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Governor Charlie Crist

Secretary Linda H. South

LONG RANGE PROGRAM PLAN

Department of Management Services

Tallahassee

September 30, 2010

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
221 Capitol
Tallahassee, Florida 32399-1300

David Coburn, Staff Director
Senate Policy and Steering Committee on Ways and Means
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Department of Management Services is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2011-12 through Fiscal Year 2015-16.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. South', written in a cursive style.

Linda H. South
Secretary



Fiscal Years

2011-2012 through 2015-2016

Long-Range
Program
Plan

September 30, 2010

Department of Management Services

Long Range Program Plan FY 2011-2012 through 2015-2016

Agency Mission and Goals

Introduction

The Department of Management Services provides shared services to state agencies and local governments allowing them to focus on their core mission. Our goal is to provide excellence in product and service delivery. 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 Services.

Our key services are purchasing, human resource management, telecommunications 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 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 #15: To protect public labor and employment rights, and protect the public by preventing work stoppages.

Department of Management Services
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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 the People First vendor 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.
- 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.

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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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---------------------------------------|------------------|------------|------------|------------|------------|------------|
| 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 NorthgateArinso 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|---------------------|------------|------------|------------|------------|------------|
| 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|-----------------------------------|---------------------------------|------------|------------|------------|------------|------------|
| 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|------------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|------------------------------|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|------------------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|-----------------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---------------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Real Estate Development and Management | \$15.39/\$16.51 (2000-2001) | \$17.18/\$20.53 | \$17.18/\$21.15 | \$17.18/\$21.78 | \$17.48/\$22.43 | \$18.00/\$23.10 |

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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--------------------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Division of Telecommunications | 86.90% (2001-2002) | 90% | 90% | 90% | 90% | 90% |

Independent Entities

Commission on Human Relations

GOAL #14: 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.

| Commission on Human Relations | Baseline/ Year | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|-------------------------------|------------------|------------|------------|------------|------------|------------|
| | 59% 2001-2002 | 75% | 75% | 75% | 75% | 75% |

Public Employees Relations Commission

GOAL #15: 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.

| Public Employees Relations Commission | Baseline/ Year | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---------------------------------------|------------------|------------|------------|------------|------------|------------|
| | 92% 2001-2002 | 94% | 94% | 94% | 94% | 94% |

Department of Management Services

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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 six top priorities –

- Protecting Our Communities
- Strengthen Florida's Families
- Keeping Florida's Economy Vibrant
- Success for Every Student
- Keeping Floridians Healthy
- Protecting Florida's Natural Resources

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.

- Foundational Support of -- Strengthen Florida's Families, Keeping Floridians Healthy

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.

- Direct support of Keeping Florida's Economy Vibrant
- Foundational Support of Safety First and Protecting Florida's Resources

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

- Direct support of Keeping Florida's Economy Vibrant

Our Office and Commissions – Commission on Human Relations, Public Employees Relations Commission, and Governor's Commission on Disabilities – 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.

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Trends and Conditions Statement

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 more than one million active and retired employees of 976 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 489 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 from 93.7 percent in FY 1998-99 to 97.8 percent in FY 2008-09. 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), the division continues 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. In addition, the division processes applications for the Health Insurance Subsidy (HIS) for IP members and provides the monthly payment of the HIS benefit. It also administers the disability program for IP participants and pays monthly disability benefits to disabled IP members.

Finding ways to best serve our customers is always a central focus. Last year, the division handled almost 617,000 phone calls, provided training to almost 10,000 members through employer requested seminars and filled close to 202,000 requests for retirement publications.

The division's proprietary Integrated Retirement Information System (IRIS) has effectively and efficiently served our division and its membership for the past 10 years. This application is designed to handle all essential business functions for the division and to facilitate communication with the FRS employing agencies, its active and retired members and its business partners. The current IRIS was designed in 1996 with development through 1999 and implementation in FY 1999/2000. Although substantial enhancements have been made over the years, the system is aging and the division believes there is a real need to look toward modernizing the system's software architecture to a more current standard. Updating the technologies employed by IRIS, can reduce risk as it relates to maintaining the current application. The division received a \$250,000 appropriation in FY 2010-11 to perform an evaluation of the current IRIS environment. If such evaluation reveals benefits that can be obtained in modernizing IRIS, the evaluation will provide information to complete a Legislative Budget Request for upgrading the system. This information would include an analysis of the risks associated with the current system and recommendations for updating IRIS including anticipated budget, risk/benefit analysis, and specific desired technologies. Further, the selected vendor will be tasked with contributing content for a potential competitive solicitation to modernize IRIS.

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 \$5.5 billion annually to more than 304,000 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 percent of all retirees are Florida residents.

INSURANCE BENEFITS ADMINISTRATION

In accordance with Chapter 110.123, *Florida Statutes*, Insurance Benefits Administration offers and manages a 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 other supplemental insurance options. 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, enrollment education, program governance, 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 Department of Management Services Secretary, legislative mandates, the availability of budgetary authority, and product development and procurements.

The primary goal of Insurance Benefits Administration is to develop and offer a portfolio of sustainable 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.

Insurance Benefits Administration uses 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.

In meeting the needs of those retired from the workforce, the department continues to offer health care coverage to retirees at competitive premiums. For those Medicare-eligible, the prescription drug coverage is, on average, expected to pay out as much as the standard Medicare prescription drug coverage will pay and is considered Creditable Coverage.

Recent policies enacted during the 2010 legislative session and at the federal level resulted in the following proposed new programs and/or services:

- Insurance Benefits Administration will modify health benefits and eligibility requirements consistent with the Federal Patient Protection and Affordable Care Act.
- Insurance Benefits Administration will apply for federal subsidies under the Early Retiree Reinsurance Program.
- Pursuant to SB 2374, Insurance Benefits Administration will procure a vendor to conduct post-payment claims review and recovery services; will procure a vendor to conduct dependent eligibility verification services; will evaluate whether self-insuring or continuing to fully-insure the HMO program is the best value to the state, and; will conduct a request for information that relates to contracting with a single vendor for the financing and outsourcing of a defined contribution plan.
- Pursuant to the General Appropriations Act, Insurance Benefits Administration will modify certain copayments, include preventive care coverage for screening mammograms, provide for smoking cessation prescription drugs, implement a copayment waiver and mandatory mail order program for certain prescription drugs, and cover medical services consistent with the Florida Clinical Trial Compact.

To achieve the ongoing objective of quality, choice, and affordability, while increasing customer satisfaction, Insurance Benefits Administration has 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 Fiscal Year 2009-10 survey is currently underway and therefore the results are not available; however, the results of the customer service survey for FY 2008-2009 revealed that 91 percent 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 2009-2010, the aggregated results equated to a 97.1 percent compliance rating with a standard of 95 percent. To ensure resources are appropriately allocated in a manner that would produce cost effectiveness and efficiencies in services, the agency has a performance standard that measures its administrative cost per insurance enrollee. The approved standard is \$10.27 per insurance enrollee; however, the agency provided services for approximately \$6.37 per insurance enrollee for FY 2009-2010.

The agency plans to continue to operate under current state and federal policies in effect. The agency, in past sessions, has reduced its workforce to a residual staff size of 23 FTEs.

Pursuant to Section 3 of SB 2374 the Insurance Benefits Administration will recommend to the legislature whether a self-funding or fully-insured HMO program is the best value to the state. Self-funding requires legislative action.

Building on last year's analyses, the Insurance Benefit Administration has retained a consultant to design program alternatives and transition plans that promote individual accountability and responsibility for healthcare decisions.

HUMAN RESOURCE MANAGEMENT

The Division of Human Resource Management Policy Team's (HRM) 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 Sections 20.04 and 20.22(3); Chapter 110 (excluding Sections 110.1227, 110.1228, and 110.123 – 110.1239); Sections 112.011 – 112.046, Parts VI and VIII of Chapter 112; Sections 216.251 and 216.262; and certain sections within Chapter 447, F. S., Human Resource Management develops and supports a human resource infrastructure for the State Personnel System (SPS) agencies based on sound human resource policies, practices and strategies. The SPS is the system of personnel administration for authorized Career Service, Selected Exempt Service, and Senior Management Service positions and Other Personal Services employment within 31 Executive branch agencies (approximately 115,000 employees). It is the largest of the six primary personnel systems in Florida's state government (excluding the 11 state universities, the Justice Administration System, the State Courts System, the Florida Legislature and the Florida Lottery). In addition, HRM administers the Career Service System within the State Personnel System as required by Article III, Section 14 of the Constitution of the State of Florida.

SPS agencies operate under a single set of employment laws, policies and practices and the United States Department of Labor views them as a single employer. The roles and responsibilities of HRM are necessary to provide for the efficient administration of an equitable and lawful system of employment; to maintain uniformity in the application of human resource policies; to provide competitive human resource programs which assist the SPS agencies with recruitment and retention of employees; and to address the changing needs of the State of Florida, the SPS, the agencies and the employees who serve Florida.

As such, HRM must consider the following factors that impact human resource policies:



RESPONSIBILITIES:

HRM performs the following functions to support the needs of our customers and to maintain an equitable and lawful system of employment:

- Represents the governor as the Chief Labor Negotiator in SPS collective bargaining activities and investigates and responds to collective bargaining grievances appealed to Step 3;
- Evaluates, recommends and maintains the proper human resource structure, policies, programs, systems, services and workforce requirements to address current and future workforce demands;
- Evaluates, recommends and maintains compensation offerings to maintain the competitiveness of the SPS;
- Provides technical assistance on federal laws, Chapter 110, Florida Statutes, personnel rules, and other state laws to help agencies administer their human resource programs;
- Provides technical assistance and consultative services to agencies, the governor’s office, the legislature, and the labor unions on human resource issues;
- Approves business requirement documents for use in programming human resource policy in the People First system;

- Reviews and approves changes to agency human resource programs for legal compliance;
- Develops personnel rules, manuals, guidelines and forms for agency human resource professionals, managers and employees;
- Establishes and maintains human resource programs addressing position classification, agency reorganizations, salary administration, benefits, attendance and leave, training and career development, discipline, employee performance evaluations, affirmative action, dismissals, layoffs, and other related activities to ensure the consistent and efficient administration of HR within the SPS agencies;
- Provides access to training and professional development opportunities for agency human resource professionals through workshops and the Florida Human Resource Institute;
- Administers the Florida State Employees' Charitable Campaign, which serves as the only authorized workplace charitable fundraising drive directed toward state employees;
- Administers and promotes human resource programs that support work/life balance such as:
 - Employee Telecommuting Program (coordinates and promotes off-site work arrangements for state employees)
 - Family Supportive Work Program (establishes personnel policies affecting employees' ability to both work and devote care and attention to their families i.e., flexible work schedules, job sharing, paid and unpaid family leave, etc.)
 - State Employee Child Care Program (approves agency plans to provide workplace child care services for state employees);
- Administers the Alternative Retirement Income Security Program for Other Personal Services employees;
- Researches, compiles and analyzes workforce statistical information for use by the governor's office, the legislature, human resource professionals, agency staff, other states and the public;
- Monitors and analyzes legislative proposals for impact to the State Personnel System; and
- Researches and implements best practices, streamlines human resource processes, and eliminates inefficiencies in the delivery of services.

PRIORITIES:

Shifts in workforce demographics, technological changes, economic changes, global markets, and a shrinking pool of skilled workers have created and will continue to create many challenges for 21st

century employers over the next five years. HRM must address these changing human resource trends, recognize future workforce needs and be responsive to these challenges by continuously assessing and modifying the SPS. HRM must also position itself as a leader in implementing strategies that assist agencies in streamlining processes and providing access to current information that allows them to make effective, efficient, and lawful HR-related decisions. HRM will research and analyze industry trends, innovations and best practices to support policy initiatives that provide solutions to these challenges and to enhance the human resource infrastructure. In addition, to remain competitive, the SPS must increase its efforts to provide employees with state-of-the-art tools, processes and information to enhance their effectiveness in providing services to customers and to the people of Florida. To this end, HRM will continue to build a strong human resource system, provide clear policy directives for lawful, efficient and equitable administration, provide policy guidance for programming the People First human resource information system and provide assistance to the governor's office, the legislature, agencies, and all other customers.

To determine key priorities and program needs, HRM receives input from its primary customers, the agency personnel officers, the governor's office 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 for the next five years (subject to the availability of sufficient resources):

- Chapter 110, Florida Statutes (F.S.), Re-write Project: Drafted a restructured Chapter 110, F.S., to distinctly apply only to the agencies of the SPS and modified Chapter 112, F.S., to properly distinguish between the other multiple employers within state government. The proposed restructuring clarifies the role and authority of the SPS; updates statutory language with modern practices and provides the flexibility to meet current and future needs without the constant requirement to seek statutory changes. These changes provide for a more efficient administration of human resource practices by providing a more timely response to evolving operational needs. Note: Although a legislative bill was proposed during the 2010 legislative session to effect these changes, the legislature did not enact the proposal. The proposed language will be re-introduced in the upcoming legislative session.
- Rule Re-write Project (Florida Administrative Code (F.A.C.): Created draft revisions to the SPS personnel rules to accompany the revised statutory language for the Chapter 110, F.S., re-write. These rules will provide the agencies with the necessary operational guidance that clearly communicates the intent of the statutes and will allow them to lawfully administer their human resource programs. Note: The draft rules were not promulgated since the corresponding statutory language was not enacted. Rule promulgation will begin after the proposed statutory language is enacted.
- SPS Human Resource Strategic Plan: Update and gain key stakeholder support for the five-year Human Resource Strategic Plan for the SPS. This plan provides a roadmap for human resource policy guidance to meet the critical mission of developing and providing innovative world-class human resource services in the areas of human resource leadership,

structure, competitive balance, and development. The plan will ultimately impact the people of Florida through the delivery of services provided by 115,000 employees in the SPS.

- Florida Human Resource Institute: Further develop the curriculum and program offerings of the Florida Human Resource Institute (Institute). The Institute was created to provide critically needed professional development in the form of training and a certification program (Program) to develop and maintain a knowledgeable body of human resource practitioners within the SPS agencies. The Program will provide a comprehensive multi-tiered curriculum specifically tailored to human resource practitioners at the operational and managerial levels. The focus will be on the theories of key human resource topics as applied in the SPS and administered in the human resource information system.
- Classification and Compensation System Redesign: The purpose of the redesign of the Classification and Compensation System is to replace the current Broadband System with a more clearly structured and conventional job classification hierarchy, along with a comprehensive compensation philosophy. Benefits of a new system include a classification and compensation program that will be easy to understand and manage and that keeps the SPS competitive as an employer. The new system will have the flexibility to address the needs of diverse agencies with varying types of work; be compatible with the current legislative appropriations process; and create a balance between market rates and available resources.
- Tax Sheltered Leave Payment Plan: If approved by the Internal Revenue Service, HRM will pursue implementation of the payment plan in lieu of issuing taxable cash payments to employees for their accrued leave upon separation from service. The agencies will contribute the equivalent gross (pretax) amount of these payments to a mandatory tax sheltered savings plan in which each employee is 100 percent vested. Employees will avoid Social Security and Medicare taxes altogether and federal income taxes are deferred until they take a distribution. The state saves payroll taxes because monies contributed to this plan require no matching employer contribution for either Social Security or Medicare.
- Agency Templates/Model Policies: Provide agencies with additional procedures, templates and model policies they can adopt and or modify for their use as agency procedures or internal operating procedures.
- Agency Personnel Program Reviews: Implement agency personnel program reviews to assist in identifying areas in which additional direction, clarification or training can be provided to assist the agencies. Collected information may also help to identify policy areas in need of potential statutory or rule change, when such requirements are identified as an impediment to the successful completion of agency missions.
- Florida State Employees' Charitable Campaign: Develop an Internet-based system to assist the charitable organizations in receiving donations from the campaign; to assist employees in searching and selecting charitable organizations; and to assist HRM staff in the overall

administration of the campaign including, managing the application process, and distributing the undesignated funds.

OUTCOME MEASURE - CUSTOMER SATISFACTION:

To assess HRM’s performance in developing policies and procedures and providing technical assistance and 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 it represents that the majority of our customer agencies are satisfied with the products and services provided.

HRM POLICY’S ANNUAL CUSTOMER SATISFACTION SURVEY RESULTS

| | FY 06/07 | FY 07/08 | FY 08/09 | FY 09/10* |
|-------------------------------|----------|----------|----------|-----------|
| Overall Customer Satisfaction | 100% | 100% | 100% | 100% |
| Communicated Clearly | 93% | 97% | 100% | 100% |
| Courteous | 100% | 100% | 100% | 100% |
| Helpful | 100% | 100% | 100% | 100% |
| Listened Well | 100% | 100% | 100% | 100% |
| Staff Availability | 90% | 97% | 97% | 100% |
| Accuracy | 97% | 100% | 100% | 100% |
| Consistency | 100% | 100% | 97% | 100% |
| Easy to Understand | 97% | 100% | 100% | 100% |
| Timeliness | 93% | 97% | 96% | 100% |
| Usefulness | 100% | 97% | 100% | 100% |

* 29 of 30 agencies responded as of 8/12/2010. Note: The Governor’s HR Office services and also responds on behalf of the Agency for Enterprise Information Technology.

RECOMMENDED CHANGES REQUIRING LEGISLATIVE ACTION:

Elimination of the Florida State Employees’ Charitable Campaign (FSECC):

Section 110.181, Florida Statutes, provides that “the Department of Management Services shall establish and maintain, in coordination with the payroll system of the Department of Financial Services, an annual Florida State Employees’ Charitable Campaign. Except as provided in subsection (5), this annual fundraising drive is the only authorized charitable fundraising drive

directed toward state employees within work areas during work hours, and for which the state will provide payroll deduction.”

- The FSECC is a non-mission critical program, for which the authorizing statute has increasingly become more complex to administer and more prone to litigation. The main business justifications for the program (minimizing workplace disruption, creating a single entry point for all charitable causes, and providing a convenient and affordable way for employees to spread out their donations) can now be accomplished through viable alternative means. And yet, due to statutory provisions that are ambiguous and which perpetuate reliance on a single source (United Way) for fundraising strategies and fiscal agent services, the state can neither streamline many of the processes nor leverage new technologies to minimize manual or paper driven processes. The result is that the state had to defend against lawsuits over eligibility to receive undesignated funds, appeals of agency decisions regarding eligibility to participate in the campaign are increasing and are time and resource consuming, and total administrative costs continue to rise beyond the annual \$17,000 appropriation that DMS receives to run the program. For example, in FY 2008-2009 (the most recent year for which total campaign figures are available), expenditures for the campaign totaled \$153,830.23, of which \$136,830.23 was un-recouped because the statutes limit what the department can recover from the campaign (to 1 percent of that year’s proceeds). Legal costs (including certain services from the Attorney General) accounted for \$54,043.29 of that total.

The above figures do not include the administrative fees charged by the United Way (our fiscal agent) to the participating charities for its role in processing donations that come out of the employee contributions the charities would otherwise receive. Although the statute stipulates that the fiscal agent will withhold “reasonable costs,” these costs vary widely throughout the United Way’s fiscal agent areas, and can range from 0 percent to as much as 29 percent (It would be misleading to cite dollar figures, since fiscal agent area varies widely in terms of employee population and annual proceeds raised.) The variation in administrative costs cannot be controlled because of the United Way’s internal reliance on a mixture of professional, paraprofessional, and volunteer staff and the differing resources at each local United Way. Consequently, accounting and financial reporting can vary in quality and promptness.

- In order to maximize efficiencies and ensure better stewardship of public funds, the state should no longer sponsor a campaign but, instead promote alternative ways that employees can be encouraged to engage in charitable giving, such as periodic electronic payments through their personal bank accounts.

Policy Implications:

- To make this change, it is necessary to eliminate or substantially amend Section 110.181, F.S.
- Elimination of the FSECC will have a positive impact on DMS by freeing up resources to perform mission critical duties and will provide employees, with flexibility and choice without

losing the convenience of structured payments. It will also have a positive impact on the Chief Financial Officer, who is responsible for processing and remitting payments to the fiscal agent.

- It will have positive impact on the amount that charities collect directly from the employees, since it eliminates third party handling of funds and the related costs.
- It will have a negative impact on the United Way, which will lose a source of revenue and which will be philosophically opposed to what it will perceive as a de-emphasis on giving at the local level. Also, charities themselves may react negatively to the state taking a more passive approach to workplace giving.
- It is uncertain what impact this change will have on social programs that are the beneficiaries of the charities, since it is premature to conclude that the alternative methods available to employees will result in less giving. On the contrary, if the state continues to communicate and encourage charitable giving, there is no reason to assume employees will not continue to do so. In fact, a new approach will bring positive result. For example:

The current process for vetting charities involves data collection and analysis from hundreds of charity applications, staff time preparing data and analysis and review and development of recommendations by the Statewide Steering Committee before the Secretary makes the final determinations, which are subject to appeal. Although a wide range of charitable causes are represented annually, the decentralized manner in which the campaign is executed limits employee choice within the fiscal agent area in which they work. Even when employees are provided an opportunity to re-direct their donation to another area of the State, they lose their ability to designate the specific charities they want to support. As an alternative:

- Employees already have Internet access to the Department of Agriculture and Consumer Services' Gift Givers' Guide, as well as free and independent entities that evaluate charities, such as the Charity Navigator. These online sources can help employees validate any charity of their choice.
- Employees will be able to access information on a full range of charities, regardless of whether they are local, national, or international. They will still be able to focus their giving on local, community-based charities, but in any community of the state they desire.
- The vast majority of charities (including all the ones under FSECC) sponsor their own websites, where employees can gather much more information than is currently available in the printed campaign brochure. This gives employees wider access to information and eliminates the cost of annually producing brochures, which is another expense that the United Way must assess against campaign proceeds.

The current payroll deduction process involves untold man hours during each fall, when agency volunteer coordinators collect pledge forms and transfer financial data unto

spreadsheets that must be mass loaded into the People First system. Although much of the employee data is pre-populated, the deducted amounts must be carefully transcribed in the correct proration (based on the agency's payroll cycle). This is a manual process prone to error. It also limits employee choice, because allowing employees to override the fiscal agent area assigned to them is an administratively complex task that becomes equally cumbersome for the local fiscal agents to track.

Additionally, because the campaign does not require that employees designate specific charities for their contributions, the allocation of undesignated funds has become an increasingly time-consuming and contentious process, whereby the department must analyze applications and the Statewide Steering Committee must review and make recommendations as to who will receive a portion of these funds, based on ambiguous statutory criteria. It will also eliminate the secondary allocation process for undesignated funds, whereby the state must devote resources to accommodating those employees who, as members of local steering committees throughout the State, are responsible for making subjective determinations. As an alternative:

- Charities with their own websites typically offer optional forms of online payment so that donors can give either a one-time gift or schedule their donations into affordable periodic amounts. By virtue of the fact that all donations will be earmarked to specific charities of the employees' choice, it will eliminate the need to process any "undesignated" funds.
- Setting up these payment schedules directly with the charity through one's own banking institution, eliminates the need to produce/collect pledge forms, process mass loads, and pay for fiscal agent services throughout the state.

Savings Estimate:

- The potential savings will equal the amount, as explained above, being spent by the department on various administrative functions, as well as other associated costs currently being incurred by the Chief Financial Officer and the employing agencies through staff time dedicated to campaign activities.
- The department already tracks professional and support staff time, including legal services, and all miscellaneous administrative expenses associated with the campaign. In addition to other overhead costs such as Florida Administrative Weekly meeting notice publications, mailed notices of denials and employment of OPS workers, the associated year round administrative duties necessitated by the FSECC consumes the equivalent of one full-time position at the Division.

Moving Administration of the State of Florida FICA Alternative 401(a) Plan for OPS Employees to the Chief Financial Officer

The FICA alternative plan is a tax-sheltered retirement investment vehicle, for which contract management should reside with the state program areas that already manage similar products. The Division of Human Resource Management is not the appropriate entity to oversee this product and ensure that the financial interests of OPS employees are being protected. Specifically, the CFO, through the Division of the Treasury, already administers the State of Florida Deferred Compensation 457 Plan, which is very analogous to this plan, and in which OPS employees are also permitted to participate. That office has the resources and subject matter expertise to monitor the plan and to work with the vendor on policy, administrative, and payroll issues.

This legislative change will provide efficiencies and promote good government by ensuring that this program is housed and administered in the correct program area.

Policy Implications:

- It will be necessary to amend S. 110.1315, F.S.
- This will have a positive impact on OPS employees, whose financial interests can be better protected by a program area dedicated to these types of investment vehicles. It will have a neutral impact on the vendor.
- The impact on the CFO should be minimal, given that they already have the infrastructure in place to manage the current contract and all aspects of plan administration are currently outsourced.

Savings Estimate:

Notwithstanding the fact that the department is appropriated monies to manage employee programs, the true oversight needed by this program is more financial than human resource oriented. As such, with the staffing reductions that HRM has experienced over time, it is not feasible for us to maintain the in-house subject matter expertise needed to properly manage the contract or to pay for outside expertise that will ensure that program decisions are properly executed in full compliance with state law and federal tax regulations. Consequently, this type of plan would be better managed and give the state better negotiation leverage with the vendor, if it was housed in a program area that already has the resources to conduct more specialized analysis and contract oversight. Additionally, such a move could poise the state to better assess the fiscal and policy feasibility of in-sourcing the plan over time. These are long term benefits that will optimize the state's ability to conduct its due diligence both effectively and efficiently.

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.

Sections 110.116 and 215.94(5), F.S., requires DMS 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, DMS 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 that expires August 21, 2016. NorthgateArinso, Inc., acquired Convergys on June 2, 2010, and will be hereafter referred to as “NGA.”

The following modules comprise the People First system: payroll preparation, 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 a Peopleclick Authoria staffing module. The 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 for their employees • Initiate personnel actions: hiring, promoting and separating • Advertise job vacancies • Execute management reports • View their employees’ personnel information |

The DMS People First Team strives, in partnership with NGA, 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, analyzes trends, defines strengths and weaknesses of the current contract, and that 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 preparation to more than 133,000 employees, and state-administered benefits to more than 240,000 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 and training activities include providing alerts, general correspondence, system enhancement documents, user guides, on-line videos, and various reports to stakeholders.

In an effort to constantly gauge our customers’ satisfaction with People First, we use two customer satisfaction survey tools to assess our users’ experience and satisfaction with the system and related services. The People First Annual Customer Satisfaction Survey provides valuable information on our customers’ overall experiences with People First versus their expectations. We analyze the results annually and subsequently discuss with our vendor to formulate an action plan to address issues and implement improvements. Results from the April 2010 survey demonstrated that 72 percent of respondents were satisfied with the overall performance of People First. The 72 percent satisfaction rate is an increase from the 2007 survey 59 percent satisfaction rate.

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 levels with the People First website or their experiences with human resource advisors at the service centers. The service provider administers this survey and our team regularly reviews the results. From third quarter 2009 to third quarter 2010, we saw a 2.1 percent increase in users’ rating their experiences “excellent” or “good” with regard to the “overall quality of user’s experience” survey question. We also found a 2.4 percent increase in users rating their experience “excellent” or “good” with regard to the “website ease of use” survey question during this same period.

Our Priorities

The continuous cycle of strategic planning, user needs assessment, business requirements development, and effective 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 initiative. One of the lessons learned was to maintain an effective dedicated team with the necessary skill set, experience, and knowledge to plan strategically, procure effectively, and manage the contract successfully. To achieve Priority 1, the DMS People First Team successfully executed and implemented the enhancements included in Amendment 10. 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, extended the length of time given to transition. When the state finishes the transition period (estimated at two years), it will have the ability to consult with NGA on a case-by-case basis for support and help.
- **135 System Enhancements and Upgrades.**
- **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 was no change in the monthly payments to NGA. In addition, the state obtains the ability to use the intellectual property (thus not having to build a new system) with an estimated value of \$65 million to \$90 million.

In addition, the department successfully negotiated an amended and restated contract on December 8, 2009, that achieves the following:

- Reduces contract cost by \$45 million over the life of the contract. The contract savings began January 2010.
- Renews contract another five years through August 21, 2016.
- Avoids significant implementation and transition costs.

The department based its decision to renew the People First contract on the recommendations in a

study commissioned by the Legislature that directed the Florida Office of Program Policy Analysis and Government Accountability (OPPAGA) to conduct an independent study of People First. OPPAGA’s primary recommendation was to renew the state’s contract with NGA. In total, the renewal contract meets or exceeds OPPAGA’s recommendations and provides the greatest benefit and value for the taxpayers of Florida.

Priority 2

The second key priority is critical to improving customer satisfaction. For Fiscal Year 2009-10, the People First team worked with the service provider to implement the 135 system enhancements and upgrade items of Amendment 10, which included: significant improvements in the core human resource functions of the system (payroll preparation, leave and attendance, benefits administration), upgrades of the SAP, Oracle, and Talent Management software to latest release versions, new leave payout screen, modified PAR form and process, security role codes and Web-portal messaging to make it more user-friendly and easier to navigate.

The amended and restated contract is also critical to improving customer service, as it achieves the following:

- Improves services at the People First Service Center.
- Improves People First system performance.
- Strengthens the vendor’s performance metrics.
- Avoids significant risk of service disruption to more than 240,000 users.

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 2009 was 49.59 percent 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 July 2010, this positive trend continues, and it is anticipated that the number of calls will continue to decrease.

Service Center Calls (Calendar Year)

| | 2005-2006 | 2007 | 2008 | 2009 | % of Change 2005-09 | 2010 Calendar YTD Total (as of July) | 2005 – 2009 Total |
|----------|-----------|---------|---------|---------|---------------------|--------------------------------------|-------------------|
| Benefits | 622,410 | 267,842 | 200,340 | 168,246 | -48.28% | 80,432 | 1,339,270 |
| HR | 1,042,915 | 443,058 | 260,709 | 202,111 | -58.67% | 99,545 | 2,048,338 |
| Payroll | 213,075 | 82,748 | 82,421 | 82,190 | -28.38% | 49,482 | 509,916 |
| Staffing | 191,179 | 85,378 | 63,936 | 68,130 | -34.33% | 38,514 | 447,137 |
| Total | 2,069,579 | 879,026 | 607,406 | 520,677 | -49.59% | 267,973 | 4,344,661 |

Priority 3

The People First team strives to provide consistent and timely customer support to People First users. We accomplish this through resolving customer issues, training and communicating effectively. For Fiscal Year 2009-10, customer support included handling 106 public records requests, 688 agency report requests, and 134 agency mass loads.

Clear, consistent, and repeated communication to stakeholders and customers is critical. Since Fiscal Year 2005-06, the People First team streamlined the communication process to better meet customer needs including distribution of nine employee e-newsletters, 246 alerts, 219 general correspondences items, 72 system enhancement documents, 13 benefits-related communications, and 30 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 employee, manager, PAR and staffing training videos, as well as three timesheet simulations (bi-weekly, monthly and 28 day).

DIVISION OF TELECOMMUNICATIONS

The Department of Management Services Division of Telecommunications (DIVTEL) provides telecommunications services to support state agencies and other public entities serving the citizens of Florida. Chapter 282, Florida Statutes, 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 the needs of the state;
- 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 (SLERS).
- Establishing an interoperability network including the Florida Interoperability Network (FIN) and Mutual Aid Channels;
- Creating and maintaining the Florida 700 MHz Public Safety Interoperability Channel Plan, the Law Enforcement Communications Plan, the Emergency Medical Services (EMS) Communications Plan, and the Region 9 (800MHz) Communications Plan;
- Cooperating with federal, state or local emergency management agencies 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, Florida Statutes, 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 Florida Statutes, DIVTEL is responsible for management and oversight 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 dialing "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 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 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 public safety radio frequencies, interoperability and

emergency 911 communications. DIVTEL provides assistance in the preparation of radio frequency coordination forms and Federal Communications Commission (FCC) license applications, and Federal Aviation Administration (FAA) licensing assistance for tower clearance. DIVTEL, in accordance with Chapter 282.7101, F.S., ensures that no law enforcement communications system may be established or expanded without prior department approval.

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 will continue 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 unique 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 to more than 7,500 law enforcement officers across 24 state agencies and 27 federal and local jurisdictions with 16,800 radios in patrol cars, boars, motorcycles, aircraft and on foot. 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 (FIN) and Mutual Aid Build-out projects, DIVTEL will continue 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
- Using 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 (800MHz):** DIVTEL coordinates and maintains this plan, based on the frequency allocation responsibility delegated in Chapter 282.7101(2) (c), F.S.
- **700 MHz Public Safety Interoperability Channel Plan:** In accordance with Chapters 252, 282, 318, 295 and 401 Florida Statutes, the State through DIVTEL has oversight of the administration, technical standards and operational policies for the 700MHz interoperability spectrum within Florida.
- **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.

DIVISION OF REAL ESTATE DEVELOPMENT AND MANAGEMENT

Authorized in section [20.22](#), Florida Statutes, the Facilities Program (the “Program”) oversees the construction of public buildings, the operation and maintenance of Department of Management Services (DMS)-managed facilities, and administers public and private leasing, including parking services, for the state.

The applicable statutes related to the Program are found in chapters [215](#), [216](#), [255](#), [272](#), [281](#), [288](#), and [489](#), Florida Statutes (Appendix A). These statutes provide administrative rule responsibilities related to state workspace development and management, and establish the Program as a customer-driven organization, serving state agencies, local governments, the business community, and the citizens of Florida.

The Program’s primary responsibilities include:

Building Construction:

- Oversee the repair and renovation of state-owned facilities.
- Manage Fixed Capital Outlay (FCO) funds appropriated by the legislature.
- Act as construction managers for agencies through client-agency agreements.

Operations and Maintenance:

- Manage building systems, equipment, and services, including grounds.
- Oversee energy management and performance contracting.
- Perform electrical repairs, fire and life safety monitoring and control, and environmental services.
- Ensure Americans with Disabilities Act (ADA) compliance.

Lease Administration:

- Maximize occupancy in DMS Facilities Pool.
- Ensure private and government leases are in the best interest of the state.
- Supervise expenditure of tenant improvement fund appropriations.
- Administer the Tenant Broker contract, which provides expert real estate transaction, portfolio management and strategic planning services to individual agencies.
- Manage parking services for state facilities.

For fiscal year 2010-2011, the Program received funding from several sources. Those sources and the percentage of funding are:

- Supervision Trust Fund (58.3 percent)
- Architects Incidental Trust Fund (1.6 percent)
- General Revenue Fund (6.8 percent)
- Operating Trust Fund (0.4 percent)
- Florida Facilities Pool Clearing Trust Fund (29.8 percent)
- Public Facilities Financing Trust Fund (3.1 percent)

The Program's primary funding is the Supervision Trust Fund and the Architects Incidental Trust Fund. Most of the DMS Facilities Pool buildings are bond-financed, and all of the revenue-producing buildings are supported by agency rental fees paid into the Supervision Trust Fund. These funds are obligated to the debt service of the bonds and, as required by the respective bond resolutions, they maintain the public's investment in real property. To support FCO administration and the oversight of appropriated projects, agencies pay a service fee into the Architects Incidental Trust Fund. As directed by statute, these two trust funds enable DMS to be a prudent custodian of taxpayer dollars and efficiently manage the public's real property holdings.

The Program's responsibilities are primarily based on statutes, but also include directives set forth by the governor, the DMS Secretary, and the Florida Legislature. On an ongoing basis, the Program's staff members solicit input from our customers about their needs and priorities for services and facilities.

Legislative directives from the 2010 session that influence the Program's responsibilities include:

- Senate Bill 550 – Impacts Florida Keys wastewater and has special wastewater requirements that will affect the DMS-managed Marathon Regional Service Center. Additionally, the legislation contains statewide provisions that require DEP and the Water Management Districts to develop storm water rules that will include new storm water treatment standards that may affect DMS-managed facilities.
- House Bill 523 – Placement of the Civil Rights Hall of Fame in the Capitol building. The Program is to set aside an appropriate public area of the building and to consult with the Human Relations Commission regarding the design and theme of the area.
- House Bill 7243 – Reporting of recycling rates at DMS-managed facilities to Department of Environmental Protection. Additionally, DMS will post on its website the recycling rates of the Capital Circle Office Center (CCOC), pool facilities, and the Capitol Complex.

The Program will continue to address its ongoing responsibilities by fulfilling the requirements of the bond covenants and resolutions and focusing on providing cost-effective, accessible, clean and safe work environments for the customers we serve. In addition, the Program has identified the following goals:

- **Reduce agency occupancy costs.** To meet their program needs in fiscal year 2009-2010, state agencies occupied approximately 8.3 million square feet of space leased from private and non-state government entities and 5.7 million square feet in the DMS Facilities Pool¹. Over the next two fiscal years (07/01/10 – 06/30/12) approximately 35 percent of these leases will expire. The Bureau of Lease Management, as identified in the Strategic Leasing Plan and Master Leasing Report (September 2010), is working with each agency and the state's three tenant brokers to identify opportunities for occupancy cost reductions in leased space and develop action plans for achieving these reductions.

¹ As reported in the Strategic Leasing Plan and Master Leasing Report, September 15, 2010.

- **Dispose of surplus property.** In prioritizing cost efficiencies and maximizing revenue to the state in 2009, the Program identified five state-owned buildings for disposition as surplus. Three of the five buildings (Winchester, Warren and Bloxham Annexes) transferred to Florida State University (FSU) on March 1, 2010. One additional building (Firestone) will transfer to FSU subsequent to the departure of the Agency for Workforce Innovation (anticipate 2011). The fifth building (Bloxham) will transfer to the Leon County School Board, upon Board of Trustees approval, on September 29, 2010.
- **Reduce construction costs.** Reduced activity in the private construction industry has influenced the public's cost of delivering building projects with significant savings on some project subcontracting elements. The state is currently positioned to economically address its building needs, as well as have impact on the unemployment rate of construction-related jobs. As of July 7, 2010, the inventory of deficiency correction projects on DMS-managed buildings totaled 341 and will require an estimated \$100,779,000 to correct. Over the next five years, the Program will continue to address building deficiencies with available funding, which is expected to be \$5 million to \$7 million annually.

In 2009, Senate Bill 2666 granted DMS the authority to select and contract with construction management entities. The 16 competitively selected continuing contracts with construction management entities that are now in place enable the Program to more effectively address the needs of state-owned buildings. Additionally, new administrative rules established by DMS (*60D-15 Florida Administrative Code*) allow state agencies to use the contracted entities and more effectively address the needs of the state-owned buildings they manage. Agencies will reduce both public and private costs, shorten delivery time, and state projects will have guaranteed maximum prices and guaranteed completions dates.

DMS is currently completing two major construction projects—the Leadership in Energy and Environmental Design (LEED) certified Department of Revenue (DOR) central office complex scheduled for full occupancy in October 2010 and the First District Court of Appeal building—and there are no new DMS-managed buildings appropriated or planned. The DOR buildings provide 466,459 gross square feet of workspace for approximately 2,230 occupants. The 47-acre site consolidates operations from 16 other worksites, which will result in a \$907,766 reduction in annual rent. These facilities will also result in an annual energy reduction of 34 percent. Energy-related investments will avoid approximately \$250,000 in annual utility costs.

Also located at the CCOC, the new First District Court of Appeal building is scheduled for substantial completion in November 2010. With 109,000 gross square feet, it will provide 18 judicial chambers with three law clerks per chamber. The LEED certified facility is expected to reduce energy costs by 30 percent and avoid approximately \$61,000 annually based on energy investments.

- **Oversee and efficiently manage the day-to-day operations of DMS-managed buildings.** The Program manages expense payments associated with these daily operations, which is essential to fulfilling the bond covenants and sustaining building service and efficiency.

Maintaining building performance requires both short- and long-range planning, including current efforts to improve sustainability and energy efficiency.

Reducing energy consumption is a priority for DMS. In March 2010, the Program significantly revised administrative rules related to energy efficiency in all state-owned buildings (*60D-4 Florida Administrative Code*). DMS also developed a state energy management plan for all state-owned buildings. DMS is developing two additional energy performance contracts to improve lighting, water and mechanical equipment for 31 buildings. Combined, these efforts will save over one million kWh annually.

Additionally, DMS received \$7.6 million in federal stimulus funds to replace aging equipment including the installation of new chillers and energy management controls. Part of the \$7.6 million in stimulus funds will go towards a 150 kW solar system at the CCOC. DMS has already installed two 25 kW pilot solar systems, one at the CCOC and one at the North Broward Regional Service Center. Primarily due to natural gas price reductions, proactive energy solutions, and the DMS energy reduction policy, DMS experienced an 8.2 percent reduction in consumption and a 25.4 percent reduction in utility costs over the last three fiscal years.

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 state purchasing professionals.

State Purchasing promotes fair and open contracts in the state's procurement process. We solicit supply sources, and schedule and implement contracts for the purchase, lease or acquisition of commodities and services. 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 will continue to provide outreach and registration for vendors to broaden contracting opportunities to a more diverse vendor population. State Purchasing will continue to encourage 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' use of state term contracts); however, over the next five years, State Purchasing anticipates that strategic sourcing efforts will provide cost avoidance of up to \$100 million annually to the state 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 are better positioned to 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 from 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 that 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. The bottom line in purchasing is reduction of purchase prices. State agencies and local governments spend approximately \$1.4 billion using state term contracts, alternate contract sources and state purchasing agreement. A 28 percent 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 facilitates use of Service-Disabled Veteran, Minority/Women-owned Business Enterprises (M/WBE) that provide goods and services to state agencies and universities. Most recently, the legislature extended the certification period to two years for service-disabled veteran, minority, and women-owned business enterprises. OSD 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 is responsible for measuring the amount of spending by state agencies with certified minority enterprises and conducting compliance audits of certified minority enterprises. OSD also provides outreach to state agencies, community organizations and vendors in all matters relating to state contracting opportunities. OSD is charged with the responsibility of implementing 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 priorities are guided by the mission of providing quality customer service and the compelling interest of legislation to increase overall minority spending and equity in the State of Florida.

OSD established the following 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/WBEs in the MyFloridaMarketPlace database. While these things remain a high priority for OSD, it will be challenging to accomplish due to OSD staff reduction over the last three fiscal years.

OSD is historically a paper-intensive operation that continued to incorporate new information technologies, beginning with an electronic file management system. While exploring automation and less data entry for the office, OSD is using multiple technology options. The passing of HB 1075 enhances this goal for OSD because it allows for electronic signature on the recertification application.

Further, in order to achieve the goal of optimum M/WBE participation in state purchasing, we 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 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 following Council exists under the OSD:

- Small and Minority Business Advisory Council: The purpose of the advisory council is to advise and assist the Secretary in carrying out the Secretary's duties with respect to minority businesses and economic and business development. The powers and duties of the council include, but are not limited to: 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), 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 matters relating to small and minority business development which are of importance to the international strategic planning and activities of this state.

BUREAU OF AIRCRAFT OPERATIONS

The mission of the Bureau of Aircraft Operations (Bureau) is to deliver safe and efficient on-demand air travel for the governor, cabinet and other state executives and employees.

In accordance with Chapter 287.161, F.S., the Bureau manages, operates, and maintains state-owned and operated aircraft including operational and safety standards, 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 Lieutenant 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.

An aircraft maintenance facility and aircraft mechanics support Bureau operations and are required to provide timely and quality repairs and service to the aircraft in the Executive Aircraft pool.

The 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 expect that the trend in both would remain constant.

FLEET MANAGEMENT

The mission of Fleet Management is to develop policies, procedures and best practices for the effective and efficient acquisition, assignment, use, maintenance and disposal of 26,000 pieces of state-owned mobile equipment for use by 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 26,000 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. We review and approve state agency purchase requisitions for selected mobile equipment commodity codes to ensure fleet purchases are cost effective, fuel

efficient and appropriate for stated purpose.

In addition, we provide an Equipment Management Information System (EMIS), which is a management and reporting system that includes over 26,000 pieces of equipment (valued at more than \$500 million dollars) of which approximately 18,000 are cars and light trucks. EMIS provides management and cost information required for state agencies to effectively and efficiently manage the state's vehicle and watercraft fleet.

Fleet Management provides administrative and fiscal oversight for the approval, auction and accountability of the disposal of state-owned mobile equipment.

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

The new criteria include:

- Age
- Mileage
- Condition (Poor, Wrecked, Burned)
- Reliability (Days down)
- Ratio of maintenance cost to acquisition cost
- Recent Repair activity & cost (decrement)
- Operating costs per mile
- Totaled vehicle

By using these new criteria, state agencies are better able to identify and prioritize vehicles for replacement, reducing both the number of vehicles eligible for replacement and fleet operating costs each year.

We also provide assistance to agencies with the administration of the state's fuel card program and serve as the main liaison between the state agencies and the vendor. We work directly with the fuel card vendor in trouble-shooting issues with accounts and data issues.

Special Projects/Initiatives:

- Fleet Maintenance & Repair Management Contract – DMS is exploring contracting with Automotive Resources International (ARI) via an Alternate Contract Source (ACS) out of the state of New York for vehicle maintenance and repair services. Primary benefits of the recommended ACS include lower total costs, more granular repair and maintenance data and reduced administrative efforts.
- Fleet Optimization & Accountability Plan – The House and Senate passed a bill in the 2010 legislative session to centralize fleet management under DMS and required DMS to develop a plan for centralizing all state-owned vehicles. The governor later vetoed this bill and it was not made law. In an effort to work toward some of the mandates contained in the bill, DMS management has directed DMS Fleet Management to identify ways to optimize the use of the State's fleet. Fleet Management identified several projects it can support with current staff to reduce the cost of the State's fleet while increasing use of fleet

vehicles. Fleet Management identified five projects to pilot with two to three select agencies to limit the number of vehicles, contact people and transactions involved with each project. Using this execution method , the DMS Fleet Management proposes the following projects in priority order:

1. Design an identification process to select state-owned vehicle for disposition.
2. Identify underused vehicles and develop a process to reallocate those vehicles to other agencies.
3. Develop an approach to monitor privately-owned vehicle use, create guidelines for determining when to use a state-owned vehicle instead of a privately-owned vehicle.
4. Increase and improve data kept in the Equipment Management Information System (EMIS).
5. Reduce repair and maintenance costs of the state's fleet by using a third party vendor to monitor and manage the repair and maintenance.

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 to enable the Division of Specialized Services to provide 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 on-site at military and federal civilian agency holding depots. The program also uses Web-accessible surplus/excess databases of the U.S. General Services Administration (USGSA) and the U.S. Defense Logistics Agency. 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've created state/local government partnerships to review available assets physically on-site 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; however, we retain audit and oversight authority.

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 expect to maintain fairly constant measures in this area.

PRIVATE PRISON MONITORING

The mission of the Private Prison Monitoring Bureau (Bureau) 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. that requires private prisons to save at least 7 percent over the public provision of a similar state facility. For each facility, the Bureau enters 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 using tax exempt bond financing for a term of 20 years. The legislature then appropriates and authorizes debt service payments 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 of two additional private facilities that had been subleased and appropriated within the Department of Juvenile Justice's annual budget 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 funding for the program area is appropriated in the Department of Management Services' budget.

The Criminal Justice Estimating Conference (CJEC) projects the number of beds needed during the next five years. As a result of additional bed needs, during the 2005 legislative session, the legislature directed us to issue an invitation to negotiate with current facility vendors for a contract for 854 additional beds at existing private facilities. As a result, the Bay and Moore Haven Correctional Facilities each completed 235-bed expansions, and the Gadsden Correctional Facility completed a 384-bed expansion in 2007.

In 2005, the legislature also added 220 more beds to the new Graceville facility previously set at 1,280-beds. The Graceville Correctional Facility opened September 2007 and houses 1,500 adult male medium/close custody level inmates.

The 2007 legislative session directed us to issue an invitation 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 had to be awarded by September 30, 2008 for the operation of the work camps or the invitation to negotiate had to be cancelled and the 1,296 work camp beds 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 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 was 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 ITN negotiate for a new 2,000-bed private facility to house medium/close custody adult male inmates. The ITN was to be issued by July 1, 2008, and completed by December 1, 2008, to allow sufficient time for the new beds to become operational by July 1, 2010. We awarded the design/build contract for the Blackwater River Correctional Facility to the GEO Group, Inc. 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 three months later than anticipated. Though the facility was completed in June 2010, the 2010 legislative session postponed the opening of the Blackwater River Correctional Facility, because updated CJEC projections showed a decrease in demand for close custody beds. At this time, Blackwater River Correctional Facility will begin accepting inmates effective October 5, 2010.

GOVERNOR'S COMMISSION ON DISABILITIES

Executive Order on July 26, 2007, created the Governor's Commission on Disabilities (Commission), 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 three 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. The Commission offered recommendations for overcoming those obstacles as well as implementation strategies. In addition, the Commission implemented recommendations identified by the Executive Office of the Governor.

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 or overcome 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, independent living, health care, and civil rights;
- 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 provides a written report to the governor and legislature 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 also has 10 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 forth in the Executive Order, the Commission meets at least quarterly. The Commission's current members constitute a quorum. The commission must establish a quorum in order 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 the Clearinghouse formed a partnership 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.
- d. Providing access for the Nursing Home Transition program. The CDI is the statewide call--in number for people who want to be transitioned from nursing homes to the community setting. Disability specialists take calls from throughout the state and forward the referrals to the appropriate agency. Partners include Agency for Health Care Administration, Department of Children & Family Services, Department of Health's Brain & Spinal Cord Program, and Department of Elder Affairs.
- e. Primary referral source for Department of Vocational Rehabilitation's Order of Selection Waiting list. The CDI provides referrals to consumers waiting to be served by Department of Vocational Rehabilitation Services.
- f. Provide weekly legislative report regarding bills that may impact people living with disabilities in Florida before and during the legislative session.

PUBLIC EMPLOYEES RELATIONS COMMISSION

The Public Employees Relations Commission (PERC) is an independent, quasi-judicial entity created in 1974 as part of the Public Employees Relations Act, Chapter 447, Part II, Florida Statutes, which implements the constitutional mandate of public sector collective bargaining in Florida. PERC's goals and priorities are to resolve public sector labor and employment disputes in a fair, impartial and efficient manner and to otherwise effectuate the state's labor policy of promoting harmonious and cooperative relationships between government and its employees, both collectively and individually, and protecting the public by assuring the orderly and uninterrupted operations and functions of government.

Essential Functions and Authority: PERC'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.

PERC includes three Commissioners appointed by the governor subject to Senate confirmation for overlapping four-year terms; a small 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. PERC is located, for administrative purposes only, within the Department of Management Services (DMS), but it is not subject to control, supervision, or direction by DMS.

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

- **Labor.** By way of background, the legislature created PERC in 1974 to adjudicate public sector labor disputes between state and local government employees and employers. This is a constitutionally required function under Article I, section 6, of the Florida Constitution, which guarantees public employees the right to form and join unions and to collectively bargain, but prohibits strikes. In carrying out these mandates, PERC conducts formal evidentiary hearings and issues final orders 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. PERC has exclusive jurisdiction of labor cases involving financial urgency and the funding of collective bargaining agreements. PERC's final orders are appealable directly to the state appellate courts.

In addition, PERC performs essential non-adjudicatory functions, such as appointing special magistrates to resolve impasses in labor negotiations, registering labor organizations, and ensuring 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 or against establishing or maintaining union representation.

- **Career Service.** In 1986, PERC assumed jurisdiction over state career service appeals. 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. PERC conducts formal evidentiary hearings and issues final orders to adjudicate career service appeals between state government employees and their employers. PERC's final orders are appealable directly to the state appellate courts. The State of Florida Workforce 2000 Study Commission concluded that PERC was a cost-efficient means of providing this required due process function.

- **Other Employment.** Between 1986 and 1992, PERC's jurisdiction was again expanded 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.

Performance Measures: PERC's primary performance measures 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 2009-10, PERC closed 99 percent 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 2009-10, the Commission's decisions were affirmed or the cases were dismissed/withdrawn 100 percent of the time. These impressive outcomes are consistent with PERC's performance in recent years and are attributable to the expertise and experience of PERC's staff in public sector labor and employment matters.

Trends and Projections: As with any quasi-judicial or judicial entity, it is difficult to predict with any degree of certainty the future demand for PERC'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, PERC had 986, 1,137, and 1,173 filings, respectively. Case filings increased in FY 2009-10 to 1,373. During this same period of time, PERC experienced a 20 percent reduction in staff due to budget cuts. Difficult economic times foster labor unrest so it is anticipated that PERC's case filings will continue to increase. In addition, legislative proposals in recent years have attempted to expand PERC's jurisdiction in the area of adjudication of employment disputes. If these efforts prove successful in the future, PERC could face a significant increase in case filings and workload, which would require additional FTEs.

PERC 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, PERC has implemented significant website enhancements that offer simpler and more efficient means of accessing PERC and conducting business. Visitors to the site are now able to electronically file case documents, view case dockets and download case data, search final and recommended orders, and view hearing and oral argument schedules, forms, publications and newsletters.

PERC is not aware of any significant policy changes that would affect its FY 2010-11 Legislative Budget Request and there are no requested changes in PERC's approved program, services, or activities that would require substantive legislative action for FY 2010-11. Further, PERC is not aware of any task forces or studies in progress relating to its operations.

FLORIDA COMMISSION ON HUMAN RELATIONS

Mission, Vision and Statutory Authority

The mission of the Florida Commission on Human Relations (FCHR) under 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) is to promote and encourage fair treatment of all persons in Florida regardless of race, color, religion, sex, national origin, age, disability and familial or marital status. FCHR's primary responsibility is to enforce Florida's civil rights laws against discrimination. In addition, FCHR partners with community organizations, associations and federal, state and local public sector entities to address human and civil rights issues in Florida.

The Acts require FCHR to promote mutual understanding and respect among persons of all economic, social, racial, religious and ethnic groups and further, to promote community awareness of human rights issues. FCHR develops and offers recommendations to citizen groups, communities, public agencies and private sector entities on how to address and eliminate discrimination and inter-group conflict. FCHR is also authorized to conduct research to address civil and human rights issues as prescribed in the Acts.

Throughout its 41-year history, FCHR has served the people of Florida by assuring equal protection against discrimination in employment, housing, certain public accommodations and state employee whistle-blower retaliation.

Overview of FCHR Units

The FCHR consists of two major and distinct budgetary and organizational units:

- Executive Direction
- Enforcement

Executive Direction

Under the leadership of the Executive Director, the Executive Direction Unit provides governance, administrative and operational guidance for the FCHR, which includes budget development and fiscal resource allocation and oversight; human resources administration (employee recruitment, hiring, performance review and employee performance improvement training); and provision of public information (responding to media inquiries and public information requests and producing internal and external communications, such as website, brochures, articles, public service announcements, media releases, public awareness campaigns and training materials).

Enforcement

The Enforcement Unit includes Customer Service and Intake, Employment and Housing Investigations, Legal and Mediation Services, Enforcement Support and Management Information Services.

- Customer Service and Intake receives all complaints and inquiries and provides technical assistance to all Commission customers.

- Employment and Housing Investigations conducts extensive reviews into discrimination complaints and determine the facts and disposition of cases.
- Legal and Mediation Services reviews cases and issues determinations regarding the presence or absence of discrimination and offers parties in conflict an opportunity to resolve the matter in a mutually agreeable and confidential manner through mediation.
- Enforcement Support provides administrative and operational support, including quality assurance and control; program performance reviews and evaluation; unit costing development and analysis; and administrative and operational functions (postal and mailing services, public record requests, copying, scanning, supply acquisition, equipment inventory, building safety).
- Management Information Services provides software, hardware and program application support, including development, maintenance, backup, security and management of information technology resources.

Human Relations and Civil Rights in Florida: Current Status and Future Prospects

Within the next generation, Florida is expected to experience a significant 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 percent of the state's population -- an increase of 9 percent from 2000. On the other hand, Florida's African American population, as a percentage of Florida's total population, is projected to increase by only 1 percent -- from 13 percent in 2000 to 14 percent by 2025. Florida's Caucasian population is expected to decline from 59 percent of Florida's total population in 2000 to 51 percent within the same timeframe. Although Florida's Native Americans account for only 1 percent of the state's total population, Native American Floridians are distributed within approximately 40 distinct tribal affiliations throughout the state. By the end of 2008, there were 14 major religions practiced in Florida and 17 major language communities. (More than 76 percent of Florida residents speak English as a first language, 17 percent speak Spanish and almost 2 percent speak French Creole, predominantly Haitian Creole.)

In a state with such a diverse ethnic and racial population, Florida's human relations and civil rights issues are extremely complex. Racial, ethnic and religious group differences can be problematic even in good economic times, but history shows that economic crises significantly contribute to the potential for inter-group conflict. Florida's economy is among those hardest hit by today's recession, characterized by economists as the worst economic downturn since the Great Depression. The strained economy has had a disastrous impact on Florida's companies and businesses, leading to a continual increase in job layoffs and a general reduction in hiring statewide.

Simultaneously, Florida continues to experience a catastrophic rate of home foreclosures, in part as a result of predatory lending practices by banks and mortgage lenders from 2004 through 2006. At the height of this lending spree, Florida's ethnic and racial minorities accounted for more than half of all sub-prime, toxic mortgage loans and are losing their homes at much higher rates than other Floridians (Fair Housing Administration, 2009 Report). Exacerbated by these conditions, Florida's unemployment rate, although down from a year ago, is at 11.4 percent as of June 2010, but most of the job gains can be attributed to the hiring of temporary census workers, which will disappear by year end. The recent oil spill in the Gulf of Mexico impacted the commercial fishing industry, Florida tourism and associated leisure jobs, and could ultimately wipe out nearly 195,000

jobs² and result in approximately \$10.9 billion in annual spending being lost.

Florida's Attorney General, in his annual Hate Crimes reports,³ provides statistics on the number of hate crimes reported in Florida in two broad categories: crimes against persons and crimes against property. The 2008 Hate Crimes Report showed a slight increase in the number of hate crimes against property than in the previous year, which includes vandalism, graffiti, arson or other damage to religious buildings, businesses or residences expressing hatred. According to the Southern Poverty Law Center, Florida ranked third in the nation in the number of documented hate groups (2009).⁴

The FCHR recognizes that, in addition to potential conflict arising from cultural, religious, racial/ethnic differences, persisting and deepening economic inequality is also a source of potential conflict, particularly between majority and minority racial and ethnic groups. Last year, The Aspen Institute, a reputable conflict research and resolution "think-tank," predicted a 10 percent to 15 percent increase in discrimination claims nationwide during 2009. The number of complaints the FCHR receives substantiate this trend, which has realized a 21 percent increase in total complaints filed since FY 2005-06 (1,332) to 1,612 complaints received in FY 2009-10. The number of complaints FCHR receives is expected to rise even more in coming years in the wake of potential reductions and closures of local human relations offices throughout Florida as local governments attempt to prioritize and allocate limited fiscal resources.

Although the FCHR has absorbed a loss of more than 26 percent of its positions and 27 percent of its budget since 2005, it continues to keep pace with the increasing demand for its services to Floridians. It is evident that the FCHR is a vital component in 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. Given Florida's ever-changing demographics and at a time of economic uncertainty, it is imperative that Florida's lead human and civil rights agency be able to anticipate potential "hot-spots" in Florida through dedicated and intensive research efforts and to have the appropriate mechanisms in place to deal with such issues as they arise.

FCHR Outcomes and Priorities Over the Next Five Years

FCHR priorities over the next five years include:

1. Continue to conduct thorough and efficient investigations and resolutions of discrimination complaints, advancing its record of annual reductions in complaint processing time since

² Dr. Sean Snaith, Institute of Economic Competitiveness, University of Central Florida. June 8, 2010 (http://www.iec.ucf.edu/file.axd?file=2010%2f6%2f06-08-2010_Snaith_release.pdf)

³ According to the Florida Attorney General's Hate Crimes reports, in 2008, 47.3% of reported hate crimes were race based, followed by 20.9% for religion, 19.2% for sexual orientation, 12.1% for ethnicity/national origin and .05% for mental disability. (None were reported for physical disability or advanced age). In 2007, 53.9% of the reported hate crimes were based on race, 17.1% for ethnicity/national origin, 14.5 for religion and 14.5 sexual orientation. (See Attorney General's website for hate crime reports dating back to 1994: <http://myfloridalegal.com/pages.nsf/Main/297bd770ef3f355585256cc600763c03>)

⁴ During 2009, Texas ranked 1st with 66 documented hate groups, California 2nd with 60 and Florida 3rd with 51. (See <http://www.splcenter.org/intel/map/hate.jsp> for documented hate groups in each U.S. state.)

2000:

In recent years, despite deep budget cuts in both staff and fiscal resources, the FCHR has been able, with innovative management approaches, to improve the timeliness and quality of discrimination complaint determinations and resolutions.⁵ However, this effort has not come without a price. Average caseload for investigators is now more than 40 cases (industry average is 26 cases). Investigators are working longer hours without sufficient compensation to ensure timely completion of cases. Turnover rates for investigators, due to increased job requirement pressures and employee “burnout,” have averaged around 15 percent for the past two years, resulting in increased costs for the FCHR to recruit, hire and train new investigators. Further budget cuts will inevitably have an even greater adverse impact on FCHR’s ability to continue to conduct timely and quality investigations.

2. Promote greater public understanding of discrimination issues and laws and engage community members and leaders to address inter-group tensions and discrimination:

Since the 2009 Legislative Session, the FCHR has made several organizational adaptations in response to reductions in its annual budget in the wake of historic tax revenue shortfalls resulting from the recent economic downturn. For example, FCHR reconfigured its community relations function to reflect a greater focus on technical assistance and community networking services and a reduced focus on education and training programs. Not only does this approach eliminate FCHR’s need to provide direct educational programs and workshops and associated costs, it fits within a larger “community mapping” initiative. The FCHR is undertaking, in collaboration with the Office of the Attorney General, the development of an online social services and training guide in communities throughout the state. “Community mapping,” as the term suggests, is an exercise in which social service and training resources in a given community are identified and maintained on the FCHR website, which can be accessed at any time by persons in search of local social services and educational programs. Although budget reductions to both the FCHR and the Attorney General’s Office during the 2010 Legislative Session have temporarily delayed the project, it is envisioned as a multi-year task and will be resumed as future resources, if they become available, permit.

In addition, the FCHR is exploring opportunities to collaborate with other state agencies and institutions. For example, the FCHR and the University of South Florida hosted a Hate Crimes Summit in Tampa on September 23, 2009. The Summit brought attention to the increase in hate crimes in Florida and explored strategies and community service initiatives to reduce and prevent the occurrence of these terrible crimes.

In such fiscally challenging times, the principle guiding these activities and FCHR’s role regarding Floridians’ needs for services is that collaborative undertakings are the new priority. To that end, the FCHR wants to expand its outreach to social service and civil rights agencies and organizations, as well as to communities and municipalities, to address another source of “inter-group tensions and antagonisms” -- persisting, transgenerational, economic inequality. The need for this effort is imperative because before community conflicts and inter-group issues can be adequately addressed,

⁵ The average age of cases in active investigation during FY 2009-10 was 91 days vs. 646 days in FY 2000-01, a decrease of 86% since 2000. The percent of backlogged cases was at 8% during FY 2009-10).

it is necessary to identify and resolve the underlying causes, such as lack of ownership and wealth accumulation. Unfortunately, limited fiscal and staff resources have hindered FCHR's ability to do accomplish this to the maximum extent possible. Regardless, the FCHR recently began to meet with other Florida state agencies and community organizations to identify issues of common interest suggesting collaborative projects and ventures. The goal is to collectively explore potential funding opportunities offered by the American Recovery and Reinvestment Act, which has made \$750 billion available to states and communities in service for initiatives that will lead to community economic development and advance agencies' common agendas.

Communications and Outreach

During FY 2009-2010, the FCHR was cited in more than 60 print, television, radio, newsletters and electronic media outlets throughout the state. Topics ranged from fair housing, elder discrimination, hate crimes, civil rights laws and sexual harassment to community events and FCHR programs and services. The FCHR developed and distributed electronic newsletters to businesses to raise awareness about how the FCHR can help them save money and reduce discrimination in their workplaces. Electronic communications were sent to hundreds of grassroots, human resources and legal organizations and associations statewide on various discrimination topics and changes to civil rights laws. The FCHR conducted training and public awareness forums (approximately 40 legal, community outreach and housing events) statewide to improve the public's knowledge of discrimination issues facing Florida today (such efforts have been significantly reduced due to budget cuts). (Also see Risk Management Training below.) Over the next five years, the FCHR anticipates, as resources allow, increasing media and communications outreach efforts to inform the public of its services and human and civil rights issues in Florida by:

- ❖ Engaging in social media/online networks to develop partnerships with local organizations and engage community members and stakeholders
- ❖ Informing individuals, businesses, housing providers and communities of their rights and responsibilities via various media outlets

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

Risk Management – State Employee Discrimination Claims and Settlements

During Fiscal Year 2007-08, the State of Florida paid its state employees more than \$12.5 million to settle 249 employment discrimination claims (or an average \$50,300 per claim). The top basis of discrimination cited was sexual harassment. In an effort to reduce the number of claims being submitted and the amount of settlements for state employee discrimination cases, the FCHR, in partnership with the Division of Risk Management (Florida Department of Financial Services), conducted the first in a series of webinar training sessions. Conducted by the FCHR General

Counsel and other FCHR staff, they tailored this sexual harassment training specifically for state human resources directors, managers and legal staff in all state agencies. There were about 125 participants, including 45 participants from the Attorney General’s Office, 60 participants from the Department of Health and more than 20 staff from other state agencies, including the departments of Children and Families and Juvenile Justice. The FCHR anticipates conducting more of these webinar-based training sessions for other state agency staff and covering other types of discrimination bases over the next few years.

Data Clearinghouse

One of the FCHR 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 conflicts. FCHR completed the initial development of its public website – the Consumer Resource and Data Center (CRDC) -- during the fall of 2008. The CRDC website houses 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. It includes links to federal, state, local and private sector sites that maintain relevant information, reports, publications and research. In the future, as resources allow, the CRDC will also provide technical assistance to communities wanting to investigate their local economic, social and cultural “landscape.” Currently, the FCHR is the only state agency in the United States providing such a capability to its local communities.

Direct-Support Organization Legislative Proposal

The FCHR will continue its efforts during the 2011 Legislative Session to garner legislative support and authority to create a Direct Support Organization (DSO). The DSO will give the FCHR greater flexibility in its attempts to access private and public grant opportunities currently not readily available to it because of its governmental status.⁶ If approved by the Florida Legislature, the statutorily created DSO would engage, using private and public grants and donations, in research, outreach and other innovative educational activities, such as:

- Civil Rights Hall of Fame (passed by the 2010 Florida Legislature, Chapter 2010-53, Laws of Florida): Implement program that will recognize persons, living or dead, who have made significant contributions to the state as leaders in the struggle for equality and justice for all persons. The FCHR is to administer the program as funds become available, with space in Florida’s Capitol to be set aside for the display. The governor is to select three hall of fame members from a list of 10 nominees submitted by the FCHR. (The legislature did not provide any state resources – either personnel or funds – to implement this program.)
- Community Assessment, Assistance and Conflict Resolution: Expand the number of partnerships to assess, understand and resolve conflicts arising from cultural differences and

⁶ Private and public sector grant-making organizations and foundations do not tend to fund public sector initiatives, as such, but are more likely to fund initiatives originating from non-profits. A DSO arm of the Commission would confer non-profit status that would increase its eligibility to apply for 95 out of 100 grants, on average, currently beyond the Commission’s reach.

- misunderstandings in Florida communities (s. 760.01(2), F.S.)
- **Housing:** Develop resources for renters, homebuyers and sellers, landlords, realtors, brokers and mortgage financiers to enhance understanding of housing rights and responsibilities (Florida Fair Housing Act, Part II, Chapter 760, F.S.)
- **Human and Civil Rights Research/Trend Analysis:** Partner with local communities, human rights offices, university research centers and area chambers of commerce to develop a database of past and present human and civil rights conditions in Florida and a trend analysis to enable policy makers to better address the state's needs (ss. 760.06 (7) and (9), F.S.)
- **Human Rights Network:** Develop local cooperative and communications partnerships among existing community and social service entities across Florida to work with local emergency responders to facilitate effective emergency response in culturally diverse and historically underserved communities in disaster situations. Anticipate developing a prototype for use by other states
- **Community Profiles:** Develop community profile 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.); will provide community members the necessary skill sets at the local level to help them improve their communities through capacity building and other means
- **Enriching Florida's Youth:** Work with state and local education staff and community groups to bring awareness and understanding of cultural differences and acceptance to Florida K-12 students who will be in positions of leadership and decision making in ever-changing and diverse state such as a Florida

3. Promote public confidence in FCHR services:

Customer Service

FCHR provides surveys to its customers for the various enforcement units (Intake, Housing, Employment). Survey results for FY 2008-09 for each unit’s performance, as ”excellent,” “very good” or ”good” are: Housing (141 surveys): 94 percent; Employment (297 surveys): 89.2 percent. The FCHR continually strives to improve its customer service satisfaction outcomes through staff training, continuing education and the use of technology, as resources allow.

Governance and Accountability

To ensure even greater managerial efficiency, effectiveness and accountability, the FCHR currently operates under the FCHR Governance Policy (design and structure of which was based on the Carver Model of Policy Governance and adopted by FCHR in December 2006). FCHR has continued to operate cost-effectively under this governance structure. On an annual basis, the Commissioners review and develop Ends Priorities for the upcoming fiscal year and conduct its Executive Director Compliance and Performance Assessment to evaluate the Commission’s progress on achieving the Ends Priorities.

Public Access

All FCHR meetings 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 FCHR possession, unless specifically exempted by law from public disclosure, are available to the public upon request or through the FCHR website. Pursuant to s. 120.54, F.S., FCHR publishes all proposed rules, subsequent changes and repeals in the Florida Administrative Weekly (F.A.W.) 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 FCHR 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. Recent legislative changes required all agencies to post, in addition to meeting notices in the F.A.W., meeting agendas and materials to their respective websites. The FCHR anticipates doing this for its quarterly meetings, as well as any other public FCHR meetings as they occur.

Summary

Other than what may be required due to any requested budget cuts from the legislature, the FCHR anticipates no policy changes or program eliminations affecting its proposed budget request.

Appendix A – Statutes Governing the Facilities Program

Chapter 215 F.S. – Authorizes the Architects Incidental Trust Fund for DMS to levy and assess funds for cost recovery administration of appropriated fixed capital outlay projects and to serve as the owner representative on behalf of the state.

Chapter 216 F.S. – Defines requirements for DMS to maintain an inventory of state buildings including usage, condition and maintenance needs. The annual submission of the "State Facilities Inventory" to the Legislature and Governor identifies the state's building needs. Planning and budgeting responsibility also includes advising agencies, the Executive Office of the Governor, and the Florida Legislature on FCO projects and the costs for occupied facilities maintained by state agencies and the judicial branch. DMS staff also makes recommendations on matters related to new construction and the associated costs of maintaining the public's real estate holdings.

Chapter 255 F.S. – Defines requirements for how publicly owned buildings are developed, operated and maintained, including statewide rule related authority for DMS. This includes implementation of construction appropriations, project management oversight, building maintenance, leasing, and long-range strategic planning to address the state's future workspace needs. This chapter also authorizes responsibility for the operation and maintenance of state-owned structures, defines energy conservation and building sustainability implementation, and directs DMS to develop and maintain a state energy management plan. The chapter directs DMS to develop and implement a master leasing report to forecast space needs for all state agencies, including the identification of opportunities for cost reduction through consolidation, relocation and reconfiguration, as well as to make recommendations for the construction or acquisition of state-owned buildings.

Chapter 272 F.S. – Authorizes DMS to manage the Capitol Center, which includes the Capitol

Complex. This requires the development of a long-range plan by assessing the needs of the various agencies for workspace within the state's central government properties. It requires that the Capitol Center be well maintained and operated efficiently to serve the needs of the public, the bond requirements, and the tenant agencies. DMS is also required to maintain the Governor's Mansion and grounds.

Chapter 281 F.S. – Requires maintaining fire safety and security services at DMS-managed buildings. This involves training employees and the enforcement of traffic and parking regulation on state-owned property; however, this does not include the Capitol Complex⁷ or the Governor's Mansion where security is provided through an annual transfer of funds from the Supervision Trust Fund to the Florida Department of Law Enforcement, Capitol Police.

Chapter 288 F.S. – Authorizes DMS to request interest-bearing revenue certificates for construction of state buildings. DMS is also required to promote state building projects, financed as provided by law, in communities where state buildings are needed.

Chapter 489 F.S. – Requires DMS to provide technical assistance to state agencies in the development of energy-related performance contracts. This includes reviewing agencies' investment grade audits as well as ongoing measurement and verification reports.

⁷ As per s. 943.60, F.S., "... "Capitol Complex" includes that portion of Tallahassee, Leon County, Florida, commonly referred to as the Capitol, the Historic Capitol, the Senate Office Building, the House Office Building, the Knott Building, the Pepper Building, the Holland Building... The term shall also include the State Capital Circle Office Complex located in Leon County, Florida."



**Performance
Measures
and
Standards
LRPP Exhibit II**

LRPP Exhibit II - Performance Measures and Standards

| | |
|--|---------------------------|
| Department: DEPARTMENT OF MANAGEMENT SERVICES | Department No.: 72 |
|--|---------------------------|

| | |
|---|----------------|
| Program: Administration Program | Code: 72010000 |
| Service/Budget Entity: Executive Direction and Support Services | Code: 72010100 |

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|---|--|------------------------------|-----------------------------------|-------------------------------|
| Administrative costs as a percent of total agency costs | 1.50% | 1.50% | 1.50% | 1.50% |
| Administrative positions as a percent of total agency positions | 8.49% | 8.20% | 8.49% | 8.49% |

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

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|---|--|------------------------------|-----------------------------------|-------------------------------|
| Number of employees in the State Employee Leasing Service | 4 | 4 | 4 | 4 |

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

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 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 | \$17.18/\$20.79 | \$17.18/\$19.35 | \$17.18/\$20.79 | \$17.18/\$20.79 |
| DMS average operations and maintenance cost per square foot maintained | \$6.12 | \$5.57 | \$6.12 | \$6.12 |
| Number of maintained square feet (private contract and agency) | 7,834,639 | 7,756,370 | 7,834,639 | 7,834,639 |
| Number of leases managed | 1,325 | 1,282 | 1,325 | 1,325 |
| Net square feet of state-owned office space occupied by state agencies | 8,809,403 | 8,849,319 | 8,809,403 | 8,809,403 |

LRPP Exhibit II - Performance Measures and Standards

| | |
|--|---------------------------|
| Department: DEPARTMENT OF MANAGEMENT SERVICES | Department No.: 72 |
|--|---------------------------|

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Net square feet of private sector office space occupied by state agencies | 7,110,120 | 7,290,445 | 7,110,120 | 7,110,120 |
| Number of facilities secured | 18 | 18 | 18 | 18 |

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

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 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 | \$146.27/\$149.30 | \$146.27/\$149.30 | \$146.27/\$149.30 | \$146.27/\$149.30 |
| Dollar volume of fixed capital outlay project starts | \$25 Million | \$23,449,514 | \$25 Million | \$25 Million |

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

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|--|--|------------------------------|-----------------------------------|-------------------------------|
| Aircraft availability rate | 75% | 83% | 75% | 75% |
| Flight related accidents/Incidents | 0% | 0% | 0% | 0% |

| | |
|--|----------------|
| Business Operations Support | Code: 72600000 |
| Service/Budget Entity: Federal Property Assistance | Code: 72600200 |

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|--|--|------------------------------|-----------------------------------|-------------------------------|
| Federal property distribution rate | 75% | 125% | 75% | 75% |
| Number of federal property orders processed | 500 | 486 | 500 | 500 |

LRPP Exhibit II - Performance Measures and Standards

| | |
|--|---------------------------|
| Department: DEPARTMENT OF MANAGEMENT SERVICES | Department No.: 72 |
|--|---------------------------|

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

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|---|--|------------------------------|-----------------------------------|-------------------------------|
| Percent of requests for approval processed for the acquisition and disposal of vehicles within 48 hours | 95% | 94% | 95% | 95% |
| State contract daily vehicle rental rate vs. Private provider daily vehicle rental rate | \$28.00/\$59.00 | \$27.77/\$73.88 | \$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 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|---|--|------------------------------|-----------------------------------|-------------------------------|
| Percent of state term contract savings | 28% | 28% | 28% | 28% |
| Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements | \$432,145,935 | \$879,673,684 | \$432,145,935 | \$432,145,935 |
| Number of Beds Occupied | 10,128 | 7,691 | 10,128 | 9,115 |

| | |
|---|----------------|
| Office of Supplier Diversity | Code: 72600000 |
| Service/Budget Entity: Office of Supplier Diversity | Code: 72600500 |

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|---|--|------------------------------|-----------------------------------|-------------------------------|
| Average minority certification process time (in days) | 15 | 11.4 | 15 | 15 |
| Number of businesses certified and registered | 1,500 | 55,366 | 1,500 | 1,500 |
| Number of businesses reviewed and audited | 100 | 100 | 100 | 100 |

LRPP Exhibit II - Performance Measures and Standards

| | |
|--|---------------------------|
| Department: DEPARTMENT OF MANAGEMENT SERVICES | Department No.: 72 |
|--|---------------------------|

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

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|---|---|---------------------------------|--------------------------------------|-------------------------------------|
| Total state cost per FTE in the state agencies | \$392.82 | \$398.55 | \$392.82 | \$392.82 |
| Number of state agencies with established training plans | 30 | 27 | 30 | 30 |
| Percent of all contracted performance standards met (Outsourced HR) | 100% | 99.22% | 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% | 55% | 77% | 77% |
| Number of users supported by the automated Human Resources system | 232,000 | 240,000 | 232,000 | 232,000 |
| Number of responses to technical assistance requests | 8,300 | 8,557 | 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 | 122,975 | 121,904 | 121,904 |

| | |
|--|----------------|
| Human Resource Support | Code: 72750000 |
| Service/Budget Entity: Insurance Benefits Administration | Code: 72750200 |

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|--|---|---------------------------------|--------------------------------------|-------------------------------------|
| Percent of all contracted performance standards met | 95% | 97.11% | 95% | 95% |
| State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark) | \$9,824/\$10,558 | \$8,657/\$9,629 | \$9,824/\$10,558 | \$9,824/\$10,558 |
| DMS administrative cost per insurance enrollee | \$10.27 | \$6.37 | \$10.27 | \$10.27 |

LRPP Exhibit II - Performance Measures and Standards

| | |
|--|---------------------------|
| Department: DEPARTMENT OF MANAGEMENT SERVICES | Department No.: 72 |
|--|---------------------------|

| | | | | |
|---|----------|-----------|----------|----------|
| State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee | \$348.76 | \$210.10 | \$348.76 | \$348.76 |
| Percent of insurance benefits administration customers satisfied | 90% | TBD 12/10 | 90% | 90% |
| Number of Enrollees (Total) | 526,457 | 549,573 | 526,457 | 526,457 |

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

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|--|--|------------------------------|-----------------------------------|-------------------------------|
| Percent of members satisfied with retirement services | 93.50% | TBD 12/10 | 93.50% | 93.50% |
| 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% | 99.97% | 99% | 99% |
| Turn around times for benefit calculations - Information Requests (calendar days) | 14 | 14.59 | 14 | 14 |
| Percent of participating agencies satisfied with retirement services | 98% | TBD 12/10 | 98% | 98% |
| Percent of agency payroll transactions correctly reported | 98% | 99% | 98% | 98% |
| Administrative cost per active and retired member | \$21 | TBD 12/10 | \$21 | \$21 |
| Number of local pension plans reviewed | 167 | 140.00 | 167 | 167 |
| Number of FRS members | 1,021,000 | 993,281 | 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 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|--|--|------------------------------|-----------------------------------|-------------------------------|
| Percent of timely labor dispositions | 98% | 99% | 98% | 98% |
| Percent of timely employment dispositions | 90% | 98% | 90% | 90% |

LRPP Exhibit II - Performance Measures and Standards

| | |
|--|---------------------------|
| Department: DEPARTMENT OF MANAGEMENT SERVICES | Department No.: 72 |
|--|---------------------------|

| | | | | |
|--|-----|------|-----|-----|
| Percent of appealed dispositions affirmed or dismissed/withdrawn | 90% | 100% | 90% | 90% |
| Number of labor dispositions | 819 | 820 | 819 | 819 |
| Number of employment dispositions | 391 | 466 | 391 | 391 |

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

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|--|--|------------------------------|-----------------------------------|-------------------------------|
| Percent of civil rights cases resolved within 180 days of filing | 75% | 86% | 75% | 75% |
| Number of inquiries and investigations | 10,000 | 17,013 | 10,000 | 10,000 |

| | |
|--|----------------|
| Division of Telecommunications | Code: 72900000 |
| Service/Budget Entity: Telecommunications Services | Code: 72900100 |

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|---|--|------------------------------|-----------------------------------|-------------------------------|
| Aggregated discount from commercially available rates for voice and data services | 40% | 39% | 40% | 40% |
| Percent of telecommunications customers satisfied | 90% | 87% | 90% | 90% |
| Total revenue for voice service | \$80 Million | \$60,231,679 | \$80 Million | \$60 Million |
| Total revenue for data service | \$65.5 Million | \$56,659,883 | \$65.5 Million | \$55.5 Million |

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

| Approved Performance Measures for FY 2010-11 | Approved Prior Year Standards FY 2009-10 | Prior Year Actual FY 2009-10 | Approved Standards for FY 2010-11 | Requested FY 2011-12 Standard |
|--|--|------------------------------|-----------------------------------|-------------------------------|
| Percent of all 800 MHz law enforcement radio system contracted performance standards met | 98.75% | 99.00% | 98.75% | 98.75% |

LRPP Exhibit II - Performance Measures and Standards

| | | | | |
|--|----|---------------------------|----|----|
| Department: DEPARTMENT OF MANAGEMENT SERVICES | | Department No.: 72 | | |
| Number of engineering projects and approvals handled for state and local governments | 35 | 46 | 35 | 35 |



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

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 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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 1,325 | 1,282 | (43) | (3.2%) |

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:

Office of Policy and Budget – July 2010

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 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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 7,834,639 | 7,756,370 | (78,269) | (1.0%) |

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 disposition of the Warren Building, Winchester Building and Bloxham Annexes and 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 2009/10 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:

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 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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 7,110,120 | 7,290,445 | 180,325 | 2.5% |

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 can be attributed to the fact that previous estimates on reduction in private sector office space needs were over 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 – 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: N/A

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

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

Measure: Dollar volume of fixed capital outlay project starts

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 25,000,000 | 23,449,514 | (1,550,486) | (6.2%) |

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 type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: N/A

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: The actual performance results decreased in Fiscal Year 2009-2010 due to the reduction in Client Agency Agreements allowed by Chapter 255.31(2), F.S., where State of Florida agencies may enter into an agreement with DMS for Fixed Capital Outlay project management services. An additional factor is the reduction of FCO appropriations, where DMS is the Owner-Representative on behalf of the 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:

Office of Policy and Budget – July 2010

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 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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 500 | 486 | (14) | (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 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 that could affect the agency's ability to accomplish the measure are 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: None, reassess next year.

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% | 94% | (1%) | (<1%) |

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: Management Services
Program: Support
Service/Budget Entity: Private Prison Monitoring
Measure: Number of Beds Occupied

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 10,128 | 7,691 | -2,437 | -24% |

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 10,128 population number included the Blackwater River Correctional Facility (which won't be open until October 5, 2010) and we are reducing the standard to 90% of capacity, which lines up with F.S. 957 capacity requirements.

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: Since Blackwater River Correctional Facility was not completed and the facility was not populated this Fiscal Year, the standard was not met.

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: The Department anticipates that the Blackwater River Correctional Facility will be open and operational by October 5, 2010.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services
Program: Workforce
Service/Budget Entity: Human Resource Management
Measure: Total State Cost Per FTE in the State Agencies

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| \$392.82 | \$398.55 | \$5.73 | 1.45% |

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 |
| <input checked="" 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:

HRM provides State Personnel System agencies (21 Governor’s agencies, including the Division of Administrative Hearings and the Florida School for the Deaf and the Blind; 3 Cabinet agencies; 5 Governor and Cabinet agencies; and the Public Service Commission) with technical assistance in various human resource related areas in order to assist agencies administer effective and efficient human resource programs. In addition, the Department of Management Services contracted with Convergys Customer Management Group, Inc., (which has now been acquired by NorthgateArinso Inc,) on August 21, 2002, to provide the State with a personnel information system (HR automated system) and an enterprise-wide suite of human resource services including payroll preparation, benefits, staffing and human resource administration.

The “Total State Cost per FTE in the State Agencies” performance measure is calculated by the Office of Policy and Budget and Legislative staff at the end of the

legislative session (since the final FTE count is only available at that time) and is reflected in proviso language in each year's General Appropriations Act. It represents the assessment per authorized FTE that each agency must contribute to cover the HR outsourcing contract, People First, and for services provided by the Division of Human Resource Management. The factors contributing to this measure being unmet relate to the fluctuations in the number of authorized FTE's for each year and the changes in the division's annual appropriation.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2010

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 | 27 | (3) | (10%) |

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 implement training programs that encompass modern management principles, and 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 2009-2010, 30 out of 30 agencies responded to the survey. Of those, 27 agencies reported having an established training plan.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2010

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% | 99.22% | (.78%) | (.78%) |

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) 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. Convergys was recently acquired by NorthgateArinso, Inc. (service provider). 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 2009-10, the service provider met 384 of the 387 performance metrics achieving 99.22% 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 2010

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 2009-2010, 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:

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% | 55% | (22) | (28.57%) |

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 2009-10, 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

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 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", 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 2009-10, survey responses were received from all 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 2009-2010.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2010

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Workforce
Service/Budget Entity: Retirement Benefits Administration
Measure: Turn Around Times for Benefit Calculations-Information Requests
 (Calendar Days)

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 14 | 14.59 | .59 | 4.21 |

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 checked="" 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: For the period of July 2009 through May 2010, the turnaround time was 13.12 days, so the performance measure was better than the standard of 14 days at that point. Legislation (HB5607) was passed in the 2010 session, which affected the calculation of DROP benefits. The information provided in response to information requests was affected by that legislation so the Division's responses were delayed until it was known whether the changes would become law. Due to that delay, the longer response time for the month of June caused the calculation in the overall actual performance results for the year to not meet the standard.

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: None

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Workforce
Service/Budget Entity: Retirement Benefits Administration
Measure: Number of Local Pension Plans Reviewed

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 167 | 140 | (27) | (16.2%) |

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 type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Section 112.63(4), F.S. requires each local pension plan to be reviewed at least on a triennial basis, so roughly one-third of plans are scheduled for review each year. The approved standard output measure (167) was an estimate based on a total of approximately 500 local plans being monitored at the time the standard was established. Since then the number of plans has varied due to plans being created, terminated, split or combined and there are currently only 491 plans being monitored. It is probable that the number of plans reviewed annually will vary slightly as the schedule is adjusted to reflect the overall population of plans. There were 165 plans scheduled for review this year, so the variation related to this reason was a difference of 2 plan reviews (167 – 165).

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:

To ensure timely reviews of the local government pension plans, we maintain a contract with an external actuary to perform some of the actuarial reviews pursuant to s. 112.63(4), F.S. Severe budget constraints forced us to suspend work on that contract effective 2/25/2010. There were 25 plan reviews that were

scheduled to be completed by the contract actuary that were not performed as a result (165 scheduled – 25 not reviewed = 140 plans actually reviewed)

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

The 25 plans not reviewed from FY 09/10 have been added to the review schedule for FY 10/11, bringing the total scheduled up to 189 plans. If budget is available, the contract actuary will review those additional plans this year.

Office of Policy and Budget – July 2010

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 | 993,281 | (27,719) | (2.71%) |

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 checked="" type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input checked="" 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:

The standard reflects previous employment and retirement trends which have changed. The hiring and employment practices of the nearly 1,000 FRS employing agencies are controlled by the participating employers in response to services required by law, the Legislature, and/or the local electorate. The current economic downturn has slowed hiring by state and local governments. In addition, the future growth of FRS membership will be further suppressed by legislative changes effective July 1, 2010, closing renewed membership along with the increasing practice by employers of using leased employees instead of hiring employees. The combination of the current economic climate and these other external factors noted will most likely slow the growth of FRS membership until the economy improves.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

None needed at this time.

Office of Policy and Budget – July 2010

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Technology Program

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%) | (.0975%) |

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 is not a one-to-one comparison – State Rates include features that are not necessarily included in the commercial rate.

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: Technology Program

Service/Budget Entity: Telecommunications Services

Measure: Percent of Telecommunications Customers Satisfied

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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| 90% | 87% | (3%) | (3%) |

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:

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

Recommendations:

DIVTEL is currently working to cross train teams and upgrading our ordering and billing systems to improve our scores.

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 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 |
|-------------------|----------------------------|-------------------------|-----------------------|
| \$80,000,000 | \$60,231,679 | (\$19,768,321) | (25%) |

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 reporting period DIVTEL reduced their rates for the following services: 800 Toll Free, Local, Hosted FAX, PRI, Long Distance –Dedicated and Reservationless from January through June 2010 for all SUNCOM customers. A retroactive rate reduction was refunded to all Non-state entities for July through December 2009 and a Rebate for fiscal year 2008/2009 for these services was given to all Non-state entities. Based on actual billing for FY 2009/2010 – the approved standard should be reduced from \$80,000,000 to \$60,000,000.

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:

Based on actual billing for FY 2009/2010 – The approved standard should be reduced to \$60,000,000. A budget amendment will be submitted after September the 30th to request a change in the standard from \$80,000,000 to \$60,000,000.

Office of Policy and Budget – July 2010

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 | \$56,659,883 | (\$8,840,117) | (16%) |

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 reporting period DIVTEL reduced their rates for the following service: MyFloridaNet – Ports & Access from January through June 2010 for all SUNCOM customers. A retroactive rate reduction was refunded to all Non-state entities for July through December 2009 and a Rebate for fiscal year 2008/2009 for these services was given to all Non-state entities.

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:

Based on actual billing for FY 2009/2010 – Approved Standard should be reduced to \$55,500,000. A budget amendment will be submitted after September the 30th to request a change in the standard from \$65,500,000 to \$55,500,000.



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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Support

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.

Data Sources and Methodology: Pursuant to the operations and management contracts between DMS and the private vendors each facility is required to have 90% capacity. The current standard is 10,128 and the program is requesting that the standard be lowered to 9,115. The revised measure will be based upon whether each facility meets the contract requirement. The source of data is the Man-Days report that is submitted monthly by the facility and verified by the Department of Corrections. Currently, the Bureau of Private Prison Monitoring provides contractual oversight over six private correctional facilities and will include a seventh after the 5th of October 2010.

Validity: The current standard is 100% or 10,128 beds occupied. The new standard will be 90% or 9,115 beds occupied. This will reflect the requirements of the operations and management contracts.

Reliability: This measure is reliable because the number of beds occupied is specified in the operations and management contracts. The population can be verified by the Contract Manager. A budget amendment will be submitted after September 30, with the request to reduce the standard from 10,128 to 9,115.

Office of Policy and Budget – July 2010

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Technology Program

Service/Budget Entity: Telecommunications Services

Measure: Total Revenue for Voice Service

Action (check one):

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

Data Sources and Methodology:

During this reporting period DIVTEL reduced their rates for the following services: 800 Toll Free, Local, Hosted FAX, PRI, Long Distance –Dedicated and Reservation less from January through June 2010 for all SUNCOM customers. A retroactive rate reduction was refunded to all Non-state entities for July through December 2009 and a Rebate for fiscal year 2008/2009 for these services was given to all Non-state entities. Based on actual billing for FY 2009/2010 – Approved Standard should be reduced to \$60,000,000.

Validity:

The measure shows the total revenue for the Voice Service provided by the Division of Telecommunications.

Reliability:

Based on actual billing for FY 2009/2010 – Approved Standard should be reduced to \$60,000,000. A budget amendment will be submitted after September the 30th to request a change in the standard from \$80,000,000 to \$60,000,000.

Office of Policy and Budget – July 2010

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Division of Telecommunications

Service/Budget Entity: Telecommunications Services

Measure: Total Revenue for Data Service

Action (check one):

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

Data Sources and Methodology:

During this reporting period DIVTEL reduced their rates for the following service: MyFloridaNet – Ports & Access from January through June 2010 for all SUNCOM customers. A retroactive rate reduction was refunded to all Non-state entities for July through December 2009 and a Rebate for fiscal year 2008/2009 for these services was given to all Non-state entities.

Validity:

The measure shows the total revenue for the Data Service provided by the Division of Telecommunications.

Reliability:

Based on actual billing for FY 2009/2010 – Approved Standard should be reduced to \$55,500,000. A budget amendment will be submitted after September the 30th to request a change in the standard from \$65,500,000 to \$55,500,000.

Office of Policy and Budget – July 2010



**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 2011-12 (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 2011-12 (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 2011-12 (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 2011-12 (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 1450 | People First Contract Management |
| | | ACT 0010 | Executive Direction |

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

| Measure Number | Approved Performance Measures for FY 2011-12 (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 |

continued on next page

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

| Measure Number | Approved Performance Measures for FY 2011-12 (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 2011-12 (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 2011-12 (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 |

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

| Measure Number | Approved Performance Measures for FY 2011-12 (Words) | | Associated Activities Title |
|---------------------------------------|--|----------|--|
| 53 | Percent of appealed dispositions affirmed or dismissed/withdrawn | ACT 0780 | Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission |
| 54 | Number of labor dispositions | ACT 0780 | Adjudicate and facilitate mediation of labor and employment disputes through the Public Employees Relations Commission |
| 55 | 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> | | | |
| 56 | Percent of civil rights cases resolved within 180 days of filing | ACT 1800 | Investigate complaints of civil rights violations |
| | | ACT 0010 | Executive Direction |
| 57 | Number of inquiries and investigations | ACT 1800 | Investigate complaints of civil rights violations |
| | | ACT 0010 | Executive Direction |
| <i>Division of Telecommunications</i> | | | |
| 58 | 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 |
| 59 | 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 2011-12 (Words) | | Associated Activities Title |
|--------------------------|--|----------|--|
| 60 | 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 |
| 61 | 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 |
| <i>Wireless Services</i> | | | |
| 62 | 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 |
| 63 | Number of engineering projects and approvals handled for state and local governments | ACT 0310 | Information Technology - Administrative Services |
| | | ACT 0340 | Information Technology - Network Operations |

| MANAGEMENT SERVICES, DEPARTMENT OF | | FISCAL YEAR 2009-10 | | | |
|--|--|---------------------|---------------|------------------------------|------------|
| SECTION I: BUDGET | | OPERATING | | FIXED CAPITAL OUTLAY | |
| TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT | | 529,192,574 | | 46,363,196 | |
| ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.) | | 8,153,339 | | 0 | |
| FINAL BUDGET FOR AGENCY | | 537,345,913 | | 46,363,196 | |
| SECTION II: ACTIVITIES * MEASURES | | Number of Units | (1) Unit Cost | (2) Expenditures (Allocated) | (3) FCO |
| Executive Direction, Administrative Support and Information Technology (2) | | | | | 45,722,253 |
| Process Payroll And Benefits For Leased State Employees * Number of employees in state leasing services | | 4 | 172,778.00 | 691,112 | |
| Operate And Maintain Department Of Management Services' Pool Facilities * Number of maintained square feet (private contract and agency) | | 7,756,370 | 6.05 | 46,951,083 | |
| Operate And Maintain Non-pool Facilities * Number of maintained square feet (private contract and agency) | | 7,756,370 | 0.12 | 898,156 | |
| Administer Bonding Program And Plan For State Office Space Requirements * Number of net square feet of pool facilities | | 6,251,458 | 0.38 | 2,364,866 | |
| Manage Private Sector And State Leases For State Agencies * Number of leases managed | | 1,282 | 2,702.96 | 3,465,191 | |
| Manage Pool Facility Parking Lots * Number of parking spaces | | 24,948 | 11.38 | 283,838 | |
| Provide Facilities Security * Number of facilities secured | | 18 | 60,945.06 | 1,097,011 | |
| Manage Construction Projects * Dollar volume of Fixed Capital Outlay project starts | | 23,449,514 | 0.07 | 1,726,534 | |
| Adjudicate And Facilitate Mediation Of Labor And Employment Disputes Through The Public Employees Relations Commission * Number of labor and employment dispositions | | 1,286 | 3,964.79 | 5,098,722 | |
| Operate And Maintain The Executive Aircraft Pool * Number of flight hours | | 277 | 10,941.72 | 3,030,856 | |
| Acquire And Redistribute Federal Surplus Property * Dollar value of donated property | | 9,387,996 | 0.06 | 570,692 | |
| Acquire And Redistribute Military Excess Property * Dollar value of donated property | | 9,387,996 | 0.01 | 127,379 | |
| Provide New Vehicle And Watercraft Acquisition Support * Number of vehicles and watercraft acquired | | 629 | 481.64 | 302,949 | |
| Operate And Maintain The Equipment Management Information System (emis) * Number of state vehicles tracked | | 26,286 | 33.46 | 879,577 | |
| Manage State Vehicle And Watercraft Disposal * Number of vehicles and watercraft disposed of | | 1,321 | 527.04 | 696,216 | |
| Establish And Administer State Term (master) Contracts And Negotiated Agreements * Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements | | 879,673,684 | 0.03 | 22,825,498 | |
| Provide Minority Access To Contracting Opportunities * Number of businesses certified and registered | | 55,366 | 13.74 | 760,934 | |
| Manage And Oversee Minority Business Compliance * Number of businesses reviewed and audited | | 100 | 7,609.34 | 760,934 | |
| Provide Human Resource Management Expertise/Consulting * Number of authorized FTE and OPS employees in the State Personnel System | | 122,975 | 28.15 | 3,461,336 | |
| Provide Americans With Disabilities Act (ada) Compliance Recommendations, Training And Public Awareness Activities * Number of people trained or assisted | | 5,900,000 | 0.08 | 470,538 | |
| Provide A Statewide System Of Disability Services And Resource Information To Citizens * Number of citizens served by the Disability Information Office | | 7,278 | 60.85 | 442,861 | |
| People First Contract Management * Number of users supported by the HR system | | 240,000 | 190.14 | 45,634,248 | |
| Administer The Health Insurance Program * Number of enrollees | | 177,195 | 135.88 | 24,078,021 | |
| Administer The Life Insurance Program * Number of enrollees | | 158,117 | 0.01 | 1,449 | |
| Administer The Flexible Spending Account Program * Number of enrollees | | 14,854 | 4.72 | 70,182 | |
| Administer The Supplemental Insurance Program * Number of enrollees | | 175,007 | 6.91 | 1,209,061 | |
| Administer The Disability Benefits Program * Number of enrollees | | 24,400 | 1.05 | 25,595 | |
| Provide Local Government Pension Plan Oversight * Number of Local Pension Plans Reviewed | | 140,000 | 13.22 | 1,851,401 | |
| Administer The Florida Retirement System * Number of FRS members | | 993,281 | 30.83 | 30,627,093 | |
| Administer The Retiree Health Insurance Subsidy Program * Number of Recipients of the Health Insurance Subsidy | | 270,847 | 0.62 | 167,009 | |
| Administer The State University System Optional Retirement Program * Number of participants in the SUS Optional Retirement Program | | 16,322 | 19.63 | 320,480 | |
| Contract For The Construction, Operation And Oversight Of Private Prisons * Number of beds occupied | | 7,691 | 331.79 | 2,551,830 | |
| Investigate Complaints Of Civil Rights Violations * Number of inquiries/investigations | | 17,013 | 466.75 | 7,940,732 | |
| TOTAL | | | | 211,383,384 | 45,722,253 |
| SECTION III: RECONCILIATION TO BUDGET | | | | | |
| PASS THROUGHS | | | | | |
| TRANSFER - STATE AGENCIES | | | | 254,847,083 | |
| AID TO LOCAL GOVERNMENTS | | | | | |
| PAYMENT OF PENSIONS, BENEFITS AND CLAIMS | | | | 14,012,578 | |
| OTHER | | | | | |
| REVERSIONS | | | | 57,102,908 | 640,943 |
| TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4) | | | | 537,345,953 | 46,363,196 |

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

(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

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

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 ***

TOTALS FROM SECTION I AND SECTIONS II + III:

| DEPARTMENT: 72 | EXPENDITURES | FCO |
|--|--------------|------------|
| FINAL BUDGET FOR AGENCY (SECTION I): | 537,345,913 | 46,363,196 |
| TOTAL BUDGET FOR AGENCY (SECTION III): | 537,345,953 | 46,363,196 |
| | ----- | ----- |
| DIFFERENCE: | 40- | |
| (MAY NOT EQUAL DUE TO ROUNDING) | ===== | ===== |

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.

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.