, F. S. including:

- Develop and employ a standard process for reviewing business cases, evaluating business cases to outsource and providing advisory reports on selected projects. Additionally, CEG is dedicated to driving agencies to complete business cases and cost benefit analysis for outsourced projects.
- Recommend standards, best practices and templates to agencies for the business case lifecycle. CEG provides business case tools for agencies to support business case development, evaluate business cases for the net value to the state work with the Agency for Workforce Innovation to develop guidelines for assisting state employees who lose their jobs because of outsourcing.
- Distribute information about best practices to assist in the sharing of knowledge, identify and recommend innovative methods of delivering government services to improve the efficiency of government services.
- Employ a standard process for reviewing business cases.
- Review and evaluate business cases to outsource, as requested by the governor or

the agency head whose agency proposes to outsource or as required by this act or by law.

- Provide an advisory report for each business case reviewed and evaluated by CEG. The report must contain all versions of the business case, an evaluation of the business case, any relevant recommendations and sufficient information to assist the agency proposing to outsource to determine whether the proposal should be included in the legislative budget request.

- No later than 30 days prior to the agency's issuance of a solicitation of \$10 million or more, the Council must provide to the agency conducting the procurement, the Governor, and the President of the Senate, and the Speaker of the House of Representatives.

- Identify and report annually to the Legislature on:
 - o Innovative methods of delivering government services to improve the efficiency, effectiveness or competition in the delivery of government services, including, enterprise-wide proposals.
 - o Outsourcing efforts of each state agency include, the number of outsourcing business cases and solicitations, the number and dollar value of outsourcing contracts, an explanation of agency progress on achieving the cost-benefit analysis schedule as required by s. 287.0574(4)(h), descriptions of performance results as applicable, any contract violations or project slippages and the status of extensions, renewals and amendments of outsourcing contracts.

CEG trains state agency employees involved in managing outsourcings as Project Management Professionals, as certified by the Project Management Institute.

CEG recommends the following legislative actions to assist in the mission of the CEG:

- Clarification of the definition of outsourcing and contracted services in Chapter 287, F. S.
- The inclusion of the Council on Efficient Government in Chapter 287.057(14),(a), F. S.

Since January 2009, CEG reviewed 72 business cases to date with a cumulative value of \$415 million dollars with an identified savings of 98 million to the state. Individual project value ranged from \$787,000 to \$7.5 million dollars.

PUBLIC EMPLOYEES RELATIONS COMMISSION

The Public Employees Relations Commission is a small, independent, quasi-judicial agency, created in 1975, to promote harmonious and cooperative relationships between government and its employees, both collectively and individually, and to protect the public by assuring, at all times, the orderly and uninterrupted operations and functions of government. The Commission achieves this mission by expeditiously resolving state and local government labor and employment disputes in a fair, impartial and economical manner and by preventing work stoppages.

Essential Functions and Authority: The Commission's authority and responsibilities are derived from Article I, section 6 and Article III, section 14 of the Florida Constitution, Sections 110.227, 112.044, 112.0455, 112.31895, 295.07-.11, and, principally, Chapter 447, Part II, Florida Statutes. The Commission consists of three Commissioners appointed by the Governor subject to Senate confirmation for overlapping four-year terms; a cadre of legally-trained Hearing Officers with expertise in public sector Labor and Employment Law; and a small administrative staff to support Elections, the Clerk's Office, and Administration. The Commission is located, for administrative purposes only, within the Department of Management Services (DMS).

The Commission's core functions and responsibilities can be set forth in three categories:

- **Labor.** Article I, section 6, of the Florida Constitution, guarantees public employees the right to form and join unions and to collectively bargain, but prohibits strikes. In carrying out these mandates, the Commission conducts formal evidentiary hearings to resolve labor disputes regarding bargaining unit configuration/modification and alleged unfair labor practices involving state and local governments. This includes monitoring disputes that have the potential to result in strikes, working to prevent strikes, imposing punishment on strikers, if necessary, and issuing declaratory statements to avoid future labor disputes. The Commission has exclusive jurisdiction of labor cases involving financial urgency and the funding of collective bargaining agreements.

In addition, the Commission defines collective bargaining units, registers labor organizations, and ensures that public sector unions and officers provide required financial disclosure. It also conducts secret ballot elections throughout Florida for state and local government employees voting for establishing or maintaining union representation.

- **Career Service.** Article III, section 14, of the Florida Constitution, establishes a civil service system for state employees, of which the career service class possesses appeal rights for certain disciplinary actions. The Commission mediates and adjudicates career service disputes between state government employees and their employers. The State of Florida Workforce 2000 Study Commission concluded that the Commission was a cost-efficient means of providing this required due process function.
- **Other Employment.** The Commission also exercises jurisdiction to adjudicate other employment cases, including veterans' preference appeals pursuant to [Chapter 295](#), Florida

Statutes; drug-free workplace act appeals pursuant to [Section 112.0455](#), Florida Statutes; forced retirement appeals pursuant to Section 110.124, Florida Statutes; age discrimination appeals pursuant to [Section 112.044](#), Florida Statutes; and whistle blower act appeals pursuant to [Section 112.31895](#), Florida Statutes.

The primary performance measures for the Commission relate to the timeliness of the adjudication process and the percentage of final orders that are upheld by the state appellate courts when appealed. On these measures in FY 2008-09, the Commission closed 99% of its cases within the statutory time frame (105 days after filing in Employment cases and 180 days after filing in Labor cases). Of the final orders that were appealed and disposed of by the state appellate courts in FY 2008-09, the Commission's decisions were affirmed or the cases were dismissed/withdrawn 96% of the time.

As with any quasi-judicial agency, it is difficult to predict with any degree of certainty the future demand for the Commission's services since the parties practicing before it control demand through their case filings and labor activity. For the three-year period between 2006 and 2009, the Commission had 955, 986 and 1,137 filings, respectively. Case filings increased in FY 2008-09 to 1,173. Difficult economic times foster labor unrest so it is anticipated that the Commission's case filings will continue to increase. In addition, legislative proposals in recent years have attempted to expand the Commission's jurisdiction in the area of adjudication of employment disputes. If these efforts prove successful in the future, the Commission could face a significant increase in case filings and workload.

The Commission has upgraded its technological hardware and software to improve monitoring of caseload for staff and legislatively imposed reporting requirements, as well as archival of data. In addition, the Commission has implemented significant website enhancements which offer simpler and more efficient means of accessing the Commission and conducting business. Visitors to the site are now able to view and download case data, including recommended and final orders, hearing and oral argument schedules, forms, publications and newsletters. The next phase of the project is intended to provide for electronic submission of case filings.

The Commission is not aware of any significant policy changes that would affect its FY 2009-10 Legislative Budget Request and there are no requested changes in the Commission's approved program, services, or activities that would require substantive legislative action for FY 2009-10.

FLORIDA COMMISSION ON HUMAN RELATIONS

The mission of the Florida Commission on Human Relations (Commission) is to promote and encourage fair treatment for all persons in Florida regardless of race, color, religion, sex, national origin, age, disability, and familial or marital status. The Commission strives to ensure mutual understanding and respect among persons of all economic, social, racial, religious and ethnic groups. To this end, the Commission recommends methods to address and eliminate discrimination and inter-group tensions by providing training and assistance to individuals, businesses and communities, the Commission seeks to empower the people of Florida to be proactive in their efforts to address discrimination and to promote community awareness of human rights issues. The Commission also conducts research to address the purposes and policies of the Florida Civil Rights Act of 1992 (Part I, Chapter 760, Florida Statutes) and the Florida Fair Housing Act (Part II,

Chapter 760, Florida Statutes).

The Commission's priorities are based on its mission and statutory requirements. Throughout its 39-year history, the Commission has served the people of Florida by assuring equal protection against discrimination in employment, housing, certain public accommodations and state employee whistle-blower retaliation. The Commission accomplishes its mission by enforcing Florida's civil rights laws against discrimination and serving as a resource through education and training for businesses, state agencies, associations and community groups. The Commission also partners with various community organizations and associations to address human and civil rights issues in Florida.

Overview of Commission's Units

The Commission consists of six organizational units. The Enforcement Unit contains Customer Service and Intake and Investigations (housing and employment). The Customer Service and Intake receives inquiries regarding complaints of discrimination and provides technical assistance upon request. Both employment and housing investigations work to resolve these complaints by conducting thorough, accurate and quality investigations and determining the facts of a given discrimination case.

The Legal Unit reviews completed cases and issues determinations regarding the presence or absence of discrimination. The Mediation Unit offers parties an opportunity to reach a resolution in a mutually agreed upon and confidential manner. To ensure that businesses, individuals and communities are aware of their rights and responsibilities, the Community Relations Services (CRS) Unit offers strategies, training and outreach to resolve inter-group tensions; CRS also actively provides statewide technical assistance as needed.

All of the Commission's activities are guided and supported by the Administrative Services and Enforcement Support Unit. This unit includes budget support, policy development, legislative affairs and human resources, the latter of which offers support services and training in the areas of employee recruitment, hiring and training to improve employee performance. All of the Commission's units are supported by a robust Management Information Systems Unit, which provides technological resources, innovative software applications and computer support services.

Status of Human Relations and Civil Rights in Florida

Within the next generation, Florida is expected to experience an explosive growth in population, particularly among racial and ethnic minority populations. By 2025, it is anticipated that Floridians of Hispanic and Latino ancestry will comprise 23% of the state population -- an increase of 9% from 2000. On the other hand, Florida's African American population as a percentage of Florida's total population will increase only 1% -- from 13% in 2000 to 14% in 2025. Florida's Caucasian population will decline from 59% in 2000 to 51% in 2025. Although they account for only 1 percent of total state population, Florida's diverse Native American population includes approximately 40 distinct tribal affiliations. As of 2008, there are 14 major religions practiced in Florida and 17 major language communities.

Such dramatic shifts in Florida's cultural, racial and ethnic landscape only heighten the necessity and value of the Commission's efforts to assist communities in recognizing the importance of

respect for and tolerance of ethnic, racial, religious and other cultural and social differences and to further anticipate, address and minimize inter-group tensions and strife.

The Commission views itself as an essential component in Governor Crist's goal of transforming Florida's economic and commercial infrastructure in ways that will make Florida globally competitive. Such efforts require individuals, communities and businesses to work together in settings free of conflict. The Commission recognizes that, in addition to potential conflict arising from cultural, religious, racial/ethnic differences, majority/minority economic inequality is also a source of potential conflict, particular between majority and minority racial and ethnic groups. These are goals central to the Commission's statutory mission.

Unfortunately, Florida's economy is struggling. During the second quarter of 2008, Florida's unemployment rate rose to 5.5 percent, the highest rate of unemployment since January 2003 (Florida Agency on Workforce Innovation, June 2008). The strained economy is having an adverse effect on companies and businesses, causing increased layoffs and a reduction in hiring statewide. Coincidentally, the Commission has realized an increase in total complaints filed in the last few years. (In FY 2007-08, the Commission received a total of 1,744 cases vs. 1,611 cases in FY 2006-07 and 1,332 cases in FY 2005-06.) Simultaneously, Florida has experienced a dramatic increase in home foreclosures, in part as a result of predatory lending practices by banks and mortgage lenders from 2004 through 2006.

And, finally, as realized in the rest of the nation, high fuel prices have increased the cost of living, negatively impacting consumer confidence and economic security, especially among the poor. Historically, the economic recession has been accompanied by an increase in discrimination complaints, as well as higher rates of crime, particularly hate crimes, such as burning or defacing of places of religious worship, nooses in schools and the workplace and unwarranted beatings of persons of various races, sexual orientation, ethnic groups or religions. According to the Southern Poverty Law Center, Florida is second in the nation with the number of documented hate groups. In 2006 (Office of the Attorney General, 2006 Hate Crimes Report; also referenced in the Florida Commission on Human Relations' Sunset Review Response to OPPAGA, July 1, 2008), 55.2% of reported hate crimes were based on race, followed by sexual orientation (18.1%) and ethnicity/national origin (13.1%). In 2005, 50% were based on race, with ethnicity/national origin comprising 22.3% and sexual orientation 13.1%.

Given Florida's ever-changing demographics and the increasing diversity of the state—all in a time of economic uncertainty – the Commission believes that now more than ever it is imperative that Florida's lead civil rights agency be able to anticipate potential conflict "hot-spots" in Florida through its dedicated and intensive research efforts and to have in place appropriate mechanisms to deal with them.

Commission Outcomes and Priorities over the Next Five Years

The Commission's priorities over the next five years include:

1. Providing timely and quality complaint investigations and resolutions:

In recent years, with new management approaches, the Commission has steadily improved the timeliness and quality of discrimination complaints and resolutions. For example, the average age

of cases for FY 07-08 was 73 days (vs. 117 days in FY 06-07; a decrease of 89% since 2000) and the backlog was 4.9% (vs. 13.1% from last year). For employment, public accommodations, housing and whistleblower complaints, the Commission will continually strive to improve upon the rate at which cases are docketed (or processed) and the rate of completion of complaint determinations and dismissals. The Commission also recently reorganized its administrative structure in order to create a position of Quality Control Director, which will enhance the Commission's accountability initiatives and level of customer service provided to the people of Florida.

2. Promoting greater public understanding of discrimination issues and laws; and working to engage community members and leaders in addressing inter-group tensions and discriminatory activities:

The Commission's community outreach and communications efforts in promoting a greater understanding of discrimination laws and issues and working to engage members in addressing discrimination and intolerance have improved dramatically in recent years. In addition to employment, housing, public accommodations and "whistle-blower" issues, the Commission is also focusing its education efforts on improving public awareness of human trafficking and hate crimes. In FY 2007-08 the Commission's Community Relations Service Unit (CRS) conducted numerous trainings and presentations to state and county governments, as well as local and nonprofit entities. This included training to Florida's Supreme Court and an additional 13 courts statewide (including the Chief Justice of the Florida Supreme Court, Associate Judges and Chief Judges in several Florida circuit courts). This extensive training effort resulted from a subcommittee of the Supreme Court's Standing Committee on Diversity that requested that the Commission provide training to address instances of alleged racial and cultural intolerance within the court system.

Commission Studies

In terms of studies conducted, the Commission received a \$280,000 grant from HUD in 2007 to conduct a Housing Discrimination Study, which was successfully coordinated by the Commission's Housing Unit. The purpose of the study is to measure the extent of housing discrimination against Hispanic homebuyers and renters in Orlando metro area (Lake, Orange, Osceola and Seminole counties). This current effort is a follow-up study to the Housing Discrimination Study 2000 (HDS 2000) that researched discriminatory trends and measured the extent of housing discrimination in the United States against person because of race or color. This previous study found that 1 in 4 Hispanics are discriminated against and denied housing in rentals.

As part of this current study and grant awarded to the Commission, the Commission's Housing Unit conducted a Predatory Lending conference that concentrated on the Hispanic communities within the Orlando metro area. Because of this conference, approximately 60 housing complaints (mortgage fraud for Hispanic families) were generated. Because the Commission is not statutorily authorized to investigate mortgage fraud, it is working with HUD and other agencies to ensure proper referral of these complainants. The HDS study concludes in August 2008, with a final report to be completed by October 2008.

In December 2007, the Commission was also awarded a research grant by the Jonathan and Dorothy Rintels Foundation to examine the determinants of majority/minority inequality in income

and wealth accumulation and its role as a potential source of majority/minority conflict. In partnership with a prominent research economist at Florida State University, a final report of findings is expected during the spring of 2009.

Training Services

Over the next five years, the Commission has set ambitious goals to increase the number of Florida businesses, governmental officials, individuals and community organizations that will benefit from the Commission's training efforts. The Commission has developed a new "Train the Trainer" (TOT) program that will be launched in the fall of 2008. This initiative is designed to maximize the impact of the Commission's training program and will allow the Commission to reach a wider statewide audience, address the needs of an ever-increasing workforce and create the capacity for Florida's communities to independently implement effective training modules and programs. The TOT program will be offered at least once quarterly in each of the four CRS districts. Another initiative will strive to improve the rate at which parties involved in disputes choose mediation as an alternative to the lengthy investigative process. Finally, the Commission will continue to work with the Hate Crimes Working Group of the U.S. Attorney's Office, Middle District of Florida, to address issues and solutions relating to crimes based on violations of civil rights of individuals and groups.

Communications

In terms of communications, the Commission was cited in over 40 print, television, radio and electronic media outlets throughout the state during FY 2007-08. The topics of the articles ranged from housing, elder discrimination and sexual harassment to community events and the Commission's programs and services. The Commission also ran public service announcements informing the public of the Commission's role and initiatives on various radio stations. Several training and public awareness forums were also conducted statewide to improve the public's knowledge of discrimination issues facing Florida today.

Over the next five years, the Commission anticipates increasing media and communications outreach efforts to inform the public of its services and human and civil rights issues in Florida. The Commission will accomplish this by:

Informing individuals, businesses, housing providers and communities of their rights and responsibilities via various media outlets.

Developing partnerships with local groups and organizations to reach out to communities through electronic messaging and Internet technology.

Recruiting those who have benefited from Commission programs and services who are willing to testify about their experiences and "paint a picture" for the public of the consequences of discrimination.

Target audiences for outreach and communications efforts will include Florida's housing industry; business-owners, managers and employees; local community groups and organizations; state and local public officials and educators and students at all educational levels.

Data Clearinghouse

One of the Commission's statutory goals is to provide technical assistance to individuals and

organizations statewide relating to the development of strategies to improve local relations and to address potential conflict. Through its CRS Unit, the Commission anticipates making available on its public website its Consumer Resource and Data Center (CRDC) during the fall of 2008. The CRDC website will house a public library of accessible and current research reports and studies related to civil and human rights issues and community and state data resources on topics, such as demographics, health, education, income and employment/unemployment and justice administration. Information is intended for users who wish to be more informed about their communities and private and public foundation grant resource information. The CRDC will contain links to federal, state, local and private sector sites that maintain relevant information, reports, publications and research. In the future, the CRDC will provide technical assistance to communities wanting to investigate their local economic, social and cultural “landscape” (as resources allow). The Commission is the only state agency in the United States providing such a capability to its local communities.

Direct-Support Organization Legislative Request

Finally, the Commission anticipates seeking legislative authority to create a Direct Support Organization (DSO) to provide additional outreach and educational activities. If approved by the Legislature, the DSO would be implemented over the next five years as a not-for-profit corporation to engage in additional Commission-related program activities using private and public grants and donations. As resources allow, the DSO donations and grants could be used to fund the following innovative activities:

Community Assessment, Assistance, and Conflict Resolution: Establish partnerships to assess, understand and ultimately resolve conflicts arising from cultural differences and misunderstandings in Florida communities in accordance with 760.01(2), F.S.

Housing: Develop resources for renters, home buyers and sellers, landlords, realtors, brokers and mortgage financiers to enhance understanding of housing rights and responsibilities

Human and Civil Rights Research/Trend Analysis: In cooperation with other partners—including but not limited to local communities, human rights offices, university research centers and area chambers of commerce -- develop research related to civil rights issues of interest to the citizens of Florida (e.g., a database of past and present human and civil rights conditions in Florida and conduct a trend analysis to enable policy makers to better address the state's needs) [ss. 760.06 (7) and (9), F.S.]

Community Profiles: Develop community profiles and a database of local challenges and successful solutions (“best practices”) to enable communities to match needs with services and solutions [s. 760.06(7) F.S.]

Community Academies: Work with local community colleges and vocational- technical schools to offer courses on community relations and conflict resolution [ss. 760.06 (3) and (7), F.S.]

Enriching Florida's Youth: Work with state and local education staff and community groups to bring awareness of cultural differences and acceptance to Florida K-12 students

3. Promoting public confidence in Commission services:

Customer Service

The Commission provides surveys to its customers for the various enforcement units (Intake, Housing, Employment). Survey results for FY 2007-08: Intake (155 surveys): 98.3% rated

customer service good, very good or excellent; Housing (306 surveys): 94% rated service as satisfactory or very satisfactory; Employment (368 surveys): 98.4% rated service good, very good or excellent. Although it is difficult to improve upon such positive feedback, through staff training, continuing education and the use of new technology, the Commission seeks to further build on this record of high customer satisfaction.

Governance and Accountability

To ensure even greater managerial efficiency, effectiveness and accountability, the Commission currently operates under the FCHR Governance Policy, the design and structure of which was based on the Carver Model of Policy Governance and adopted by the Commission in December 2006.

Public Access

All meetings of the Commission are open to the public and subject to Florida's Sunshine laws relating to access, notice and request for meeting minutes. All information and records in the possession of the Commission, unless specifically exempted by law from public disclosure, are available to the public upon request or through the Commission's website. Pursuant to s. 120.54, Florida Statutes, the Commission publishes all proposed rules, subsequent changes and repeals in the Florida Administrative Weekly not less than 28 days prior to the intended action of adopting such rules and rule changes. A notice to the public contains the procedure to be used when requesting a public hearing on any proposed rule. Although the Commission has received no requests to date requesting a public hearing on any of its rules, any requests from the public to do so would be conducted according to Florida law.

Summary

The expected impact of proposed programs and priorities in terms of outcomes has been addressed in the sections above. Given recent successes of administrative, managerial, technological and procedural measures described above, the Commission will achieve its goals and outcomes. This is being accomplished through innovations in technology, employee continuing education and ongoing skill building, as well as continual monitoring of organizational "business" procedures. It is anticipated that increased public awareness of the Commission and its services due to expanded public communications and outreach efforts will increase public demand for Commission services and technical assistance. Approval of the Commission's legislative request to establish a Direct Support Organization will provide the Commission access to public and private funding which would improve its ability to respond to increased customer demand. Other than what may transpire as a result of any potential budget cuts, no policy changes or program eliminations that will affect the Commission's proposed budget request are anticipated.



**Performance
Measures
and
Standards
LRPP Exhibit II**

DMS LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Program: Administration Program	Code: 72010000
Service/Budget Entity: Executive Direction and Support Services	Code: 72010100

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Administrative costs as a percent of total agency costs	1.43%	1.31%	1.43%	1.50%
Administrative positions as a percent of total agency positions	8.49%	8.22%	8.49%	8.49%

Program: Administration Program	Code: 72010000
Service/Budget Entity: State Employee Leasing	Code: 72010300

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Number of employees in the State Employee Leasing Service	5	4	5	4

Business Operations Support	Code: 72400000
Service/Budget Entity: Facilities Management	Code: 72400100

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Average Department of Management Services full service rent-composite cost per net square foot (actual) compared to Average Private Sector full service rent-composite cost per net square foot in markets where the Department manages office facilities	\$16.29/\$18.00	\$17.18/\$19.59	\$16.29/\$18.00	\$17.76/\$20.79
DMS average operations and maintenance cost per square foot maintained	\$5.22	\$5.77	\$5.22	\$6.12
Number of maintained square feet (private contract and agency)	7,382,292	7,377,543	7,382,292	7,834,639
Number of leases managed	1,527	1,325	1,527	1,325

DMS LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Net square feet of state-owned office space occupied by state agencies	8,498,193	8,365,891	8,498,193	8,809,403
Net square feet of private sector office space occupied by state agencies	8,175,856	7,254,484	8,175,856	7,110,120
Number of facilities secured	19	18	19	18

Business Operations Support	Code: 72400000
Service/Budget Entity: Building Construction	Code: 72400200

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Gross square foot construction cost of office facilities for the Department of Management Services compared to gross square foot construction cost of office facilities for private industry average	\$112.87/\$125.02	\$131.91/\$134.65	\$112.87/\$125.02	\$146.27/\$149.30
Dollar volume of fixed capital outlay project starts	\$25 Million	\$34,711,002	\$25 Million	\$25,000,000

Business Operations Support	Code: 72600000
Service/Budget Entity: Aircraft Management	Code: 72600100

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Aircraft availability rate	96%	97%	96%	75%
Flight related accidents/Incidents	0%	0%	0%	0%

DMS LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Business Operations Support	Code: 72600000
Service/Budget Entity: Federal Property Assistance	Code: 72600200

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Federal property distribution rate	75%	87%	75%	75%
Number of federal property orders processed	900	426	900	500

Business Operations Support	Code: 72600000
Service/Budget Entity: Motor Vehicle and Watercraft Management	Code: 72600300

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Percent of requests for approval processed for the acquisition and disposal of vehicles within 48 hours	95%	93%	95%	95%
State contract daily vehicle rental rate vs. Private provider daily vehicle rental rate	\$28.00/\$59.00	\$25.56/\$60.53	\$28.00/\$59.00	\$28.00/\$59.00

Business Operations Support	Code: 72600000
Service/Budget Entity: Purchasing Oversight	Code: 72600400

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Percent of state term contract savings	28%	30%	28%	28%
Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	\$432,145,935	\$881,851,406	\$432,145,935	\$432,145,935
Number of Beds Occupied	8,728	7,731	8,728	10,128

DMS LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Office of Supplier Diversity	Code: 72600000
Service/Budget Entity: Office of Supplier Diversity	Code: 72600500

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Average minority certification process time (in days)	10	14.84	10	15
Number of businesses certified and registered	1,500	4,997	1,500	1,500
Number of businesses reviewed and audited	100	100	100	100

Human Resource Support	Code: 72750000
Service/Budget Entity: Human Resource Management	Code: 72750100

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Total state cost per FTE in the state agencies	\$392.82	\$400.93	\$392.82	\$392.82
Number of state agencies with established training plans	30	21	30	30
Percent of all contracted performance standards met (Outsourced HR)	100%	99.74%	100%	100%
Overall customer satisfaction rating	96%	100%	96%	96%
Percent of agencies at or above EEO gender parity with available labor market	87%	84%	87%	87%
Percent of agencies at or above EEO minority parity with available labor market	77%	58%	77%	77%
Number of users supported by the automated Human Resources system	232,000	236,579	232,000	232,000
Number of responses to technical assistance requests	8,300	9,742	8,300	8,300
Percent of dollars saved by eliminating and reducing expenses	19.25%	0%	19.25%	19.25%
Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	121,904	136,385	121,904	121,904

DMS LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Human Resource Support	Code: 72750000
Service/Budget Entity: Insurance Benefits Administration	Code: 72750200

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Percent of all contracted performance standards met	95%	97.18%	95%	95%
State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)	\$7,494/\$7,653	\$8,134/\$12,893	\$7,494/\$7,653	\$9,824/\$10,558
DMS administrative cost per insurance enrollee	\$10.27	\$6.84	\$10.27	\$10.27
State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	\$348.76	\$212.04	\$348.76	\$348.76
Percent of insurance benefits administration customers satisfied	90%	TBD September 30, 2009	90%	90%
Number of Enrollees (Total)	518,682	520,620	518,682	526,457

Human Resource Support	Code: 72750000
Service/Budget Entity: Retirement Benefits Administration	Code: 72750300

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Percent of members satisfied with retirement services	93.50%	TBD December 2009	93.50%	TBD December 2009
Percent of retired payrolls processed timely	100%	100%	100%	100%
Percent of service retirees added to the next payroll after receipt of all documents	99%	99%	99%	99%
Percent of monthly payrolls from FRS Employers processed within 5 days	99%	99.78%	99%	99%

DMS LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Turn around times for benefit calculations - Information Requests (calendar days)	14	12.07	14	14
Percent of participating agencies satisfied with retirement services	98%	TBD December 2009	98%	TBD December 2009
Percent of agency payroll transactions correctly reported	98%	98%	98%	98%
Administrative cost per active and retired member	\$21	TBD December 2009	\$21	TBD December 2009
Number of local pension plans reviewed	167	379.00	167	167
Number of FRS members	1,021,000	990,939	1,021,000	1,021,000

Program: Public Employees Relations Commission	Code: 72920000
Service/Budget Entity: Public Employees Relations	Code: 72920100

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Percent of timely labor dispositions	98%	99%	98%	98%
Percent of timely employment dispositions	90%	99%	90%	90%
Percent of dispositions not appealed	90%	93%	90%	Delete measure
Percent of appealed dispositions affirmed <u>or dismissed/withdrawn</u>	90%	96%	90%	90%
Number of labor dispositions	903	772	903	819
Number of employment dispositions	412	369	412	391

Program: Commission on Human Relations	Code: 72950000
Service/Budget Entity: Human Relations	Code: 72950100

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Percent of civil rights cases resolved within 180 days of filing	75%	88%	75%	75%
Number of inquiries and investigations	10,000	15,185	10,000	10,000

DMS LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Division of Telecommunications	Code: 72900000
Service/Budget Entity: Telecommunications Services	Code: 72900100

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Aggregated discount from commercially available rates for voice and data services	40%	39%	40%	40%
Percent of telecommunications customers satisfied	90%	94%	90%	90%
Total revenue for voice service	\$80 Million	\$67,448,012	\$80 Million	\$80 Million
Total revenue for data service	\$65.5 Million	\$64,667,882	\$65.5 Million	\$65.5 Million

Division of Telecommunications	Code: 72900000
Service/Budget Entity: Wireless Services	Code: 72900200

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Percent of wireless customers satisfied	84%	Delete measure	84%	Delete measure
Percent of all 800 MHz law enforcement radio system contracted performance standards met	98.75%	99.20%	98.75%	99.00%
Number of engineering projects and approvals handled for state and local governments	240	28	240	35

DMS LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Southwood Shared Resource Center	Code: 72900000
Service/Budget Entity: Southwood Shared Resource Center (formerly Information Services)	Code: 72910100

Note: All performance measures related to the Southwood Shared Resource Center will need to be reviewed by the newly elected board.

Approved Performance Measures for FY 2009-10	Approved Prior Year Standards FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards for FY 2009-10	Requested FY 2010-11 Standard
Percent of information services customers satisfied	90%	TBA	90%	TBA
Percent utilization by the Unisys System as used for capacity planning and technology refresh, employing 80% maximum utilization standard	60%	TBA	60%	TBA
Percent utilization by the IBM System as used for capacity planning and technology refresh, employing 80% maximum utilization standard	78%	TBA	78%	TBA
Number of customers served	169	TBA	169	TBA
Percent of customers satisfied	84%	TBA	84%	TBA
Percent of scheduled information technology production jobs completed	99.90%	TBA	99.90%	TBA
Percent of information management center's data processing requests completed by due date	98.50%	TBA	98.50%	TBA
System design and programming hourly cost	\$70	TBA	\$70	TBA
Percent of Scheduled Hours Computer and Network is Available	99.95%	TBA	99.95%	TBA
Cost per CPU (Billing charge to users of computer)	<\$0.001	TBA	<\$0.001	TBA
First Contact Resolution Rate	95%	TBA	95%	TBA
Cost per Help Desk case	\$13.25	TBA	\$13.25	TBA
Number of scheduled production jobs completed	100,000	TBA	100,000	TBA
Scheduled Hours Computer and Network is Available	8,110	TBA	8,110	TBA
Number of Help Desk calls resolved within 3 Hours	9,000	TBA	9,000	TBA
Percent of agency service level agreements met	95%	TBA	95%	TBA



**Assessment of
Performance for
Approved
Performance
Measures
LRPP Exhibit III**

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Administration Program

Service/Budget Entity: Executive Direction and Administration

Measure: Administrative costs as a percent of total agency costs

Action:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1.43%	1.50%	0.07% over	4.8%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

Upon establishment of the SSRC, positions and budget authority were transferred from the former Information Services budget entity to the Administration Program's Executive Direction and Administration budget entity to support the department's Application Management, Desktop Support, Domain Support and MyFlorida.com Portal services. This increased budget amplified the measure "Administrative costs as a percent of total agency costs".

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

A revision to the approved standard from 1.43% to 1.50% will be requested through a budget amendment which will be submitted after September 30, 2009.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Administration Program

Service/Budget Entity: State Employee Leasing

Measure: Number of employees in the State Employee Leasing Service

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
5	4	(1)	20%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

During fiscal year 2008-2009 one of the State Employee Leasing employees retired.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

A revision to the approved standard from 5 to 4 will be requested through a budget amendment which will be submitted after September 30, 2009.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Average Department of Management Services full service rent – composite cost per net square foot (actual) compared to average private sector full service rent – composite cost per net square foot in markets where the Department manages office facilities

Action:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$16.29 / \$18.00	\$17.18 / \$19.59	\$0.89 / \$1.59	5.5% / 8.8%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

The \$0.89 difference between the approved standard and actual performance results for the Department of Management Services full service rent (actual) is due to the rapidly rising cost of utilities that was not anticipated when this measure was established. The \$1.59 difference between the approved standard and the actual performance results for the average private sector full service rent – composite cost per net square foot in markets where the Department manages office facilities is due to the fact that the increase in private sector rental rate was more than estimated.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other – Not applicable |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

No external factors influenced the difference between the FY 08/09 Standard and the actual results.

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other – Not applicable

Recommendations:

A revision to the approved standard from \$16.29/\$18.00 to \$17.76/\$20.79 will be requested through a budget amendment after September 30, 2009.

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: DMS average operations and maintenance cost per square foot maintained

Action:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$5.22	\$5.77	\$0.55	10.5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

The difference, an increase of \$0.55 over our approved standard is due to several factors. The largest factor is the continuing increases in the cost of providing utilities to the facilities and the increasing costs of contractual services used in maintaining the facilities.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

The unpredictable and increasing costs of utilities and the continuous increases in the costs of contractual services used in maintaining the facilities.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Management is continually looking for ways to manage the utilities consumption in our facilities. This is being accomplished through retrofitting the facilities with

more energy efficient lighting, changing the set temperature in our facilities and replacing inefficient chillers. We have also entered into Energy Performance Contracts with various Energy Service Companies which will provide for more energy efficient equipment in several of our facilities.

A revision to the approved standard from \$5.22 to \$6.12 will be requested through a budget amendment after September 30, 2009.

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Number maintained square feet (private contract and agency)

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
7,382,292	7,377,543	(4,749)	(0.06%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

This difference can be attributed to the re-measurement of DMS facilities, resulting in very slight revisions to square footage figures.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other – Not applicable |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

No external factors influenced the difference between the FY 2008/09 Standard and the actual results.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other – Not applicable |

Recommendations:

A revision to the approved standard from 7,382,292 to 7,834,639 due to the inclusion of the Department of Revenue facilities at the Capital Circle Office Complex will be requested through a budget amendment after September 30, 2009.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Number of leases managed

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,527	1,325	(202)	(13.2%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

This measure represents the total number of active real property leases managed by Real Estate Development and Management. This includes leases with private sector vendors as well as leases for space within DMS pool facilities. The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in fewer real property leases.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other - Decreasing size of state government and more efficient space utilization |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

This measure represents the total number of active real property leases managed by Real Estate Development and Management. This includes leases with private sector vendors as well as leases for space within DMS pool facilities. The standard was based on historical data. The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in fewer real property leases.

Management Efforts to Address Differences/Problems (check all that apply):

- Training
- Personnel

- Technology
- Other - Account for
diminishing size of state
government workforce

Recommendations:

A revision to the approved standard from 1,527 to 1,325 will be requested through a budget amendment after September 30, 2009.

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Net square feet of state-owned office space occupied by state agencies

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
8,498,193	8,365,891	(132,302)	(1.6%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed.

External Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other – Decreasing size of state government and more efficient space utilization |

- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

Explanation:

The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed.

Management Efforts to Address Differences/Problems (check all that apply):

- Training
- Personnel

- Technology
- Other – Account for diminishing size of state government workforce and more efficient space utilization

Recommendations:

A revision to the approved standard from 8,498,193 to 8,809,403 due to the inclusion of the Department of Revenue facilities at the Capital Circle Office Complex will be requested through a budget amendment after September 30, 2009.

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Net square feet of private sector office space occupied by state agencies

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
8,175,856	7,254,484	(921,372)	(11.3%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed.

External Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other – Decreasing size of state government and more efficient space utilization |

- This Program/Service Cannot Fix The Problem
 Current Laws Are Working Against The Agency Mission

Explanation:

The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other – Account for diminishing size of state government workforce and more efficient space utilization |

Recommendations:

A revision to the approved standard from 8,175,856 to 7,110,120 will be requested through a budget amendment after September 30, 2009.

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Number of facilities secured

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
19	18	(1)	(5.3%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

The security for the Marathon RSC is currently provided for by tenant law enforcement agencies occupying the facility.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other – N/A |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

N/A

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other – N/A |

Recommendations:

A revision to the approved standard from 19 to 18 will be requested through a budget amendment after September 30, 2009.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Facilities

Service/Budget Entity: Building Construction

Measure: Gross Sq. Foot Construction Cost of Office Facilities for the Dept. of Management Services compared to Gross Sq. Foot Construction Cost of Office Facilities for Private Industry Average

Action:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$112.87/ \$125.02	\$131.91/ \$134.65	\$19.04/ \$9.63	16.9% / 7.7%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other – No recent DMS comparables available. |

Explanation:

The DMS performance result is based upon the most recent DMS office buildings constructed, indexed forward using industry factors to the target year. Sharp increases in the cost of items like steel, concrete and fuel can cause actual construction costs to outpace the industry indexes, which are in effect lagging indicators. Due to annual cost increases caused by inflation and other construction related factors, the department will request that the standard for this measure be increased from \$112.87/\$125.02 to \$146.27/\$149.30. A budget amendment requesting this change will be submitted after September 30, 2009.

In the past couple of years a worldwide building boom has increased demand for construction supplies resulting in increased cost of construction. Since DMS had not built any new office buildings since 2000 there was no recent internal data to affect this measure, so it was based on indexing alone. By contrast the private-sector measure includes both indexing and more recent project data, so that it already reflected some of the recent cost increases.

It should be noted that while the recent data from the new Dept. of Revenue. office buildings has caused the DMS construction cost to 'catch up' somewhat, it remains lower than the private-sector comparable.

External Factors (check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

No recent DMS office building construction was authorized between FY 2000-01 and FY 2008-09.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

None.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Support
Service/Budget Entity: Federal Property Assistance
Measure: Number of Federal Property Orders Processed

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
900	426	(474)	(53%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation: Budgetary travel restrictions had a minimal impact on this performance measure.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

External forces which may be present that could affect the agency's ability to accomplish the measure is the quality and quantity of property available in the program. The program cannot control this factor.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Due to the reduced availability of equipment, a revision to the approved standard from 900 to 500 will be requested through a budget amendment which will be submitted after September 30, 2009.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Support

Service/Budget Entity: Motor Vehicles & Watercraft Management

Measure: Percent of Requests for Approval Processed for the Acquisition and Disposal of Vehicles Within 48 Hours

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
95%	93%	(2%)	(2%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: Several extensive projects running concurrently.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Approval requests being returned multiple times for corrections or requesting additional supporting documentation.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

None.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Support Program

Service/Budget Entity: Private Prison Monitoring

Measure: Number of Beds Occupied

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
8,728	7,731	(997)	-11.5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Work Release camps were originally included (600 beds) in the FY 09-10 Approved Standard, but the facilities were not built because the contract was not awarded. The facilities then reverted back to the Department of Corrections. In addition, as a result of funding reductions, the expansion at the Graceville Facility (384 beds) was not populated until July 2009. Another factor that influenced the standard is the fact that the Department of Corrections assigns a variable number of inmates to the private correctional facilities.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

The Department of Corrections assigns inmates to the private correctional facilities.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

With all six facilities fully functional, the number of beds occupied is anticipated to increase. A revision to the approved standard from 8,728 to 10,128 will be requested through a budget amendment which will be submitted after September 30, 2009.

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Office of Supplier Diversity
Service/Budget Entity: Minority Business Program
Measure: Average minority certification process time (in days)

Action:

- Performance Assessment of Outcome Measure
- Performance Assessment of Output Measure
- Adjustment of GAA Performance Standards
- Revision of Measure
- Deletion of Measure

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
10	14.84	4.84	48%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify)

Explanation:

OSD has managed to decrease overall process time for certification. Last year, the average time was 16 days. Moving to an average process time of 10 days was too progressive and too fast although efficiency and customer service has drastically improved.

External Factors (check all that apply):

- Resources Unavailable
- Legal/Legislative Change
- Target Population Change
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission
- Technological Problems
- Natural Disaster
- Other (Identify)

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations:

It is our recommendation that OSD moves toward document imaging and a complete automated certification process to reduce lag time and ensure faster delivery for customer service. A revision to the approved standard from 10 to 15 will be requested through a budget amendment which will be submitted after September 30, 2009.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Number of State Agencies with Established Training Plans

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
30	21	(-9)	-30%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Section 110.235, Florida Statutes, requires state agencies to establish training programs that provide a framework to develop human resources through empowerment, training and rewards for productivity enhancements; to continuously improve the quality of services; and to satisfy the expectations of the public. Each year, agencies are required to provide to the Division of Human Resource Management an evaluation of the implemented training and the progress made in the area of training. The Department of Management Services annually distributes a survey to the agencies asking "For FY _____, did your agency have an established training plan?"

For Fiscal Year 2008-2009, only 27 out of 30 agencies responded to the survey. Of those, 21 agencies reported having an established training plan. The Department of

Business and Professional Regulation, Department of Corrections, and The Department of Revenue, did not respond to the survey and are considered not to have a training plan.

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Percent of All Contracted Performance Standards Met (Outsourced HR)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
100%	99.74%	(-.26)	(.26%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | |
| <input type="checkbox"/> Other (Identify) | |

Explanation:

The Department of Management Services contracted with Convergys Customer Management Group, Inc. (Convergys/service provider) on August 21, 2002 to provide the State with a personnel information system (automated HR system) and an enterprise-wide suite of human resource services including payroll and benefits administration, attendance and leave, staffing, and human resource and organizational management. The service provider contract stipulates acceptable performance standards and minimum service levels. Examples of performance metrics included in the contract are: self-service availability, service level, forced disconnects, first call resolution, case investigation resolution and benefits eligibility.

As the contract manager, the Department manages the contract and oversees the performance of the service provider to ensure compliance with the provisions. This performance measure provides an assessment of the service provider's performance. For fiscal year 2008-09, the service provider met 386 of the 387 performance metrics achieving 99.74% of the standard (as measured on a monthly basis). The service provider faces financial penalties if the service provider fails to meet the same performance metric for two consecutive months or more. Although financial penalties are based on the performance of an individual metric and not whether the service provider met 100% of all contracted performance standards in a given time period, the Department expects the service provider to meet 100% of their contractually required performance metrics.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Percent of Agencies at or above EEO Gender Parity with Available Labor Market

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
87%	84%	(-3)	(-3.44%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

This measure provides information on gender representation in the executive branch agencies as compared to the available labor market. The Division of Human Resource Management provides agencies with a fair and equitable employment infrastructure that includes core human resource policies, strategies and practices for agencies to follow in recruiting, selecting, and managing their human resources. However, the Division does not have the authority to make hiring decisions within the state agencies. For fiscal year 2008-2009, 26 out of 31 agencies are at or above EEO gender parity (= 47% +/- 2%) with the available labor market.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Percent of Agencies at or above EEO Minority Parity with Available Labor Market

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
77%	58%	(-19)	(-24.67%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

This measure provides information on minority representation in the executive branch agencies as compared to the available labor market. The Division of Human Resource Management provides agencies with a fair and equitable employment infrastructure that includes core human resource policies, strategies and practices for agencies to follow in recruiting, selecting, and managing their human resources. However, the Division does not have the authority to make hiring decisions within the state agencies. For fiscal year 2008-09, 17 out of 31 agencies are at or above EEO minority parity (=33% +/- 2%) with the available labor market.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Percent of Dollars Saved by Eliminating and Reducing Expenses that are Redirected to Employees

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference	Percentage Difference
19.25%	0%	-19.25%	-100%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

This measure, "Percent of Dollars Saved by Eliminating and Reducing Expenses that are Redirected to Employees," is provided to capture the savings generated by the agencies that are shared with employees as a means to retain, reward, and recognize high performing employees. As required by the Savings Sharing Program in s. 110.1245, F.S., agencies are surveyed annually to ascertain the number of cost saving proposals received; the number of dollars and awards given to employees or groups of employees for adopted proposals and the cost savings realized from adopted proposals. In Fiscal Year 2008/2009, survey responses were received from 27 of the 30 agencies surveyed. Due to lack of agency participation, the percent of dollars saved from eliminating and reducing expenses failed to meet the approved performance standard for fiscal year 2008-2009.

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Insurance Benefits Administration

Measure: State Employees' Preferred Provider Organization Plan – per member/per year cost – (State) compared to the per member/per year cost – (National Benchmark)

Action:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$7,494	\$8,134	\$640	8.5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input checked="" type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Performance assessment of outcome measure was higher than approved standard due to the factors listed below:

1. Inflationary factors – Survey indicates annual increases in (a) medical costs of 5% to 12% and (b) prescription drugs of 6.5% to 12%. State PPO cost increases are within survey.
2. Aging population – The average age in the PPO Plan has increased in the last years from 42.1 to 42.6 in FY 08-09.
3. New medical technology being more effective to diagnosed and treat medical conditions but being more costly.
4. New specialty/biotech drugs being more effective in the treatment of medical conditions but being very costly.

The Division is requesting a revision of this measure. A budget amendment will be submitted after September 30, 2009 with a request to increase the standard (State) from \$7,494 to \$9,824(State).

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Continuous review of utilization and costs of the State PPO Plan to identify cost drivers and program modifications that can positively impact the outcome. Data is provided to stakeholders for decision making.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Workforce
Service/Budget Entity: Insurance Benefits Administration
Measure: Number of Enrollees (Total)

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
518,682	520,620	1,938	.37%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

This unit cost performance measure provides information on the volume of state employees and retirees' participating in the State Group Health Insurance programs administered by DSGI. The Division is requesting a revision of this measure due to the growth in total subscriber enrollment which is projected to increase at an annual average of 0.6%.

A budget amendment will be submitted after September 30, 2009 with a request to increase the standard from 518,682 (Number of Enrollees- Total) to 526,457 (Number of Enrollees – Total).

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Retirement Benefits Administration

Measure: Number of FRS Members

Action:

- | | |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,021,000	990,939	(30,061)	(2.94%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

The standard was adjusted last year to reflect recent historical trends but the most recent economic downturn caused less hiring and reduced services by state and local governments. The estimation for growth is based on a 3-year average to project the rate of growth.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Hiring and employment practices of employers participating in the Florida Retirement System are controlled by these agencies in response to services required by law and/or the local electorate. The department can only report the actual count of members and this relationship to recent historical trend projections.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

None needed at this time. This year's standard is being retained since there is insufficient historical experience resulting from the most recent economic downturn to project any meaningful changes.

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Division of Telecommunications

Service/Budget Entity: Telecommunications Services

Measure: Aggregated discount from commercially available rates for voice services.

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
40%	39%	(1%)	(3%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

Comparison to commercial rates – not a one-to-one comparison – State Rates include features that are not necessarily included in the commercial rate. Contracts are being renewed and renegotiated with vendors to ensure that the State receives the best rate based on volume & customers served.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: N/A

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: None needed.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Division of Telecommunications
Service/Budget Entity: Telecommunications Services
Measure: Total Revenue for Voice Service

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$80,000,000	\$67,448,012	(\$12,551,988)	(19%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Long Distance: During this reporting period DIVTEL was disconnecting the SUNCOM Voice Network and changing Network Facilities to the new vendors – Qwest (Dedicated) and Verizon (Switched). One issue with the transition created some long distance charges to be billed direct to the end user. When these situations were identified; the customers were moved to the State billing. These situations are now identified within a shorter timeframe and DIVTEL is notifying the vendors to move the accounts within 30 days verses several months which was the timeframe at the beginning of this reporting period.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Division of Telecommunications
Service/Budget Entity: Telecommunications Services
Measure: Total Revenue for Data Service

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$65,500,000	\$64,667,882	(\$832,118)	(1%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

During this review period; the MyFloridaNet (MFN) was fully installed and other services disconnected – Frame Relay, Router (RTS) & Native ATM. Influences that resulted in reducing the Data Revenue include – Service Level Agreement (SLA) credits for missed due dates and service outages; this reduced monthly charges and disconnecting existing services which would credit charges effective from one to possible three months of service.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Technology Program

Service/Budget Entity: Wireless Services

Measure: Percent of Wireless Customers Satisfied

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
84%	n/a	n/a	n/a

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Delete assessment. DMS Office of Inspector General "Report No. PMR 2008-6" page 4 states that this measure was not representative of the customer base of the wireless services overall. As such DMS has determined that this measure should be removed. DMS will submit a budget amendment after September 30, 2009.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Division of Telecommunications

Service/Budget Entity: Wireless Services

Measure: Number of engineering projects and approvals handled for state and local governments

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
240	28	(212)	88%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

In Fiscal Year 2007-08 the number of staff assigned to this activity was reduced by three engineers and one supervisor.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

With two engineers left in this area it is recommended that the new approved performance measure be set at 35 state and local projects per year. An EMS engineer is one of the two working on local projects that are part of this total. A revision to the approved standard from 240 to 35 will be requested through a budget amendment which will be submitted after September 30, 2009.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Public Employees Relations Commission
Service/Budget Entity: Public Employees Relations Commission
Measure: Number of Labor Dispositions

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
903	772	131 (Under)	17%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

Proposed estimate (request) was not accurately reflected in previous submission due to an administrative error.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input checked="" type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

PERC is a quasi-judicial body. The number of cases filed with the agency is dependent on factors outside of the agency's control, such as changes in the law and the status of public sector labor and employment relations. PERC consistently meets its performance standard for disposing of cases filed with the agency within the statutory time period. Therefore, any discrepancy between the approved standard for "Number of Labor Dispositions" and the actual performance result is directly attributable to the number of cases filed with the agency and not a reflection on the agency's performance in adjudicating public sector labor and employment disputes.

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other (Identify)

Recommendations:

As stated above, the discrepancy between the approved standard for “Number of Labor Dispositions” and the actual performance result is directly attributable to the number of cases filed with the agency – a factor outside of the agency’s control. A revision to the approved standard from 903 to 819 will be requested through a budget amendment which will be submitted after September 30, 2009.

Office of Policy and Budget – July 2009

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Public Employees Relations Commission
Service/Budget Entity: Public Employees Relations Commission
Measure: Number of Employment Dispositions

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
412	369	43 (Under)	11.65%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

Proposed estimate (request) was not accurately reflected in previous submission due to an administrative error.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input checked="" type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

PERC is a quasi-judicial body. The number of cases filed with the agency is dependent on factors outside of the agency's control, such as changes in the law and the status of public sector labor and employment relations. PERC consistently meets its performance standard for disposing of cases filed with the agency within the statutory time period. Therefore, any discrepancy between the approved standard for "Number of Employment Dispositions" and the actual performance result is directly attributable to the number of cases filed with the agency and not a reflection on the agency's performance in adjudicating public sector labor and employment disputes.

Management Efforts to Address Differences/Problems (check all that apply):

Training

Technology

Personnel

Other (Identify)

Recommendations:

As stated above, the discrepancy between the approved standard for “Number of Employment Dispositions” and the actual performance result is directly attributable to the number of cases filed with the agency – a factor outside of the agency’s control. A revision to the approved standard from 412 to 391 will be requested through a budget amendment which will be submitted after September 30, 2009.

Office of Policy and Budget – July 2009



**Performance
Measure Validity
and Reliability
LRPP Exhibit IV**

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Administration

Service/Budget Entity: Executive Direction and Support Services

Measure: Administrative costs as a percent of total agency costs

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

Upon establishment of the SSRC, positions and budget authority were transferred from the former Information Services budget entity to the Administration Program's Executive Direction and Administration budget entity to support the department's Application Management, Desktop Support, Domain Support and MyFlorida.com Portal services. This increased budget amplified the measure "Administrative costs as a percent of total agency costs". We are requesting a change in the standard for this measure due to the increased budget within the Executive Direction and Support Services budget entity. A budget amendment requesting this change will be submitted after September 30, 2009.

Data Sources and Methodology:

The administrative costs as a percent of total agency costs is calculated by dividing the approved budget for Executive Direction and Support Services budget entity by the total agency's approved budget. This data is collected from the General Appropriations Act (GAA) and LAS/PBS for "actual and LBR" data.

Validity:

This measure is appropriate because it is an indicator of the efficiency of the Department's administration and support services. This measure is valid because the data is obtained from the General Appropriations Act (GAA) and LAS/PBS. The working documents and methodology related to this measure can be found at: G:\PLANNING\zAdministration Measures\ADMINISTRATION - Admin cost as a percent of total agency cost.

Reliability:

This measure is reliable because the same sources of information are used from year to year. In addition, the Department has established various internal controls to ensure the accuracy of the data.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Administration

Service/Budget Entity: State Employee Leasing

Measure: Number of employees in the state employee leasing service

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

We are requesting a change to the standard from 5 to 4 FTE. This change in standard is needed to properly reflect the actual remaining number of employees within this service. There are three employees within state employee leasing, and one within the Black Business Investment Board (BBIB). Lease agreements provide that employees retain their status as a state employee until a set date. Once a position is vacated, the position is offered up as a deletion in the next Legislative Budget Request (LBR) cycle. A budget amendment requesting this change will be submitted after September 30, 2009.

Data Sources and Methodology:

The data source is the actual FTE count reflected in the General Appropriations Act within the state employee leasing budget entity. To project the out year count, the Legislative Budget Request is used as the data source.

Validity:

This method is valid because it represents the actual FTE count within the budget entity.

Reliability:

This method is reliable because it represents the actual FTE count within the budget entity.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Average Department of Management Services full service rent - composite cost per net square foot (actual) compared to average private sector full service rent – composite cost per net square foot in markets where the Department manages office facilities

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

A revision to the approved standard from \$16.29/\$18.00 to \$17.76/\$20.79 will be requested through a budget amendment after September 30, 2009. In DMS facilities the requested change is primarily due to the rapidly rising cost of utilities that was not anticipated when this measure was established as well as the increasing cost of contracts used for the operations and maintenance of DMS pool facilities. In markets where the Department manages office facilities is due to the fact that the increase in private sector rental rate was more than estimated.

Data Sources and Methodology:

The data source for Average Department of Management Services full service rent – composite cost per net square foot (actual) compared to average private sector full service rent – composite cost per net square foot in markets where the Department manages office facilities is the Leasing Section located within DMS in the Facilities Program. This indicator is the cost to agencies to occupy space in Department of Management Services' facilities. This measure is the uniform full service rental rate that the Department charges its tenants.

The data source for the for Average Department of Management Services full service rent – composite cost per net square foot (actual) compared to average private sector full service rent – composite cost per net square foot in markets where the Department manages office facilities is the Facilities Accountability Tool (FACT), a database maintained within the Service.

The private sector lease rate was obtained from a June 30, 2009 report run from FACT. This lease rate is an average of all state agency full service leases with

private sector vendors in markets where DMS has office facilities that were on file with the Department as of June 30, 2009.

Validity:

The purpose of this measure is to capture the actual Department of Management Services full service lease rate for comparison purposes to the average private sector full service lease rate in markets where the Department manages office facilities. This measure is appropriate because it serves as an indicator of how competitive the Department's rates are with the private sector.

This measure is valid because the source is the actual state agency full-service leases with private sector vendors in markets where the Department of Management Services has office facilities that were on file with the Department as of June 30, 2009.

Reliability:

This measure is reliable because the same sources of data and methodology are used from year to year. In addition, the accuracy of this data can be verified by reviewing the full-service rate that the Department charges tenants in its facilities and by reviewing the full-service leases that state agencies have with the private sector.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: DMS average operations and maintenance cost per square foot maintained

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

A revision to the approved standard from \$5.22 to \$6.12 will be requested through a budget amendment after September 30, 2009. The largest factor is the continuing increases in the cost of providing utilities to the facilities and the increasing costs of contractual services used in maintaining the facilities.

Data Sources and Methodology:

The data source for the Department's average operations and maintenance cost per square foot maintained is the June 30, 2009 Schedule of Allotment Balances, from the State's accounting system (FLAIR).

This indicator includes the total costs associated with the day-to-day operation of a facility. It includes maintenance and repair, janitorial and housekeeping, utility and indirect costs (i.e., landscaping and grounds, roadways and parking facilities).

The Department's total operations and maintenance cost is divided by the maintained square footage of the Department's facilities to arrive at an average cost per square foot maintained.

Validity:

The purpose of this measure is to capture the Department's operations and maintenance cost for use in trend analysis and for comparison to the private sector (industry average). This will allow us to see if our costs are competitive with the private sector and help us make future decisions on the provision of these services. It includes the total costs associated with the day-to-day operations of a facility. It also includes maintenance and repair costs, janitorial

and housekeeping, utility and indirect costs (i.e., landscaping and grounds, roadways and parking facilities).

Reliability:

The reliability of the Department's cost data is high. The data source for this information is the June 30, 2009 Schedule of Allotment Balances, obtained from the State's Accounting System (FLAIR). The collection method is consistent and considers all costs relevant to the measure. The potential for duplicating the data with the same result is high. This is due to the fact that this measure is inclusive of all operations and maintenance costs and lends itself easily for comparison to private sector costs. This measure is a simple and easily understood measure that should be easily interpreted and accepted by the general public.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Number of maintained square feet (private contract and agency)

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

A revision to the approved standard from 7,382,292 to 7,834,639 due to the inclusion of the Department of Revenue facilities at the Capital Circle Office Complex will be requested through a budget amendment which will be submitted after September 30, 2009.

Data Sources and Methodology:

The data source for the Number of maintained square feet (private contract and agency) is the Leasing Section located within DMS in the Facilities Program. This indicator shows the total square footage being maintained by DMS through both the in-house provision and contracting of operations and maintenance services. The data related to this measure was obtained from a June 30, 2009 Pool Facilities Report, provided by the Leasing Section. This report is based on information obtained from the Facilities Accountability Tool (FACT), a database maintained with this Service and details the amount of square feet being maintained by DMS through both the in-house provision and contracting of operations and maintenance services.

Validity:

The purpose of this measure is to capture the total square footage of space being maintained by DMS, whether through the in-house provision or the contracting of operations and maintenance services. This measure is valid and appropriate because it serves as an indicator of the workload of the Activity.

Reliability:

The reliability of this data is high because the same data source and methodology are used from year to year. The results for this will be consistent as long as the methodology is constant.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Number of leases managed

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

A revision to the approved standard from 1,527 to 1,325 will be requested through a budget amendment after September 30, 2009. This measure represents the total number of active real property leases managed by Real Estate Development and Management. This includes leases with private sector vendors as well as leases for space within DMS pool facilities. The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in fewer real property leases.

Data Sources and Methodology:

The data source for the Number of leases managed is information provided by the leasing section, located within DMS in the Facilities Program. This information is based on report obtained from the Facilities Accountability Tool (FACT); a database maintained within this Service and details the number of active leases being administered in the activity as of June 30, 2009.

Validity:

The purpose of this measure is to capture some of the workload for this activity. The measure is valid and appropriated because it serves as an indicator as to the workload of the activity.

Reliability:

The reliability of this data is high because the same data source and methodology are used from year to year. The results for this will be consistent as long and the methodology is constant.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Net square feet of state-owned office space occupied by state agencies

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

A revision to the approved standard from 8,498,193 to 8,809,403 due to the inclusion of the Department of Revenue facilities at the Capital Circle Office Complex will be requested through a budget amendment. The amendment requesting this revision will be submitted after September 30, 2009.

Data Sources and Methodology:

The data source for Net square feet of state-owned office space occupied by state agencies is the Facilities Accountability Tool (FACT); a database maintained within this Service. This indicator does not measure program output, but was established to show the growth and percentage of state-owned office space as it related to the amount of private sector leased office space occupied by state agencies.

The data related to DMS was obtained from the June 30, 2009 report, obtained from the Service's leasing section. This report is based on information obtained from FACT, a database maintained within this service and details the amount of space DMS office space occupied as of June 30, 2009. The data related to office space owned by other state agencies was obtained from the State Facilities Inventory Section. This report is also based on information from FACT, ad database maintained within this Service.

Validity:

The purpose of this measure is to capture the net square feet of state-owned office space occupied by state agencies to show the growth and percentage of state-owned office space as it related to the amount of private sector leased

office space occupied by state agencies. This measure is valid and appropriate because it serves as an indicator in helping establish a proper balance between state-owned and state leased office space as well as providing an indicator of the total amount of state-owned office space on an annual basis.

Reliability:

The reliability of this data is high because the same data sources and methodology are used from year to year. The results for this will be consistent as long as the methodology is constant.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Net square feet of private sector office space occupied by state agencies

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

A revision to the approved standard from 8,175,856 to 7,110,120 will be requested through a budget amendment. The difference can be attributed to the decreasing size of state government and more efficient space utilization, thereby resulting in less space needed. The amendment requesting this revision will be submitted after September 30, 2009.

Data Sources and Methodology:

The data source for Net square feet of state-owned office space occupied by state agencies is the Facilities Accountability Tool (FACT); a database maintained within this Service. This indicator does not measure program output, but was established to show the growth and percentage of state-owned office space as it related to the amount of private sector leased office space occupied by state agencies.

Validity:

The purpose of this measure is to capture the net square feet of private sector office space occupied by state agencies to show the trend of private sector office space being occupied by state agencies. This measure is valid and appropriate because it serves as an indicator of the total amount of office space being leased by state agencies from the private sector.

Reliability:

The reliability of this data is high because the same data source and methodology are used from year to year. The results for this will be consistent as long as the methodology is constant.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(Facilities Management)

Measure: Number of facilities secured

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

A revision to the approved standard from 19 to 18 will be requested through a budget amendment . The security for the Marathon RSC is currently provided for by tenant law enforcement agencies occupying the facility. The amendment requesting this revision will be submitted after September 30, 2009.

Data Sources and Methodology:

The data source Number of facilities secured is the actual number of facilities where DMS provides security services as of June 30, 2009. These security services are provided through manned and/or systems integration. These facilities include: James, Peterson, Ft. Myers, Grizzle, Ft. Pierce, Sebring, R.A. Gray, Hurston, Alachua, Rohde, Opa-Locka, Gore, Dimick, Trammell, Hargrett, Jacksonville, Daytona Beach and North Broward buildings.

Validity:

The purpose of this measure is to capture the actual number of facilities where DMS provides security services. This can be used to compare to future numbers. This measure is valid and appropriate because it serves as an indicator of the workload of this activity and for comparison to future years.

Reliability:

The reliability of this data is high because the same data source and methodology are used from year to year. The results for this will be consistent as long and the methodology is constant.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Facilities

Service/Budget Entity: Building Construction

Measure: Gross Sq. Foot Construction Cost of Office Facilities for DMS compared to Gross Sq. Ft. Construction Cost for Private Industry Average

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

A revision to the approved standard from \$112.87/\$125.02 to \$146.27/\$149.30 will be requested through a budget amendment. This is due to the inclusion of the Department of Revenue facilities at the Capital Circle Office. Sharp increases in the cost of items like steel, concrete and fuel caused construction costs to increase in both the DMS cost and the Private Industry Average cost. In the past couple of years a worldwide building boom has increased demand for construction supplies resulting in increased cost of construction. It should be noted that while the recent data from the new Dept. of Revenue office buildings has caused the DMS construction cost to 'catch up' somewhat, it remains lower than the private-sector comparable. The amendment requesting this revision will be submitted after September 30, 2009.

Data Sources and Methodology:

The data source for the DMS cost per GSF is taken from the project records for the most recent office building construction. The new Department of Revenue building group is the source for this year's cost figure. In previous years the twin buildings constructed for the Department of Health in Tallahassee served as the base reference, indexed forward using industry factors to the measurement year. Private industry averages are based on industry published references (R.S. Means Construction Costs w/ location factor applied).

Validity:

The purpose of this measure is to compare the construction cost of DMS office facilities to similar private projects. This measure is valid and appropriate because it uses comparable project types and activities and real-world data.

Reliability:

The reliability of this data depends on the amount of recent office construction activity performed by DMS. In years where DMS does not construct office buildings the state measure must be indexed or extrapolated from previous years. Reliability is high for FY 10-11 due to new data available from the construction of the Department of Revenue Office Buildings.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Support

Service/Budget Entity: Aircraft Operations

Measure: Aircraft Availability Rate

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

Due to a reduction in the fleet from three aircraft to two aircraft in December 2008, the Two Aircraft Availability Rate standard must be adjusted for FY2009-10 and later. (The FY 2008-09 standard (96%) was based on a fleet of three aircraft.). A budget amendment requesting this revision will be submitted after September 30, 2009.

Data Sources and Methodology:

The data sources for this measure are:

- Bureau of Aircraft, Aircraft Availability spreadsheet, maintained by Maintenance Supervisor. The spreadsheet is updated at least weekly to record aircraft non-availability due to maintenance requiring three hours or more duration.
- Aircraft maintenance downtime lasting two hours or less will not be recorded for the purpose of this Performance Measure (i.e., routine walk-around inspections, troubleshooting, minor repairs, etc.)
- Aircraft maintenance requiring more than two hours will be recorded on the spreadsheet.
- The number of hours one or both aircraft are not available for use will be totaled to calculate the Two Aircraft Availability Rate.
- Calculate the aircraft availability rate as follows:
 - a. Total number of service hours in annual period = 8,760 (365 x 24)
 - b. Less total hours both aircraft were not available,
 - c. Less total hours only one aircraft was not available,
 - c. Divided by total number of service hours in annual period (8,760)
- Example: During a 1-year period (8,760 hours) a total of 480 hours of two aircraft non-availability was recorded. Additionally, a total of 768 hours of one aircraft non-availability was recorded. The two aircraft availability rate for this 1-year period is 86% calculated as follows: $8,760 - (480 + 768) / 8,760 = 86\%$.

Proposed Standard: 75% (Minimum) Two Aircraft Availability Rate

Validity:

A measure of the percent of time two aircraft are available for use by our customers. A valid indicator of how we are maximizing the ability to meet our customer's demand for air transportation service is to measure the effectiveness of maintaining both aircraft in an "available-to-fly" status. This measure will indicate if we are effectively managing scheduled maintenance and responding promptly to unscheduled maintenance.

Reliability:

See Data Sources and Methodology Section above.

The measure uses the same data source and can be compared to itself over time. The measure can also easily be calculated for a range of time periods (i.e., weekly, monthly, quarterly, etc.) for use in trend analysis.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services
Program: Support Program
Service/Budget Entity: Federal Property Assistance
Measure: Number of Federal Property Orders Processed

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

Due to the reduced availability of equipment, we are requesting a revision to this measure down to 500. A budget amendment requesting this revision in standard from 900 to 500 will be submitted after September 30, 2009.

Data Sources and Methodology:

The Federal Property Management Information System (FPMIS) places a sequential number on each order for Federal surplus property in the Federal Surplus Property Donation Program (FSPDP). Subtracting the beginning number from the ending number results in the number of Federal property orders processed in the FSPDP. Sequential numbers are assigned to each property order so that when the beginning number is subtracted from the ending number, the result is the number of orders processed. The number of orders processed in each program is added together for a total for the measure. The baseline was established by analyzing the number of orders processed in FY 95-96 and FY 96-97.

Validity:

The number of federal property orders processed is an indicator of the effectiveness of efforts to distribute federal excess and surplus property and an indicator of workload. This measure refers to the number of issue documents written by the program. Each issue of federal property to an eligible organization is detailed on an issue document, which also becomes an invoice for the service charge assessed by the program. There can be multiple items to an order. Each property order represents workload because for every order produced, customers have been assisted, property loaded, shipped and utilization checks scheduled and eventually performed. The methodology is simple, easily calculated, and accurately reflects the distribution of federal property.

Reliability:

The data used to determine the results of this measure are determined electronically in the FSPDP as well as manually by maintaining an invoice log to ensure that there is no duplication of invoice numbers. External forces that may affect the agency's ability to accomplish the measure is the quality and quantity of property available in the program. The Program cannot control this factor.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Support Program

Service/Budget Entity: Private Prison Monitoring

Measure: Number of Beds Occupied

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

Work Release camps were included (600 beds) in the original Approved Standard for FY 2009/2010, but the facilities were not built because the Department did not receive the contract to construct or operate the facilities. The facilities then reverted back to the Department of Corrections. However, due to the implementation of the construction of a 2,000 bed facility, Blackwater River Correctional Facility, to open in July of 2010, we will submit a budget amendment after September 30, requesting that the Approved Standard "Number of Beds Occupied" be increased from 8,728 to 10,128.

Data Sources and Methodology:

The method by which we will calculate the Number of Beds Occupied is through the reports received from the vendors and verified through our contract manager and the Department of Corrections' inmate count. By contract, the vendors must maintain a 90% occupancy level.

Validity:

Pursuant to Section 957.08, the Department of Correction (DOC) shall transfer and assign inmates to each private correctional facility in an amount not less than 90 percent or more than 100 percent of the capacity of the facility pursuant to the operations and management contracts with the DMS. The private correctional facilities are guaranteed 90% occupancy level pursuant to contract, however; the private facilities maintain almost 100% occupancy level on a regular basis which is crucial for the DOC in the placement of inmates. Even though DMS provides contractual oversight over the vendors operating the private correctional facilities, it is our responsibility to provide services to the inmates housed in these facilities even though they are state inmates belonging to DOC. DOC is responsible for transferring, assigning and classifying all inmates housed at our facilities.

Reliability:

The revision to the measure is reliable because the guaranteed occupancy level is pursuant to Florida Statutes and the operations and management contracts between the vendors and the DMS.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Support Program

Service/Budget Entity: Office of Supplier Diversity

Measure: Average minority certification process time (in days)

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

The average process time of 10 days is too progressive and too fast although efficiency and customer service has drastically improved. The budget entity is requesting that the standard be moved from 10 to 15 days which is more realistic for incremental success. A budget amendment will be submitted after September 30 requesting this change in standard.

Data Sources and Methodology:

It is our recommendation that the Office of Supplier Diversity move towards document imaging and a complete automated certification process to reduce lag time and ensure faster delivery for customers. Once the certification process is fully automated this would allow the Office of Supplier Diversity to be more efficient and responsive leading to a decreased certification time. Last year, the average time was 16 days.

Validity:

The validity of this recommendation from 10 days to 15 days would be verified through the automated content management system. The Office of Supplier Diversity would have real-time ability to ensure the process is efficient and there are no bottlenecks in the process. Once the certification process has transitioned into a fully automated system, the output will be much faster and provide a better means of tracking success. A 15 day process is more realistic for incremental success.

Reliability:

Once the certification process is fully automated, the content management system would provide data that is reliable and accurate. The intent is for the automated system to provide real-time data and facts. A data tracking indicator would include the actual time it takes for minority business enterprises to be

certified. With the new automated system, the results and output would be monitored real-time.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Insurance Benefits Administration

Measure: State Employees' Preferred Provider Organization Plan – Per member/Per Year Cost – (State) Compared to the Per Member/Per Year Cost – (National Benchmark)

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

This measure quantifies the direct cost of the State Employees' Group Health Insurance Program and how it compares with national benchmarks. Measuring this cost and comparing it to a benchmark provides a clear picture of how cost-effective the program is managed. The Division is requesting revision of this measure due to the following factors:

1. Inflationary factors – Survey indicates annual increases in (a) medical costs of 5% to 12% and (b) prescription drugs of 6.5% to 12%. State PPO cost increases are within survey.
2. Aging population – The average age in the PPO Plan has increased in the last years from 42.1 to 42.6 in FY 08-09.
3. New medical technology being more effective to diagnosed and treat medical conditions but being more costly.
4. New specialty/biotech drugs being more effective in the treatment of medical conditions but being very costly.

A budget amendment will be submitted after September 30, 2009 with a request to increase the standard (State) from \$7,494 to \$9,824(State).

Data Sources and Methodology:

The Division of State Group Insurance (DSGI) has entered into an Administrative Services contract with a servicing agent in order to obtain third-party administrative services, access to a preferred provider network, benefit and utilization management and other services, as they relate to medical services, for the State Employees' Preferred Provider Organization (PPO) plan and its participants. In addition, DSGI has entered into a contract with a Pharmacy

Benefits Manager (PBM) to obtain prescription drug cards and mail order services. These services include, but are not limited to, a retail pharmacy network, dispensing drugs through a mail order pharmacy service and claims processing and adjudication. Enrollment information of the State Employees' PPO Plan is entered, updated, and stored in the PeopleFirst computerized personnel system by manual input either by the participant, Agency Benefits Coordinators, or PeopleFirst staff. Participants and Agency Benefits Coordinators entered data via the internet web site. DSGI prepares monthly reports capturing medical and pharmacy utilization and cost data of the State Employees' PPO Plan. Monthly expenditure information is compiled and reported by several units within DSGI and referred to the appropriate staff member for data verification and reporting. Monthly enrollment information is produced by PeopleFirst computerized personnel system. The per member per year cost is calculated by dividing the annual medical and pharmacy claim costs of the State Employees' PPO Plan by the average number of members in the program for the fiscal year (members are synonymous with subscribers). The benchmark is obtained from comparable and reliable health insurance industry survey data.

Validity:

Monthly reconciliations are performed by appropriate DSGI staff to ensure that the State Employees' PPO Plan claims costs are accurately compiled and reflected in the reports prepared by DSGI. In addition, monthly reconciliations of enrollment data are performed by DSGI to ensure data accuracy and consistency. A major objective of DSGI is to provide quality and cost-effective health insurance benefits to its customers in a cost-effective manner. This measure quantifies the direct cost of the State Employees' Group Health Insurance Program and how it compares with national benchmarks. Measuring this cost and comparing it to a benchmark provides a clear picture of how cost-effective the program is managed.

Reliability:

Based upon a consistent methodology of measurement, this measure can be compared to itself over time and provides accurate trend data. DSGI has procedures in place to verify data accuracy. Reconciliation of data is performed on routine basis to ensure that State Employees' PPO Plan claims data is correctly compiled. However, measuring this cost and comparing it to a national benchmark may render differing results due to circumstances beyond the Division's control thus affecting the reliability of the reported outcome. Factors such as: benefit design, family composition and age/sex demographics of enrolled population, premium structure, geographic price and inflation differences, behavioral differences in the utilization of services, medical and pharmacy management protocols, all influence the related cost calculations.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Insurance Benefits Administration

Measure: Number of Enrollees (Total)

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

This unit cost performance measure provides information on the volume of state employees and retirees' participating in the State Group Health Insurance programs administered by the DSGI. The Division is requesting a revision of this measure due to the growth in total subscriber enrollment which is projected to increase at an annual average of 0.6%.

A budget amendment will be submitted after September 30, 2009 with a request to increase the standard from 518,682 (Number of Enrollees- Total) to 526,457 (Number of Enrollees – Total).

Data Sources and Methodology:

The source of data for the number of enrollees in the five DSGI offered programs is obtained from the PeopleFirst computerized personnel system. The five programs are Health Insurance, Life Insurance, Flexible Spending Accounts, Supplemental Insurance, and Disability Benefits. Enrollment information is entered, updated, and stored in the PeopleFirst computerized personnel system by manual input by the participant, Agency Benefits Coordinators, or PeopleFirst staff. Participants and Agency Benefits Coordinators enter data via the internet web site. Participants, Agency Benefits Coordinators or PeopleFirst staff members input data into the PeopleFirst system to enroll new employees and to make employees' enrollment and benefit changes resulting from a Qualifying Status Change Event (QSCE) and process changes for enrollees associated with the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA). Routine data reviews are performed by DSGI staff to test data accuracy of enrollment information inputted into the PeopleFirst computerized personnel system. In addition, enrollment reports are reconciled to assure data accuracy and consistency within all reports.

Validity:

Monthly reconciliations are performed by DSGI to ensure data accuracy and consistency among all enrollment reports. An examination of PeopleFirst computerized personnel system is routinely performed by DSGI to monitor data accuracy of manually inputted data.

This measure provides information on the volume of state employees and retirees' participation in the group insurance programs administered by DSGI.

Reliability:

Written procedures are in place to provide guidelines to Agency Benefit Coordinators to appropriately input data into the PeopleFirst computerized personnel system from information contained in the *Standard Enrollment Form*.

Edits are integrated in the PeopleFirst Internet Web Site to only process specific enrollment and benefit changes entered by enrollees during the Open Enrollment period. Non-authorized enrollment and benefit changes cannot be keyed in the PeopleFirst Internet Web Site. Instructions are automatically provided online to eligible participants during the open enrollment period.

A review of the PeopleFirst computerized personnel system is routinely performed by DSGI to monitor performance of Agency Benefit Coordinators and the PeopleFirst staff as it relates to the activity of inputting enrollment data in PeopleFirst computerized personnel system.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Division of Telecommunications

Service/Budget Entity: Wireless Services

Measure: Percent of wireless customers satisfied

Action (check one):

- Requesting **deletion** of approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Deletion of Measure:

DMS Office of Inspector General "Report No. PMR 2008-6" page 4 said that this measure was not representative of the customer base of the wireless services overall. As such DMS is requesting that this measure be deleted. A budget amendment requesting this deletion will be submitted after September 30, 2009.

Data Sources and Methodology:

DMS Office of Inspector General "Report No. PMR 2008-6" page 4 said that this measure was not representative of the customer base of the wireless services overall. As such DMS is requesting that this measure be deleted. A budget amendment requesting this deletion will be submitted after September 30, 2009.

Validity:

N/A

Reliability:

N/A

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Division of Telecommunications

Service/Budget Entity: Wireless Services

Measure: Number of engineering projects and approvals handled for state and local governments

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

DMS Division of Telecommunications is requesting a revision to the approved performance measure. In Fiscal Year 2007-08 the number of staff assigned to this activity was reduced by three engineers and one supervisor. The remaining staff person is expected to complete from 25 to 30 projects per year according to the DMS IG's Office "Report No. PMR 2008-6". Therefore, the Division of Telecommunications is requesting that the standard for this measure be changed from 240 to 35. A budget amendment requesting this change will be submitted after September 30, 2009.

Data Sources and Methodology:

The Division of Telecommunications' Wireless Services tracks its projects for state and local agency activities. The tracking mechanisms are a database maintained in-house using FoxPro software and Project Activity Reporter (PAR). As of January 2001, PAR was used for any new project assigned to non-Emergency Management Service (EMS) wireless service.

Validity: The number of projects tracked is validated by the integrity of the tracking mechanism, which has been in use for a number of years and utilized for previous performance measures.

Reliability: Projects tracked are only those projects assigned at the request of the customer base or by direction internally.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services
Program: Public Employees Relations Commission
Service/Budget Entity: Public Employees Relations Commission
Measure: Percent of dispositions not appealed

Action (check one):

- Requesting **deletion** of approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Deletion of Measure:

PERC is requesting the elimination of this performance measure because it is not a valid measure of the agency's performance. A budget amendment requesting deletion of this measure will be submitted after September 30, 2009.

Data Sources and Methodology:

This measure is based on data from the Clerk of the Commission's official records, which are available on paper and in electronic form on the Commission's computer system. It is calculated by tabulating the total number of labor and employment dispositions in the fiscal year compared to the number appealed to a court on a percentage basis.

Validity:

PERC is a quasi-judicial agency which adjudicates public sector labor and employment disputes. In the labor area, this includes resolving disputes regarding bargaining unit configuration/modification and alleged unfair labor practices involving state and local governments. In the employment area, PERC adjudicates career service disputes between state government employees and their employers, as well as veterans' preference appeals pursuant to Chapter 295, Florida Statutes; drug-free workplace act appeals pursuant to Section 112.0455, Florida Statutes; forced retirement appeals pursuant to Section 110.124, Florida Statutes; age discrimination appeals pursuant to Section 112.044, Florida Statutes; and whistle blower act appeals pursuant to Section 112.31895.

The final orders of the agency are appealable directly to the state district courts of appeal. Since the cases before PERC are adversary in nature, the final order in each case typically involves a "successful party" to the action and an "unsuccessful party." If an unsuccessful party seeks review of the final order by an appellate court, it should not adversely reflect on the agency's performance.

Rather, a valid assessment of the agency's performance measured in the context of appellate review is whether the appellate court affirmed the agency's decision or reversed the agency's decision. The percent of PERC final orders that are affirmed by the appellate courts is a current performance standard for the agency and a valid measure of agency performance.

Reliability: n/a

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services
Program: Public Employees Relations Commission
Service/Budget Entity: Public Employees Relations Commission
Measure: Percent of appealed dispositions affirmed

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

PERC developed this measure to keep track of the percentage of those appealed final orders that are affirmed or dismissed/withdrawn by the appellate courts. We are requesting a change in the title of this measure from “Percent of appealed dispositions affirmed” to “Percent of appealed dispositions affirmed or dismissed/withdrawn”. We are also requesting that the standard for this new title be changed from 96% to 90%. A budget amendment requesting the change in title and standard of this measure will be submitted after September 30, 2009.

Data Sources and Methodology:

This measure is based on data from the Clerk of the Commission’s official records, which are available on paper and in electronic form on the Commission’s case management system. It is calculated by tabulating the total number of labor and employment dispositions in the fiscal year compared to the number appealed to a court compared to the total number of dispositions that are affirmed or dismissed/withdrawn on a percentage basis.

Validity:

This measure provides a good indicator of the correctness of the Commission’s decisions in resolving workplace labor and employment disputes in the most contested cases.

Reliability:

This measure provides a good indicator of the correctness of the Commission’s decisions in resolving workplace labor and employment disputes in the most contested cases.

Office of Policy and Budget – July, 2009

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services
Program: Public Employees Relations Commission
Service/Budget Entity: Public Employees Relations Commission
Measure: Number of labor dispositions

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

PERC developed this measure to track the total number of final orders issued in all labor cases. Labor cases include employee organization registration petitions, collective bargaining unit representation petitions, unfair labor practice charges, petitions for declaratory statements, elections, and petitions for attorney's fees or back pay determination. With the number of labor dispositions going down, PERC is requesting a change in standard for this measure from 903 to 819. A budget amendment requesting the revision in the standard will be submitted after September 30, 2009.

Data Sources and Methodology:

Labor actions are tracked on docket sheets that are set up for each case when filed, indexed by litigant and sequentially numbered. The docket sheet is not closed until the case is closed. This measure is based on data from the Clerk of the Commission's official records, which (except for registration petitions) are available both on paper and in electronic form on the Commission's computer system. A "disposition" means a final order in an individual case, including an order certifying election results.

Validity:

This accurately measures the number of labor actions closed by final order in the fiscal year.

Reliability:

The data is objective and easily counted because it is based on docket sheet information kept by the Clerk for each labor action filed.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services
Program: Public Employees Relations Commission
Service/Budget Entity: Public Employees Relations Commission
Measure: Number of employment dispositions

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Explanation for Revision of Measure:

PERC developed this measure to track the total number of final orders issued in all employment cases. Employment cases include career service (disciplinary) appeals, veterans' preference appeals, drug-free workplace act appeals, forced retirement appeals, age discrimination appeals and whistle blower act appeals. With the number of employment dispositions going down, PERC is requesting a change in standard for this measure from 412 to 391. A budget amendment requesting the revision in the standard will be submitted after September 30, 2009.

Data Sources and Methodology:

Employment actions are tracked on docket sheets that are set up for each case when filed, indexed by litigant and sequentially numbered. The docket sheet is not closed until the case is closed. This measure is based on data from the Clerk of the Commission's official records, which are available both on paper and in electronic form on the Commission's computer system. A "disposition" means a final order in an individual case.

Validity:

This accurately measures the number of employment actions closed by final order in the fiscal year.

Reliability:

The data is objective and easily counted because it is based on docket sheet information kept by the Clerk for each employment action filed.

Office of Policy and Budget – July, 2009



**Associated
Activities
Contributing to
Performance
Measures
LRPP Exhibit V**

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
Administration			
1	Administrative costs as a percent of total agency costs	ACT 0010	Executive Direction
		ACT 0020	General Counsel/Legal
		ACT 0030	Legislative Affairs
		ACT 0060	Inspector General
		ACT 0070	Communications/Public Information
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources
		ACT 0130	Mail Room (includes Mail Room, Print Shop, and Property Management)
		ACT 0200	Procurement
2	Administrative positions as a percent of total agency positions	ACT 0010	Executive Direction
		ACT 0020	General Counsel/Legal
		ACT 0030	Legislative affairs
		ACT 0060	Inspector General
		ACT 0070	Communications/Public Information
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources

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LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
2	Administrative positions as a percent of total agency positions	ACT 0130	Mail Room (includes Mail Room, Print Shop, and Property Management)
		ACT 0200	Procurement
<i>State Employee Leasing</i>			
3	Number of employees in the State Employee Leasing Service	ACT 0510	Process payroll and benefits for leased state employees
<i>Facilities Management</i>			
4	Average Department of Management Services full service rent-composite cost per net square foot (actual) compared to average private sector full service rent-composite cost per net square foot in markets where the Department manages office facilities.	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0680	Special Category: Utility payments
		ACT 0010	Executive Direction
5	DMS average operations and maintenance cost per square foot maintained	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0680	Special Category: Utility payments
		ACT 0010	Executive Direction
6	Number of maintained square feet (private contract and agency)	ACT 0620	Operate and maintain Department of Management Services' pool facilities
		ACT 0630	Operate and maintain non-pool facilities
		ACT 0010	Executive Direction
7	Number of leases managed	ACT 0650	Manage private sector and state leases for state agencies
		ACT 0010	Executive Direction
8	Net square feet of state-owned office space occupied by state agencies	ACT 0640	Administer bonding program and plan for state office space requirements
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
9	Net square feet of private sector office space occupied by state agencies	ACT 0650	Manage private sector and state leases for state agencies
		ACT 0010	Executive Direction
10	Number of facilities secured	ACT 0690	Provide facilities security
		ACT 0010	Executive Direction
<i>Building Construction</i>			
11	Gross square foot construction cost of office facilities for the Department of Management Services compared to gross square foot construction cost of office facilities for private industry average	ACT 0750	Manage construction projects
		ACT 0010	Executive Direction
12	Dollar volume of fixed capital outlay project starts	ACT 0750	Manage construction projects
		ACT 0010	Executive Direction
<i>Aircraft Management</i>			
13	Aircraft Availability Rate	ACT 0900	Operate and maintain the Executive Aircraft Pool
		ACT 0010	Executive Direction
14	Flight Related Accidents/Incidents	ACT 0900	Operate and maintain the Executive Aircraft Pool
		ACT 0010	Executive Direction
<i>Federal Property Assistance</i>			
15	Federal property distribution rate	ACT 1000	Acquire and redistribute federal surplus property
		ACT 1010	Acquire and redistribute military excess property
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
16	Number of federal property orders processed	ACT 1000	Acquire and redistribute federal surplus property
		ACT 1010	Acquire and redistribute military excess property
		ACT 0010	Executive Direction
<i>Fleet Management</i>			
17	Percent of Requests for Approval Processed for the Acquisition and Disposal of Vehicles within 48 Hours	ACT 0010	Executive Direction
18	State contract daily vehicle rental rate vs. private provider daily vehicle rental rate	ACT 0010	Executive Direction
<i>Purchasing Oversight</i>			
19	Percent of state term contract savings	ACT 1200	Establish and administer state term (master) contracts and negotiated agreements
		ACT 0010	Executive Direction
20	Dollars expended by state agencies using the state term contracts and negotiated agreements	ACT 1200	Establish and administer state term (master) contracts and negotiated agreements
		ACT 0010	Executive Direction
<i>Private Prison Monitoring</i>			
21	Number of Beds Occupied	ACT 1700	Contract for the construction, operation and oversight of private prisons
<i>Office of Supplier Diversity</i>			
22	Average minority certification process time (in days)	ACT 1300	Provide minority access to contracting opportunities
		ACT 1310	Manage and oversee minority business compliance

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
23	Number of businesses certified and registered	ACT 1300	Provide minority access to contracting opportunities
		ACT 1310	Manage and oversee minority business compliance
24	Number of businesses reviewed and audited	ACT 1310	Manage and oversee minority business compliance
<i>Human Resource Management</i>			
25	Total state cost per FTE in the state agencies	ACT 1400	Provide human resource management expertise/consulting
		ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction
26	Number of state agencies with established training plans	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
27	Percent of all contracted performance standards met (Outsourced HR)	ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction
28	Overall customer satisfaction rating	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
29	Percent of agencies at or above EEO gender parity with available labor market	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
30	Percent of agencies at or above EEO minority parity with available labor market	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
31	Number of users supported by the automated human resources system	ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
32	Number of responses to technical assistance requests	ACT 1400	Provide human resource management expertise/consulting
		ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction
33	Percent of dollars saved by eliminating positions and reducing expenses	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
34	Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	ACT 1400	Provide human resource management expertise/consulting
<i>Insurance Benefit Administration (Division of State Group Insurance)</i>			
35	Percent of all contracted performance standards met	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 0010	Executive Direction
36	State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)	ACT 1500	Administer the Health Insurance program
		ACT 0010	Executive Direction
37	DMS Administrative cost per insurance enrollee	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1520	Administer the Flexible Spending Account program

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LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
		ACT 1530	Administer the Supplemental Insurance program
		ACT 1540	Administer the Disability Benefits program
		ACT 0010	Executive Direction
38	State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	ACT 1500	Administer the Health Insurance program
		ACT 0010	Executive Direction
39	Percent of insurance benefits administration customers satisfied	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1520	Administer the Flexible Spending Account program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 1540	Administer the Disability Benefits program
		ACT 0010	Executive Direction
40	Number of enrollees (Total)	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1520	Administer the Flexible Spending Account program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 1540	Administer the Disability Benefits program
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
<i>Retirement Benefits Administration (Division of Retirement)</i>			
41	Percent of members satisfied with retirement services	ACT 0010	Executive Direction
		ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
42	Percent of retired payrolls processed timely	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1640	Pension and benefits payments - General Revenue only
		ACT 0010	Executive Direction
43	Percent of service retirees added to the next payroll after receipt of all documents	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1640	Pension and benefits payments - General Revenue only
		ACT 0010	Executive Direction
44	Percent of monthly payrolls from FRS Employers processed within 5 days	ACT 1610	Administer the Florida Retirement System
		ACT 0010	Executive Direction
45	Turn around times for benefit calculations - Information Requests (calendar days).	ACT 1610	Administer the Florida Retirement System
		ACT 0010	Executive Direction
46	Percent of participating agencies satisfied with retirement services	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 0010	Executive Direction

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
47	Percent of agency payroll transactions correctly reported	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1630	Administer the State University System Optional Retirement program
		ACT 0010	Executive Direction
48	Administrative cost per active and retired member	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 1630	Administer the State University System Optional Retirement program
		ACT 0010	Executive Direction
49	Number of local pension plans reviewed	ACT 1600	Provide local government pension plan oversight
		ACT 0010	Executive Direction
50	Number of FRS members	ACT 1610	Administer the Florida Retirement System
		ACT 1620	Administer the Retiree Health Insurance Subsidy program
		ACT 0010	Executive Direction
<i>Public Employees Relations Commission</i>			
51	Percent of timely labor dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
52	Percent of timely employment dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
53	Percent of dispositions not appealed	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
54	Percent of appealed dispositions affirmed or <u>dismissed/withdrawn</u>	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
55	Number of labor dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
56	Number of employment dispositions	ACT 0780	Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission
<i>Commission on Human Relations</i>			
57	Percent of civil rights cases resolved within 180 days of filing	ACT 1800	Investigate complaints of civil rights violations
		ACT 1810	Provide community relations education
		ACT 0010	Executive Direction
58	Number of inquiries and investigations	ACT 1800	Investigate complaints of civil rights violations
		ACT 1810	Provide community relations education
		ACT 0010	Executive Direction
<i>Division of Telecommunications</i>			
59	Aggregated discount from commercially available rates for voice and data services	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
60	Percent of telecommunications customers satisfied	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
		ACT 8030	Pass through for Wireless 9-1-1 Distributions to Service Providers and Counties
		ACT 8040	Special Category: Telecommunications Infrastructure Project Systems (TIPS)

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
61	Total revenue for voice service	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
62	Total revenue for data service	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
		ACT 8020	Special Category: Centrex/SUNCOM Vendor Payments
Wireless Services			
63	Percent of wireless customers satisfied	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
64	Percent of all 800 MHz law enforcement radio system contracted performance standards met	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
65	Number of engineering projects and approvals handled for state and local governments	ACT 0310	Information Technology - Administrative Services
		ACT 0340	Information Technology - Network Operations
SSRC (Southwood Shared Resource Center) formerly Information Services			
Note: All Performance Measures and Activities associated with the Southwood Shared Resource Center (formerly the Information Services budget entity) will need to be reviewed by the newly established Southwood Shared Resource Center Board. A budget amendment containing possible revisions and or deletions of these existing measures will be submitted on a later date.			
66	Percent of information services customers satisfied	ACT 0310	Information Technology - Administrative Services
		ACT 0320	Information Technology - Applications Development/Support
		ACT 0330	Information Technology - Computer Operations

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
		ACT 0350	Information Technology - Desktop Support
		ACT 8010	Special Category: State Portal Development
67	Percent utilization by the Unisys System as used for capacity planning and technology refresh, employing 80% maximum utilization standard	ACT 0310	Information Technology - Administrative Services
		ACT 0330	Information Technology - Computer Operations
68	Percent utilization by the IBM System as used for capacity planning and technology refresh, employing 80% maximum utilization standard	ACT 0310	Information Technology - Administrative Services
		ACT 0330	Information Technology - Computer Operations
69	Number of customers served	ACT 0310	Information Technology - Administrative Services
		ACT 0320	Information Technology - Applications Development/Support
		ACT 0330	Information Technology - Computer Operations
		ACT 0350	Information Technology - Desktop Support
		ACT 8010	Special Category: State Portal Development
70	Percent of customers satisfied (Overall Satisfaction Measure)	ACT 0310	Information Technology - Administrative Services
		ACT 0320	Information Technology - Applications Development/Support
		ACT 0330	Information Technology - Computer Operations
		ACT 0350	Information Technology - Desktop Support
		ACT 8010	Special Category: State Portal Development
71	Percent of scheduled information technology production jobs completed.	ACT 0310	Information Technology - Administrative Services
		ACT 0330	Information Technology - Computer Operations

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
72	Percent of information management center's data processing requests completed by due date	ACT 0310	Information Technology - Administrative Services
		ACT 0330	Information Technology - Computer Operations
73	System design and programming hourly cost	ACT 0310	Information Technology - Administrative Services
		ACT 0320	Information Technology - Applications Development/Support
74	Percent of scheduled hours computer and network is available	ACT 0310	Information Technology - Administrative Services
		ACT 0330	Information Technology - Computer Operations
75	Cost per CPU (Billing charge to users of computer)	ACT 0310	Information Technology - Administrative Services
		ACT 0330	Information Technology - Computer Operations
76	First Contact Resolution Rate	ACT 0310	Information Technology - Administrative Services
		ACT 0350	Information Technology - Desktop Support
77	Cost per help desk case	ACT 0310	Information Technology - Administrative Services
		ACT 0350	Information Technology - Desktop Support
78	Number of scheduled production jobs completed	ACT 0310	Information Technology - Administrative Services
		ACT 0330	Information Technology - Computer Operations

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2009-10 (Words)		Associated Activities Title
79	Scheduled hours computer and network is available	ACT 0310	Information Technology - Administrative Services
		ACT 0330	Information Technology - Computer Operations
		ACT 0340	Information Technology - Network Operations
80	Number of Help Desk calls resolved within 3 Hours	ACT 0310	Information Technology - Administrative Services
		ACT 0350	Information Technology - Desktop Support
81	Percent of Agency service level agreements met	ACT 0310	Information Technology - Administrative Services
		ACT 0320	Information Technology - Applications Development/Support
		ACT 0330	Information Technology - Computer Operations
		ACT 0350	Information Technology - Desktop Support

MANAGEMENT SERVICES, DEPARTMENT OF		FISCAL YEAR 2008-09			
		OPERATING		FIXED CAPITAL OUTLAY	
SECTION I: BUDGET					
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			563,707,648	47,385,360	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			6,038,644	0	
FINAL BUDGET FOR AGENCY			569,746,292	47,385,360	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					46,838,064
Process Payroll And Benefits For Leased State Employees * Number of employees in state leasing services		4	177,328.00	709,312	
Operate And Maintain Department Of Management Services' Pool Facilities * Number of maintained square feet (private contract and agency)		7,377,543	8.86	65,340,055	
Operate And Maintain Non-pool Facilities * Number of maintained square feet (private contract and agency)		7,377,543	0.11	838,487	
Administer Bonding Program And Plan For State Office Space Requirements * Number of net square feet of pool facilities		5,880,175	0.20	1,184,384	
Manage Private Sector And State Leases For State Agencies * Number of leases managed		1,325	2,818.22	3,734,143	
Manage Pool Facility Parking Lots * Number of parking spaces		22,813	11.84	270,124	
Provide Facilities Security * Number of facilities secured		18	57,224.56	1,030,042	
Manage Construction Projects * Dollar volume of Fixed Capital Outlay project starts		34,711,002	0.05	1,718,625	
Adjudicate And Facilitate Mediation Of Labor And Employment Disputes Through The Public Employees Relations Commission * Number of labor and employment dispositions		1,141	4,392.69	5,012,060	
Operate And Maintain The Executive Aircraft Pool * Number of flight hours		394	9,171.45	3,613,552	
Acquire And Redistribute Federal Surplus Property * Dollar value of donated property		8,193,833	0.06	459,853	
Acquire And Redistribute Military Excess Property * Dollar value of donated property		8,193,833	0.05	383,180	
Provide New Vehicle And Watercraft Acquisition Support * Number of vehicles and watercraft acquired		822	342.94	281,900	
Operate And Maintain The Equipment Management Information System (emis) * Number of state vehicles tracked		29,321	29.30	859,089	
Manage State Vehicle And Watercraft Disposal * Number of vehicles and watercraft disposed of		1,990	438.54	872,701	
Establish And Administer State Term (master) Contracts And Negotiated Agreements * Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements		881,851,406	0.03	27,743,608	
Provide Minority Access To Contracting Opportunities * Number of businesses certified and registered		4,997	152.86	763,841	
Manage And Oversee Minority Business Compliance * Number of businesses reviewed and audited		100	7,638.41	763,841	
Provide Human Resource Management Expertise/Consulting * Number of authorized FTE and OPS employees in the State Personnel System		136,385	44.36	6,050,117	
Provide Americans With Disabilities Act (ada) Compliance Recommendations, Training And Public Awareness Activities * Number of people trained or assisted		5,490,000	0.09	502,361	
Maintain The Human Resources Automated System * Number of users supported by the automated human resources system		236,579	187.78	44,425,431	
Provide A Statewide System Of Disability Services And Resource Information To Citizens * Number of citizens served by the Disability Information Office		13,514	34.16	461,608	
Administer The Health Insurance Program * Number of enrollees		175,747	144.28	25,356,039	
Administer The Life Insurance Program * Number of enrollees		157,652	0.01	1,589	
Administer The Flexible Spending Account Program * Number of enrollees		13,529	6.82	92,326	
Administer The Supplemental Insurance Program * Number of enrollees		149,207	6.66	993,537	
Administer The Disability Benefits Program * Number of enrollees		24,485	0.03	786	
Provide Local Government Pension Plan Oversight * Number of Local Pension Plans Reviewed		379	6,300.87	2,388,030	
Administer The Florida Retirement System * Number of FRS members		990,939	30.17	29,899,619	
Administer The Retiree Health Insurance Subsidy Program * Number of Recipients of the Health Insurance Subsidy		256,452	0.64	165,159	
Administer The State University System Optional Retirement Program * Number of participants in the SUS Optional Retirement Program		16,091	19.50	313,832	
Contract For The Construction, Operation And Oversight Of Private Prisons * Number of beds occupied		7,731	310.73	2,402,244	
Investigate Complaints Of Civil Rights Violations * Number of inquiries/investigations		15,185	562.93	8,548,161	
TOTAL				237,179,636	46,838,064
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES				269,309,099	
AID TO LOCAL GOVERNMENTS				1,439,978	
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				13,219,527	
OTHER				54,397	
REVERSIONS				47,256,019	547,296
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				568,458,656	47,385,360

SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY

(1) Some activity unit costs may be overstated due to the allocation of double budgeted items.

(2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.

(3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.

(4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8: ACT0680 ACT0700 ACT8010 ACT8020 ACT8030 ACT8040 ACT8050

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8: ACT0655

THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND SHOULD NOT:

*** NO ACTIVITIES FOUND ***

THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT:
(NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION TECHNOLOGY)

*** NO OPERATING CATEGORIES FOUND ***

THE FOLLOWING ACTIVITIES DO NOT HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND ARE REPORTED AS 'OTHER' IN SECTION III: (NOTE: 'OTHER' ACTIVITIES ARE NOT 'TRANSFER-STATE AGENCY' ACTIVITIES OR 'AID TO LOCAL GOVERNMENTS' ACTIVITIES. ALL ACTIVITIES WITH AN OUTPUT STANDARD (RECORD TYPE 5) SHOULD BE REPORTED IN SECTION II.)

*** NO ACTIVITIES FOUND ***

TOTALS FROM SECTION I AND SECTIONS II + III:

*** NO DISCREPANCIES FOUND ***

72400200 1601000000 ACT0760 PROVIDE STATE CONSTRUCTION PROJECT 54,397 Footnote (1)

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 72	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	569,746,292	47,385,360
TOTAL BUDGET FOR AGENCY (SECTION III):	568,458,656	47,385,360

DIFFERENCE: 1,287,636

Re-appropriated in Senate Bill 2600

Section 50: Fla. Interoperability Network	-87,615
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Re-appropriated in Senate Bill 2600

Section 51: Merchants Row Rd Paving	-1,199,997
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(MAY NOT EQUAL DUE TO ROUNDING)

Footnote (1) Activity deleted by the DMS and approved in budget amendment EOG-2008-0061.

(former Americans with Disabilities Work Group) from DMS to the Office of the Governor.

Glossary of Terms and Acronyms

Activity: A set of transactions within a budget entity that translates inputs into outputs using resources in response to a business requirement. Sequences of activities in logical combinations form services. Unit cost information is determined using the outputs of activities.

Actual Expenditures: Includes prior year actual disbursements, payables and encumbrances. The payables and encumbrances are certified forward at the end of the fiscal year. They may be disbursed between July 1 and December 31 of the subsequent fiscal year. Certified forward amounts are included in the year in which the funds are committed and not shown in the year the funds are disbursed.

Appropriation Category: The lowest level line item of funding in the General Appropriations Act which represents a major expenditure classification of the budget entity. Within budget entities, these categories may include: salaries and benefits, other personal services (OPS), expenses, operating capital outlay, data processing services, fixed capital outlay, etc. These categories are defined within this glossary under individual listings. For a complete listing of all appropriation categories, please refer to the ACTR section in the LAS/PBS User's Manual for instructions on ordering a report.

Baseline Data: Indicators of a state agency's current performance level, pursuant to guidelines established by the Executive Office of the Governor in consultation with legislative appropriations and appropriate substantive committees.

Budget Entity: A unit or function at the lowest level to which funds are specifically appropriated in the appropriations act. "Budget entity" and "service" have the same meaning.

CIO: Chief information Officer.

CIP: Capital Improvements Program Plan.

CITS: Communications and Information Technology Services (Note: The Information Services component recently separated and became the Southwood Shared Resource Center, the remaining components are being retitled to Telecommunications and Radio Services).

D3-A: A legislative budget request (LBR) exhibit which presents a narrative explanation and justification for each issue for the requested years.

Demand: The number of output units which are eligible to benefit from a service or activity.

DivTel: Division of Telecommunications.

EOG: Executive Office of the Governor.

Estimated Expenditures: Includes the amount estimated to be expended during the current fiscal year. These amounts will be computer generated based on the current year appropriations adjusted for vetoes and special appropriations bills.

FCO: Fixed Capital Outlay.

FFMIS: Florida Financial Management Information System.

Fixed Capital Outlay: Real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements, major repairs, and renovations to real property which materially extend its useful life or materially improve or change its functional use, and including furniture and equipment necessary to furnish and operate a new or improved facility.

FLAIR: Florida Accounting Information Resource Subsystem.

F.S.: Florida Statutes.

GAA: General Appropriations Act.

GR: General Revenue Fund.

Indicator: A single quantitative or qualitative statement that reports information about the nature of a condition, entity or activity. This term is used commonly as a synonym for the word “measure.”

Information Technology Resources: Includes data processing-related hardware, software, services, telecommunications, supplies, personnel, facility resources, maintenance, and training.

Input: See Performance Measure.

IOE: Itemization of Expenditure.

IT: Information Technology.

Judicial Branch: All officers, employees, and offices of the Supreme Court, district courts of appeal, circuit courts, county courts, and the Judicial Qualifications Commission.

LAN: Local Area Network.

LAS/PBS: Legislative Appropriation System/Planning and Budgeting Subsystem. The statewide appropriations and budgeting system owned and maintained by the Executive Office of the Governor.

LBC: Legislative Budget Commission.

Legislative Budget Commission: A standing joint committee of the Legislature. The Commission was created to: review and approve/disapprove agency requests to amend original approved budgets; review agency spending plans; issue instructions and reports concerning zero-based budgeting; and take other actions related to the fiscal matters of the state, as authorized in statute. It is composed of 14 members appointed by the President of the Senate and by the Speaker of the House of Representatives to two-year terms, running from the organization of one Legislature to the organization of the next Legislature.

LBR: Legislative Budget Request.

Legislative Budget Request: A request to the Legislature, filed pursuant to s. 216.023, Florida Statutes, or supplemental detailed requests filed with the Legislature, for the amounts of money an agency or branch of government believes will be needed to perform the functions that it is authorized, or which it is requesting authorization by law, to perform.

LEED: Leadership in Energy and Environmental Design.

L.O.F.: Laws of Florida.

LRPP: Long-Range Program Plan.

Long-Range Program Plan: A plan developed on an annual basis by each state agency that is policy-based, priority-driven, accountable, and developed through careful examination and justification of all programs and their associated costs. Each plan is developed by examining the needs of agency customers and clients and proposing programs and associated costs to address those needs based on state priorities as established by law, the agency mission, and legislative authorization. The plan provides the framework and context for preparing the legislative budget request and includes performance indicators for evaluating the impact of programs and agency performance.

NASBO: National Association of State Budget Officers.

Narrative: Justification for each service and activity is required at the program component detail level. Explanation, in many instances, will be required to provide a full understanding of how the dollar requirements were computed.

Nonrecurring: Expenditure or revenue which is not expected to be needed or available after the current fiscal year.

OPB: Office of Policy and Budget, Executive Office of the Governor.

Outcome: See Performance Measure.

Output: See Performance Measure.

Outsourcing: Describes situations where the state retains responsibility for the service, but contracts outside of state government for its delivery. Outsourcing includes everything from contracting for minor administration tasks to contracting for major portions of activities or services which support the agency mission.

PBPB/PB2: Performance-Based Program Budgeting.

Pass Through: Dollars that flow through an agency's budget for which the agency has no discretion with respect to spending or performance. Examples of pass throughs include double budget for data centers, tax or license for local governments, WAGES contracting, etc.

Performance Ledger: The official compilation of information about state agency performance-based programs and measures, including approved programs, approved outputs and outcomes, baseline data, approved standards for each performance measure and any approved adjustments thereto, as well as actual agency performance for each measure.

Performance Measure: A quantitative or qualitative indicator used to assess state agency performance.

- Input means the quantities of resources used to produce goods or services and the demand for those goods and services.
- Outcome means an indicator of the actual impact or public benefit of a service.
- Output means the actual service or product delivered by a state agency.

Policy Area: A grouping of related activities to meet the needs of customers or clients which reflects major statewide priorities. Policy areas summarize data at a statewide level by using the first two digits of the ten-digit LAS/PBS program component code. Data collection will sum across state agencies when using this statewide code.

Privatization: Occurs when the state relinquishes its responsibility or maintains some partnership type of role in the delivery of an activity or service.

Program: A set of activities undertaken in accordance with a plan of action organized to realize identifiable goals based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act for FY 2001-2002 by a title that begins with the word "Program." In some instances a program consists of several services, and in other cases the program has no services delineated within it; the service is the program in these cases. The LAS/PBS code is used for purposes of both program identification and service identification. "Service" is a "budget entity" for purposes of the LRPP.

Program Purpose Statement: A brief description of approved program responsibility and policy goals. The purpose statement relates directly to the agency mission and reflects essential services of the program needed to accomplish the agency's mission.

Program Component: An aggregation of generally related objectives which, because of their special character, related workload and interrelated output, can logically be considered an entity for purposes of organization, management, accounting, reporting, and budgeting.

Reliability: The extent to which the measuring procedure yields the same results on repeated trials and data are complete and sufficiently error free for the intended use.

Service: See Budget Entity.

SSRC: Southwood Shared Resource Center.

Standard: The level of performance of an outcome or output.

SWOT: Strengths, Weaknesses, Opportunities and Threats.

TCS: Trends and Conditions Statement.

TF: Trust Fund.

TRW: Technology Review Workgroup.

Unit Cost: The average total cost of producing a single unit of output – goods and services for a specific agency activity.

Validity: The appropriateness of the measuring instrument in relation to the purpose for which it is being used.