



DEPARTMENT OF MANAGEMENT
SERVICES

RICK SCOTT
Governor

JOHN P. MILES
Secretary

4050 Esplanade Way | Tallahassee, Florida 32399-0950 | Tel: 850.488.2786 | Fax: 850.922.6149

LONG RANGE PROGRAM PLAN

Department of Management Services

Tallahassee

September 30, 2011

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

JoAnne Leznoff, Staff Director
House Appropriations Committee
221 Capitol
Tallahassee, Florida 32399-1300

Terry Rhodes, Staff Director
Senate Budget Committee
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 2012-13 through Fiscal Year 2016-17. The plan is posted on the Florida Fiscal Portal with a link on our website at:

http://www.dms.myflorida.com/agency_administration/public_records

Sincerely,

A handwritten signature in black ink that reads "John P. Miles".

John P. Miles
Secretary



Fiscal Years

2012-13 through 2016-17

Long-Range
Program
Plan

September 30, 2011

Department of Management Services

Long Range Program Plan FY 2012-13 through 2016-17

Agency Mission, Goals and Linkage to the Governor’s Priorities

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 attributes --

Strategic Attribute	Purpose	Result
Our Motto	Who We Are	<i>We Serve Those Who Serve Florida</i>
Our Vision	What We Aspire to Become	<i>Engaged Employees; Satisfied Customers</i>
Our Mission	What We Focus on Each Day to bring Us closer to our Vision	<i>Providing Smarter, Better, Faster Services</i>
Our Guiding Principles	How We Act with Each Other and with our Customers	<i>Build the Right Team Operate with Excellence. Deliver on Commitments Partner for Success Architect for Today and Tomorrow Apply Business Strategies, Process, and Acumen to DMS Support the Governor’s Agenda</i>

Our Stakeholders and Customers	
▪ 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 Department of Management Services affirms its role in providing the infrastructure and foundational support to foster success with Governor Scott’s priorities. The department’s role is to serve those who serve Florida by supporting state and local government so they can focus on their core mission which in turn also advances the Governor’s priorities.

- Accountability Budgeting
- Reduce Government Spending
- Regulatory Reform
- Focus on Job Growth and Retention
- World Class Universities
- Reduce Property Taxes
- Eliminate Florida’s Corporate Income Tax Over Seven Years

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 offer a portfolio of employee benefit products and services in a cost-efficient and prudent manner while allowing members the option to choose benefit plans which best suit their individual needs.
- 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 fleet management of motor vehicles and watercraft.
- GOAL #10: To provide effective management and oversight of private prisons.
- GOAL #11: To provide cost-effective, efficient Real Estate Development and Management Services to our customers in the DMS pool facilities.
- GOAL #12: 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.

Independent Entities:

- GOAL #13: 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 #14: To protect public labor and employment rights, and protect the public by preventing work stoppages.

Department of Management Services

Long Range Program Plan FY 2012-13 through 2016-17

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 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 40% aggregated discount from commercially available rates for voice and data services.

- Encourage fair treatment, equal access, and mutual respect.
- Resolve disputes about the composition of bargaining units and alleged unfair labor practices; and, administer the Career Service System appeals process with regard to discipline, veteran's preference, drug-free workplace, age discrimination and whistleblower's act.

Department of Management Services

Long Range Program Plan FY 2012-13 through 2016-17

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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
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 People First 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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Division of Human Resource Management - People First	92.65% 2005/2006	100%	100%	100%	100%	100%

GOAL #3: To continue to offer a portfolio of employee benefit products and services in a cost-efficient and prudent manner while allowing members the option to choose benefit plans which best suit their individual needs.

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

OUTCOME: DMS Administrative cost per insurance enrollee.

	Baseline/ Year	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Division of State Group Insurance	\$10.27 (2005-2006 Standard)	\$10.27	\$9.96	\$9.66	\$9.37	\$9.09

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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Division of State Purchasing – MyFlorida MarketPlace	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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Federal Property Assistance	61% (2006-2007)	75%	75%	75%	75%	75%

GOAL #9: 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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Motor Vehicle and Watercraft Management	84% (2006-2007)	95%	95%	95%	95%	95%

GOAL #10: 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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Private Prison Monitoring	100% (2005-2006)	100%	100%	100%	100%	100%

Real Estate Development and Management Services

GOAL #11: 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 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Real Estate Development and Management	\$15.39/\$16.51 (2000-2001)	\$17.18/\$20.79	\$17.18/\$21.00	\$17.65/\$21.21	\$17.65/\$21.42	\$17.65/\$21.63

Division of Telecommunications

GOAL #12: 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 40% aggregated discount from commercially available rates for voice and data services.

OUTCOME: Aggregated discount from commercially available rates for voice and data services.

	Baseline/ Year	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Division of Telecommunications	50% (2004-2005)	40%	40%	40%	40%	40%

Independent Entities

Commission on Human Relations

GOAL #13: To insure fair treatment of both complainants and respondents in instances of alleged discrimination and to promote mutual respect and greater harmony among diverse groups.

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

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

	Baseline/ Year	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Commission on Human Relations	59% 2001-2002	75%	75%	75%	75%	75%

Public Employees Relations Commission

GOAL #14: To protect public labor and employment rights, and protect the public by preventing work stoppages.

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

OUTCOME: Percent of timely labor and employment dispositions.

	Baseline/ Year	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Public Employees Relations Commission	92% 2001-2002	94%	94%	94%	94%	94%

Department of Management Services

Long Range Program Plan Fiscal Year 2012-13 through 2016-17

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. Our vision is to exceed our customers' expectations by providing effective resources and accurate and timely information to assist them in making informed decisions.

In accordance with Chapters 121, 122, 175, 185 and 238, Florida Statutes, as well as sections 112.05, 112.363, 215.28, and 250.22, Florida Statutes, 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 992 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 as well as providing oversight of the actuarially sound funding of 490 local government retirement systems, pursuant to Part VII, Chapter 112, Florida Statutes.

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 while continuing its commitment to quality customer service as reflected in the recurrent high satisfaction ratings reported by its customers: the members, retirees and surviving beneficiaries, and employing agencies of Florida's state-administered retirement programs. Over the past several years, there was an increase in the percentage of members satisfied, improving its Fiscal Year 2005-06 satisfaction level of 95.0 percent to 97.2 percent in Fiscal Year 2009-10. The Division of Retirement sustains one of the lowest administrative costs, less than \$21.00 per member annually, among all large public pension plans in the nation.

Although the FRS Investment Plan (IP) is administered by the State Board of Administration, the Division provides many services in support of the IP, including: receipt of payroll data and contributions, maintenance of member demographics, transfer of member opening account balances to the IP and managing second elections when a member exercises their one-time option to transfer back to the Pension Plan. 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.

Significant changes to the FRS were introduced this year by Senate Bill 2100, which changes the FRS from an employee noncontributory system to a contributory system, requiring each active member of the FRS to contribute 3 percent of pre-tax gross salary, effective July 1, 2011. To meet the need to provide refunds of contributions and to administer other provisions of the bill, the Division was provided four (4) additional positions.

The Division's proprietary Integrated Retirement Information System (IRIS) has effectively and efficiently served the Division and its membership for the past 11 years. IRIS is the core backbone of the Division. 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. IRIS development began in Fiscal Year 1996-97 using client server architecture. Over the past 14 years since development began, the technology landscape, FRS program services, complexity, membership, member expectations, and partner collaboration expectations have changed to an extent that the current IRIS architecture may no longer effectively and efficiently meet the needs of its users and stakeholders. Although substantial enhancements have been made over the years, the system is aging and the Division believed there was a real need to look towards modernizing the system's software architecture to a more current standard. By updating the technologies employed by IRIS, risk can be reduced as it relates to maintaining the current application.

Recognizing how critical the retirement system is to the State of Florida, the Division received an appropriation of \$250,000 in Fiscal Year 2010-11 to perform an evaluation of the current IRIS environment. This evaluation project was competitively bid, awarded to KPMG LLP (KPMG) and completed at a cost of \$226,000. Different alternatives were studied in regard to IRIS as to whether it should be maintained, enhanced or replaced. The evaluation analyzed the availability and cost of staff to maintain the current IRIS compared with a more modern system, analyzed the strengths, weaknesses, opportunities and threats (SWOT analysis) of the current architecture, completed a gap fit analysis of how modernized architecture might address risks inherent in maintaining the current IRIS, and prepared a high level business case and cost benefit analysis to determine when modernization makes sense financially.

Although the current system is meeting the needs of the Division, risks identified by not planning for the enhancement or replacement of IRIS include:

- increased staff workload as additional manual workarounds are required to perform many day-to-day tasks that are not automated in the current system and
- increased risks to maintaining the system as the Original Equipment Manufacturers (OEMs) discontinue support of its core components.
- decreased customer satisfaction over time as opportunities are lost to enhance customer experience,

The Division has already experienced some of the risk associated with maintaining the current IRIS. There are many manual tasks in place that should be automated and the core development

framework of IRIS and the forms processing component are no longer supported by their OEMs.

The KPMG recommendation is for a full replacement of the current IRIS with a modern system. Enhancing the current IRIS, rather than replacing it, was rejected in the evaluation due to its aging architecture. Replacement is particularly compelling when a modern system that is more flexible, with more features and the ability to better adapt to future business needs, can be acquired at a cost comparable to enhancing the current system.

A more modern system can help the Division maintain its current leadership position in providing a cost effective program with a high level of customer satisfaction. The cost benefit analysis prepared by KPMG suggests a rough order magnitude estimate replacing IRIS to be \$52 million over a four-year period. KPMG calculates that this investment is offset by \$91 million in expected benefits over a 12-year timeframe by avoiding lost efficiency if the current IRIS is not modernized. Full details of this analysis are contained in KPMG's report titled *Business Case Study for the Modernization of the IRIS system* dated June 30, 2011.

The Division will refine KPMG's recommendations over the next year in preparation for a possible proposal for funding the modernization of IRIS beginning Fiscal Year 2013-14.

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 monthly retirement benefit in excess of \$5.9 billion annually to more than 324,000 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 section 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 Secretary of the Department of Management Services (DMS), 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 that best suit their individual needs.

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

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.

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 reveals that 90 percent of 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 Fiscal Year 2010-11, the aggregated results equated to a 94.69 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 \$6.04 per insurance enrollee for Fiscal Year 2010-11.

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. The Insurance Benefits Administration is currently in the process of developing its legislative budget issues for the 2011 Legislative Session.

Chapter 2010-150, Laws of Florida, directed Insurance Benefits Administration to evaluate fully insured and self-insured Health Maintenance Organization (HMO) plan designs for the 2012 Plan Year as part of the Department’s competitive procurement process for HMO contracts. Insurance Benefits Administration recommended to the Legislature that overall a self-funded HMO program is the best value to the state. Final authorization to self-fund the HMO program (except for the medical benefit within the greater Tallahassee area) involves requested a release of approved budget amendment from the Legislative Budget Commission.

Conference Report on Senate Bill 2000, directed Insurance Benefits Administration to develop health insurance plan alternatives for the state's health insurance offerings. A report is required to be submitted to the Executive Office of the Governor, the President of the Senate and the Speaker of the House of Representatives by October 1, 2011 on the different plan alternatives and options for the state employee health insurance program. Insurance Benefits Administration has retained a consultant to assist in the design of program alternatives and transition plans.

HUMAN RESOURCE MANAGEMENT

The Division of Human Resource Management Policy Team's (HRM) policies, programs and services 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.

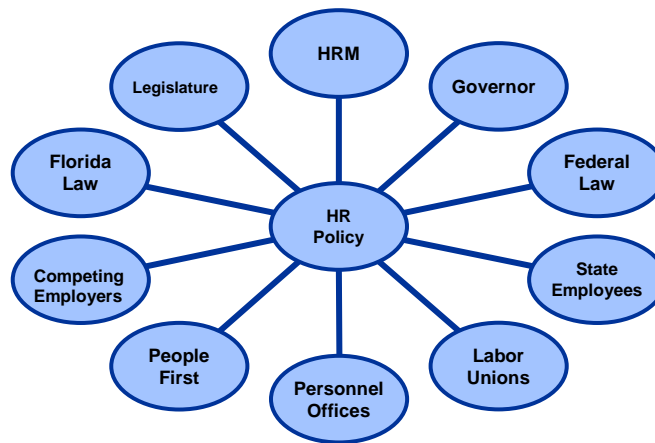
In accordance with sections 20.04(7)(b) and (c), and 20.22(3); Chapter 110 (excluding sections 110.1227, 110.1228, and 110.123 – 110.1239); sections 112.011 – 112.046, Parts VI and VIII of Chapter 112; sections 216.251(2)(a) and 216.262; and certain sections within Chapter 447, Florida Statutes, Human 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 employing approximately 114,000 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 SPS as required by Article III, section 14 of the Constitution of the State of Florida, and represents the Governor as the Chief Labor Negotiator for the SPS, negotiating wages, hours and terms and conditions of employment with six labor unions representing 13 collective bargaining units covered by 10 contracts.

The State Personnel System agencies operate under a single set of employment laws, policies and practices and are viewed by the United States Department of Labor as a single employer. The programs and services provided by HRM are of necessity as they impact the following legal, financial and operational parameters of the SPS:

- As required by Chapter 110, Florida Statutes, provides for the efficient administration of an equitable, lawful and effective system of employment
- Avoids and/or minimizes:
 - Loss of federal funding, e.g., FEMA reimbursements, grants, etc.
 - Assessments of federal penalties and fines, e.g., U.S. Department of Labor (wages and hours of work)
 - Lawsuits, unfair labor practices, and appeals to the Public Employees Relations Commission

- Avoids costly duplication of human resource (HR) services within each agency
- Upholds uniformity in the application of HR policies and operational practices
- Leads and serves as a conduit for system wide HR initiatives and resolution of issues
- Prevents misapplication of HR requirements
- Provides competitive HR programs to assist the state with recruitment and retention of employees
- Addresses the changing needs of the state, the State Personnel System, and the agencies who serve Florida

In addition, HRM must consider the following factors that impact human resource policies:



RESPONSIBILITIES:

HRM performs the following functions to support the needs of its customers, position the State Personnel System as a model public sector employer, and maintain an equitable and lawful system of employment:

- Represents the governor as the Chief Labor Negotiator in all SPS collective bargaining activities (negotiations and ongoing contract administration of 10 contracts) and investigates and responds to collective bargaining grievances appealed to Step 3
- Provides technical assistance and consultative services on federal laws, Chapter 110, Florida Statutes (State Employment), personnel rules, and other state laws to guide agencies in the proper administration of their human resource programs
- Establishes and maintains HR 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

- Reviews and approves changes to agency human resource programs for legal compliance
- Develops personnel rules, manuals, guidelines and forms/templates for agency HR professionals, managers and employees
- Provides technical assistance and consultative services to the governor's office, the legislature, and other state employers on HR issues
- Develops and approves business requirements for use in programming the People First system to properly and accurately process HR transactions
- Oversees the Social Security Alternative Retirement Plan for Other Personal Services employees and manages the plan provider contract
- Administers the Florida State Employees' Charitable Campaign which serves as the only authorized workplace charitable fundraising drive directed toward state employees and manages the fiscal agent contract
- Researches, compiles and analyzes workforce statistical information for use by the governor's office, the legislature, HR professionals, agency staff, other states and the public
- Fulfills federal and state mandatory reporting requirements
- Monitors and analyzes legislative proposals for impact to the State Personnel System
- Researches and implements best practices, streamlines HR processes, and eliminates inefficiencies in the delivery of services
- Evaluates, recommends and maintains compensation offerings to maintain the competitiveness of the State Personnel System
- Provides training and professional development opportunities to agency human resource professionals through workshops and the Florida Human Resource Institute
- Administers other statutory human resource programs that aid in employee retention through support of 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)

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 State Personnel System. HRM must also position itself as a leader in implementing strategies, which 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 human resource information system (currently the People First system) and provide assistance to the governor's office, the legislature, agencies, and all other customers.

To determine key priorities and program needs, HRM also 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 its 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 and the other factors impacting human resources, HRM identified the following priorities for the next five years (subject to the availability of sufficient resources):

1. State Personnel System Pay Policy and Benefit Offerings: The State Personnel System needs to establish an equitable, competitive, market-based pay policy including the appropriate value/mix of employee benefits to guide its efforts to recruit and retain a high-performing workforce. Such policy is required to determine the SPS' competitive posture within the labor market, to successfully compete for talent, and to optimize the return on investment for dollars expended on employee compensation. A compensation study is needed to assist in the development of the pay policy and to provide key decision makers in the Executive and Legislative branches with critical information necessary to accurately determine the competitiveness of the current compensation program, identify best practices and trends, and provide fact-based and data-driven alternate strategies for the State Personnel System.
2. Chapter 110, Florida Statutes, Re-write Project: Restructure Chapter 110, Florida Statutes, to distinctly apply only to the agencies of the State Personnel System and modify Chapter

112, Florida Statutes, to properly distinguish between the other multiple employers within state government. The proposed restructuring clarifies the role and authority of the State Personnel System, 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. This legislative proposal is under consideration for inclusion in the Department's legislative package for the 2012 legislative session.

3. Chapter 60L Rule Re-write Project (Florida Administrative Code): Created draft revisions to the SPS personnel rules to accompany the revised statutory language for the Chapter 110, Florida Statutes, 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 in 2010 because the corresponding statutory language was not enacted. If the statutory language is enacted during the 2012 legislative session, the corresponding rules will go through rule promulgation in 2012.
4. 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. Also, in anticipation of the current fiscal agent service contract expiring on December 31, 2012, an Invitation to Negotiate document needs to be developed to solicit professional common remitter services. A transition plan must also be developed for the United Way of Florida, Inc. (current fiscal agent) to oversee and close out certain 2012 campaign activities and transfer others to a new vendor, if necessary.
5. State Personnel System 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 114,000 employees in the State Personnel System.
6. 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.

7. **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. Benefits of a new system will 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. This priority is directly linked to the need for a comprehensive compensation policy.
8. **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.
9. **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.
10. **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.

OUTCOME MEASURE - CUSTOMER SATISFACTION:

To assess Human Resource Management'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 HRM's customer agencies are satisfied with the products and services provided.

HRM POLICY TEAM'S ANNUAL CUSTOMER SATISFACTION SURVEY RESULTS

	Fiscal Year 200607	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11
Overall Customer Satisfaction	100%	100%	100%	100%	100%
Communicated Clearly	93%	97%	100%	100%	100%
Courteous	100%	100%	100%	100%	100%
Helpful	100%	100%	100%	100%	97%
Listened Well	100%	100%	100%	100%	100%
Staff Availability	90%	97%	97%	100%	97%
Accuracy	97%	100%	100%	100%	97%
Consistency	100%	100%	97%	100%	97%
Easy to Understand	97%	100%	100%	100%	93%
Timeliness	93%	97%	96%	100%	93%
Usefulness	100%	97%	100%	100%	97%

Note: The Executive Office of the Governor - Human Resource Office provides services to and responds on behalf of the Agency for Enterprise Information Technology.

RECOMMENDED CHANGES REQUIRING LEGISLATIVE ACTION:

1. Chapter 110, Florida Statutes, State Employment, Re-write

Propose restructuring of Chapter 110, Florida Statutes, State Employment, to distinctly apply only to the agencies of the State Personnel System and modify Chapter 112, Florida Statutes, Public Officers and Employees: General Provisions, to properly distinguish between the other multiple employers within state government. The proposed restructuring clarifies the role and authority of the State Personnel System, 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.

Proposed changes to Chapters 110 and 112, Florida Statutes, that have a potential fiscal impact are intended to be absorbed from current appropriations and include:

- Increase in the amount of permitted cash awards from \$100 to \$1000 per employee per fiscal year in section 110.1245, Florida Statutes, Bonus payments; Other awards.

Currently there is no cap on the number of \$100 dollar awards that can be given to an employee in a fiscal year. Proposed language provides a \$1000 cap per year per employee. As is currently the case with discretionary awards, this cost would be absorbed through existing budget and would not require additional appropriations.

- Deletion of obsolete transitional language in section 110.205(7), Florida Statutes, Carrying Leave Forward, which was intended to be a temporary measure during the 2001 implementation of “Service First.” The objective of the leave carry forward provision was to hold harmless (by preserving special and regular compensatory leave balances) the large number of Career Service employees whose positions were moved from the Career Service to the Selected Exempt Service. However, this movement was a one-time event and this language should have been deleted after one year. The deletion of this provision does not impact the transfer of annual and sick leave to the Selected Exempt Service as such transfer has always been required by rule.
- Amends section 110.125, Florida Statutes, Administrative Costs, and creates section 112.925, Human Resource Information System, to permit the Department to charge any other agency or government entity outside the State Personnel System that receives or utilizes the services of the human resource information system (currently People First) for more than a *de minimis* value. Currently the costs of the People First system are funded primarily by the State Personnel System agencies, even though the system provides services to many other governmental entities. This change may require additional funding and spending authority be granted to those non-paying entities utilizing the People First system. However, this redistribution of the costs should lower the funding amounts necessary for the current system users who do pay.

Note: Although a legislative bill was proposed during the 2010 legislative session to effect these changes, the legislature did not enact the proposal. This legislative proposal is under consideration for inclusion in the Department’s legislative package for the 2012 legislative session.

2. Improvements to or 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 several key provisions of the authorizing statute (eligibility criteria, organizational structure and campaign administration) are complex to administer and each year result in operational expenses that significantly

exceed the annual \$17,000 general revenue appropriation historically given to the Department to run the program. (This appropriation was eliminated in Fiscal Year 2011-12). In addition, substantive statutory revisions in 2006 necessitated implementation of an additional allocation process for undesignated campaign funds that has made the program more prone to litigation. A lawsuit regarding implementation of this new allocation process caused the state to incur legal costs (including those of the Office of the Attorney General) of \$45,101.23 in Fiscal Year 2007-08 and \$37,505.93 in Fiscal Year 2008-09, in addition to \$12,800.00 for a settlement agreement. Although this lawsuit was resolved, the state continues to spend significant amounts of time and resources each year defending against appeals of agency eligibility decisions and ensuring the compliance of localized campaign and allocation related activities to avoid further litigation. In Fiscal Year 2010-11, expenditures totaled \$77,333.00, of which legal costs accounted for \$6,776.93. However, \$34,562.16 of this total was un-recouped because the statutes limit what the Department can recover from the campaign to 1 percent of that year's proceeds.

The cost figures cited above do not include what the various agencies incur for staff time devoted to administrative activities and the funds allocation process. In addition, although the statute stipulates that the fiscal agent (historically, the United Way) will withhold "reasonable costs" (which come out of the employee contributions the charities would otherwise receive), these costs vary widely throughout the United Way's fiscal agent areas, and can range from 0 percent to as much as 29 percent of campaign proceeds. Such 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.

To date, the Department has done what it can within the current statutory parameters to enhance the effectiveness and efficiency of the FSECC and minimize exposure to litigation. For example, in 2010, program rules (Rule Chapter 60L-39, Florida Administrative Code) were substantively revised to clarify criteria, streamline processes, and raise the level of program transparency. In 2011, the annual application, review, and disposition process for charities wishing to participate was extensively re-engineered and converted to an internet-based automated function. However, 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) cannot be effectively or efficiently accomplished without further automating current business processes in order to maximize efficiencies and ensure better long-term stewardship of public funds. Therefore, an internet-based system should be developed 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 and fiscal administration processes.

Policy Implications:

- To make this change, it is necessary to substantially amend section 110.181, Florida Statutes, to streamline eligibility criteria for the charities and payroll processing of employee pledges, to facilitate procurement of professional fiscal agent services, and to eliminate the need to allocate undesignated funds (by requiring that all contributions be designated).
- Further automation of the FSECC will have a positive impact on the Department 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.
- Further automation will also have a positive impact on the amount that charities collect directly from the employees, because costs for third party handling of funds will decrease when the state transitions to state of the art methods of collecting, accounting, and distributing funds.
- It is uncertain what impact this automation will have on social programs that are the beneficiaries of the charities, because it is premature to conclude that further automation and reliance on employee self-service will result in less giving. In fact, preliminary research indicates that moving to greater self service by employees does not negatively impact the level of charitable giving.
- The current payroll deduction process involves untold man hours during each fall, when agency volunteer coordinators collect pledge forms and transfer financial data into spreadsheets that must be mass loaded into the human resource information system (People First). 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. However, transitioning to a professional third party vendor to perform common remitter services will obviate the need for multiple area deduction codes and simplify the accounting and allocation process.
- 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. This then necessitates dedication of state time and resources for a secondary allocation process at each local fiscal agent area, in order to dispose of residual funds. Because of the decentralized nature of the allocation processes, (involving employees from multiple state agencies), the state does not have a good measure of how

many resources these activities are costing annually. Therefore, requiring employees to choose specific participating charities for receipt of all contributions will eliminate the entire allocation process for undesignated funds, thereby reducing operating costs for the campaign.

Savings Estimate:

- The potential savings of automating the FSECC to the fullest extent should more than offset the cost of these proposed program enhancements, as they will significantly reduce the Department's administrative costs, 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 in the Division.

Note: If improvements to the Florida State Employees' Charitable Campaign cannot be made, it should be eliminated as it is a non-mission critical program and has increasingly become more complex to administer and more prone to litigation. In order to maximize efficiencies and ensure better stewardship of public funds, the state should no longer sponsor a campaign as employees have viable alternative ways to engage in charitable giving such as periodic electronic payments through their personal bank accounts.

3. Moving Administration of the State of Florida FICA Alternative 401(a) Plan for Other Personal Services (OPS) Employees to the State Board of Administration

The FICA alternative plan is a tax-sheltered retirement investment vehicle, for which contract management should reside with the state program areas that already manages 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 State Board of Administration (SBA) already invests and manages the assets of the Florida Retirement System – its primary fiduciary responsibility – as well as the assets of a variety of other funds, which are very analogous to this plan due to the investment nature of the program. The SBA 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 section 110.1315, Florida Statutes, Alternative benefits; other-personal-services employees.
- 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 SBA 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 out-sourced.

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 HRM 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, web-based, human resource (HR) information system and enterprise-wide suite of HR services as performed by service center staff. The main website used to access the People First system is <https://peoplefirst.myflorida.com>. The system streamlines and automates many of the state's HR functions, and promotes paperless work processes (e.g., timesheet submission, benefits transactions, and direct deposit).

Prior to the implementation of People First, the state's human resource information system was built on a 20-year old legacy system called COPES (Cooperative Personnel Employment System). It was used by state HR professionals only and did not allow for employee/manager self-service or 24/7 web access. People First is used by not only HR professionals, but also by state employees, managers, job applicants, retirees, and benefits participants who 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), Florida Statutes, requires the Department of Management Services (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. Convergys was acquired by NorthgateArinso, Inc., on June 2, 2010, and will be hereafter referred to as “NorthgateArinso or NGA.”

The People First system is comprised of the following modules: payroll preparation, time and attendance, recruitment, benefits administration, human resources management, and organizational management. On July 19, 2010, the system was successfully upgraded from an older SAP HR software version 4.6c on the R/3 platform to SAP version ECC 6.0 HR and Net Weaver software. The system utilizes three tiered architecture (web, application and database) and the 4.5 terabytes of data is maintained in an Oracle 10.2.0.4 database, which extracts data to an Oracle data warehouse on a nightly basis. The system has an integrated recruiting solution -- the Authoria Talent Management product, version 10.13, from Peoplefluent. The recruitment module enables state agencies to post job advertisements online and allows job applicants to search and apply for positions and maintain their applications online.

This outsourcing arrangement requires NGA (service provider) to develop and maintain the People First system and to properly staff two service centers to effectively meet customer needs. The two service centers are located in Tallahassee and Jacksonville, Florida. HR advisors (service center employees) at the People First Service Center (service center) provide navigational and transactional assistance, issue resolution, and perform other specific duties that state agency HR offices and the DMS formerly handled; such, as benefits enrollment, appeals, refunds, reinstatements, job postings, and job application assistance. Employees and managers are now able to complete many actions themselves because of the self-service functionality features of the system:

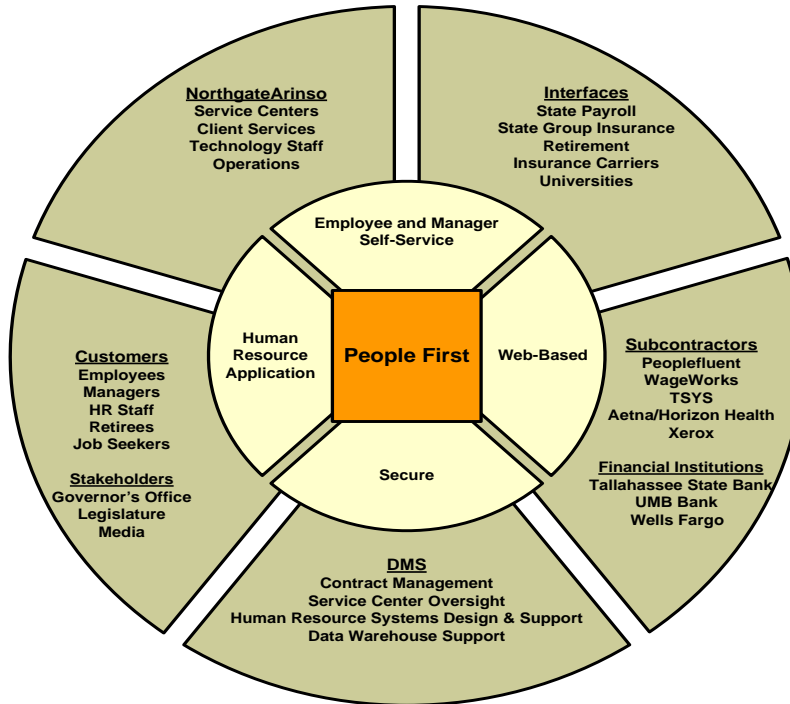
Employee	Manager
<ul style="list-style-type: none"> • Complete timesheets • View leave balances • Establish and maintain direct deposit authorization • Maintain W-4 elections • Enroll and elect benefits • View and update personal information 	<ul style="list-style-type: none"> • Process timesheets for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

In addition, the service provider subcontracts with other companies to supplement the SAP platform and Oracle database that make up the foundation of the People First system. The recruitment solution is hosted by Peoplefluent (previously PeopleClick Authoria Corporation) and the flexible spending account processing is managed by WageWorks, Inc. The service provider integrated these solutions into the People First system and uses single sign-on technology to ensure transparency to the user. The service provider also contracts with Horizon

Health (an Aetna company) for employee assistance program services, Xerox Corporation for mail room, printing, forms, imaging and document management services, and TSYS, Inc., for myMRA card processing services.

Below is a description of the various components that make up People First:

State of Florida Human Resource System and Services



The People First system has been built to support six different personnel systems (Justice Administrative Commission, Legislature, Lottery, State Courts System, State Personnel System, and Universities) and each personnel system has its own set of business rules that have been coded in the system. The system supports four pay cycles, seven collective bargaining units, and 11 variations of the Fair Labor Standards Act (FLSA) work schedules (timesheets). To date, the service provider has performed more than 17,000 customizations to the system platform (back-end solution) and web application servers (front-end solution), and 484 special interfaces have been built to exchange data between the People First system and external systems (e.g., State of Florida Department of Financial Services, university personnel system, insurance carriers).

Who We Serve

People First supports more than 236,000 users. A "user" is defined as an active or retired state employee that has personal data and/or work information stored in the People First system and has received a unique user I.D. to log into the system to view, retrieve, or edit personnel information. The group includes all 35 state agencies (125,000 employees), all 11 state

universities (43,000 employees), all state retirees who have elected to continue with pre-tax health insurance benefits (58,000 retirees), and other users.

It is important to point out that these users use different solutions offered by the People First system, which has required additional customization and special interfaces to be built to capture and exchange data between various systems. For example, 33 state agency employees are considered “full service” users, which means they have access to and use the system for all traditional employee and manager self-service functions (i.e., payroll, time, attendance, benefits, recruitment, etc.). However, two of the 35 state agencies are “partial” users and use the system for all functions except for timekeeping; instead, they use their own timekeeping system. The university and retiree groups are considered “benefits-only” users and only use the system to elect and manage their benefits.

Other People First system customers include job applicants that search and apply for state positions and maintain their applications online. Job applicants do not have to be state employees nor are they required to log into the People First system to view or apply for a job. Since May 2003, more than 115,000 State of Florida positions have been posted in People First, and more than 8 million employment applications have been submitted for those positions (see below).

Recruitment Center

	2003-June 2008	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	July 2011	Fiscal YTD Total	Fiscal Year 2002-03 – Fiscal Year 201112 Total
Jobs Posted	75,948	12,707	13,870	12,371	1,087	1,087	115,983
Jobs Viewed	50,885,261	13,478,350	14,763,554	13,281,279	1,142,545	1,142,545	93,550,989
Job Submissions	4,279,251	1,358,215	1,574,749	916,322	87,209	87,209	8,215,746
New Applicant Accounts	1,135,768	267,100	247,236	196,169	16,062	16,062	1,862,335

Our Role

The Department of Management Services 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 People First Team acts as both the contract manager and project manager over this initiative, which includes:

- ***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. Additional 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. The team researches best practices, analyzes trends, defines strengths and weaknesses of the current contract, and proactively plans for the future procurement process, which includes bid development, vendor selection, and contract negotiations.

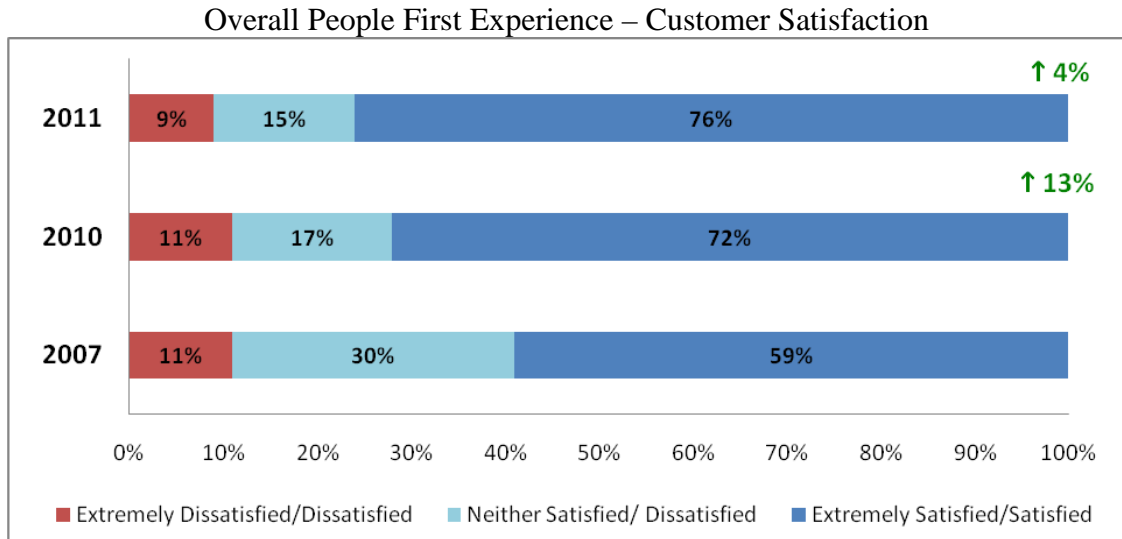
- ***Human Resource Systems Design and Support*** – Oversees the state of Florida personnel information system by identifying customer needs, developing requirements for system and data warehouse development, coordinating user acceptance testing, delivering communication documents and training materials, 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:
 - Prepare accurate and timely payroll to more than 125,000 employees.
 - Administer state-approved benefits to more than 236,000 participants.
 - Oversee the annual Open Enrollment process.
 - Provide accurate and timely data warehouse information to 35 state agencies.
 - Correct People First system and data warehouse deficiencies.
 - Change system functionality based on state policy revisions and union agreements.
 - Implement legislatively-mandated system changes.
 - Deliver contractually-required enhancements to the system and data warehouse.
- ***Data Warehouse Support*** – Provides customer support and delivers services in a prompt, friendly manner. Data warehouse customer support responsibilities include: coordinating public records requests, handling recurring report requests for various customers (legislature, governor's office, state agencies), coordinating mass data loads into the system, managing agency reorganizations, and providing support to agency report writers and technical assistance on the web portal reports. Since July 2006, the data warehouse unit has coordinated 657 mass loads for state agencies, and since January 2009, the unit has produced 1,760 reports and responded to 311 public records requests.

Measuring Customer Satisfaction

The People First Team makes every effort to deliver innovative, resource-saving and quality solutions to customers by designing and supporting a user friendly, reliable, online personnel system and related services. In an effort to constantly gauge customers' satisfaction with People First, three customer satisfaction survey tools are utilized in assessing users' experience and satisfaction with the system and related services.

The first, and most important survey tool, is the DMS Annual People First Customer Satisfaction Survey. The survey is administrated in March and provides valuable information on the customers' overall experiences with People First. The results are analyzed annually and subsequently discussed with the service provider to formulate an action plan to address issues and implement improvements. Results from the March 2011 survey demonstrates that 76 percent of respondents are satisfied with the overall performance of People First. This satisfaction rate is an increase from the 72-percent satisfaction rate from the 2010 survey and 59-percent-percent

satisfaction rate from the 2007 survey. However, the long-term goal is to move that number to 90 percent or higher. See below:



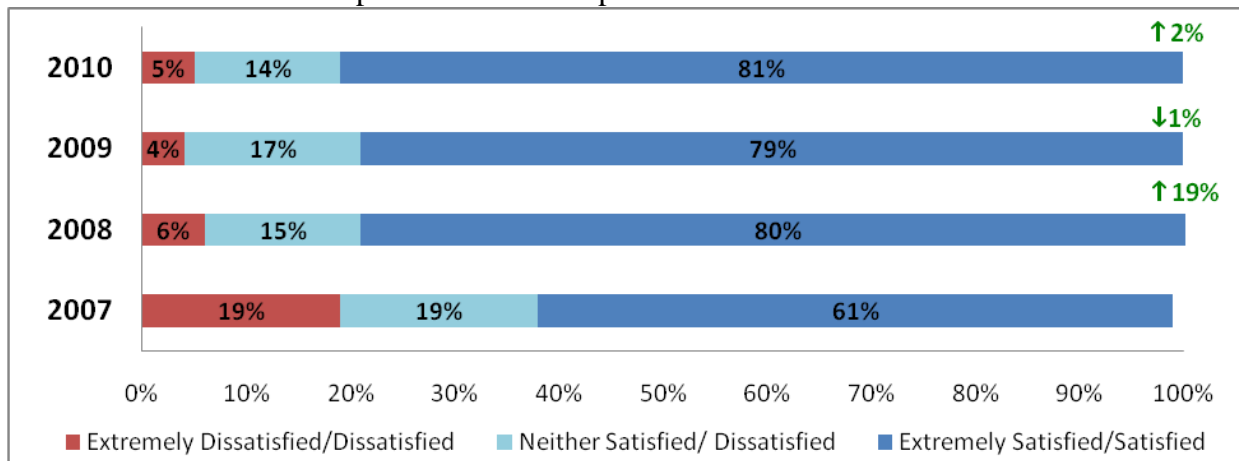
↑% = Shows the percent increase of overall satisfaction from 2007 and 2010

Service Center and System – Customer Satisfaction



The second survey is the DMS Open Enrollment Survey. Open enrollment is the time period each Fall when People First users can make health and insurance benefits changes to their benefit elections via the People First system or by calling the service center. After the open enrollment has ended, the DMS Division of State Group Insurance surveys eligible benefits participants. The purpose of the survey is to gauge participants' experiences with open enrollment to improve the process and to make it as user-friendly as possible. In 2010, 60,256 participants made open enrollment benefits changes. The online survey results indicated that 81 percent of the respondents were overall satisfied with open enrollment (a 33-percent increase over the 2007 benchmarking period). See below:

Overall Open Enrollment Experience – Customer Satisfaction



The third survey tool is conducted by the service provider and is administered through the People First Interactive Voice Response system. People First users can elect to complete a customer satisfaction survey at the end of their service center call and express their satisfaction level with the People First website or their experience with the HR advisors in real time. The survey is administered by the service provider and the results are reviewed by the People First Team regularly. For Fiscal Year 2009-10, 90 percent of survey respondents rated their experience as satisfied (i.e., “extremely satisfied or satisfied”) with regard to the “overall quality of user’s experience” survey question as compared to 89 percent for Fiscal Year 2008-09 and 86 percent for Fiscal Year 2007-08. For the “website ease of use” survey question, similar improvements were noted during the same periods.

Benchmarking

While HR outsourcing is a common practice in the private sector, in many ways, the State of Florida acted as a pioneer in introducing HR outsourcing to state government. The State of Texas is the only other state to ever pursue and execute HR outsourcing of this size and scope according to the State of Florida Office of Program Policy Analysis and Government Accountability (OPPAGA) People First Assessment Final Report. The State of Texas signed a 5-year contract with Convergys for \$85 million in 2004, and a 2-year renewal extended the expiration date to September 30, 2011. The State of Texas recently reported that their vendor (Convergys) was recently acquired by NorthgateArinso, and the contract has been extended another year to September 30, 2012. Texas is also currently negotiating with vendors for system integration services and contemplating development of a statewide ERP solution (including not only HR, but also accounting and finance solutions).

The Texas HR services outsourced to NGA include payroll administration, time and attendance, recruitment, benefits administration, and HR management. A service center is also outsourced to NGA, which assists employees with benefits, payroll, time and attendance, unemployment and worker’s compensation, and job applications. However, unlike the People First initiative that includes all state agencies and serves 236,000 users, the State of Texas only outsourced HR

services within one state agency (Health and Human Services Commission), serves only 46,000 customers, and does not provides services to state retirees.

Trends

The customer satisfaction survey tools provide an excellent way to monitor the positive progress that is being made, but the Department also uses another barometer to gauge progress and improvements in a maturing system: the number of customer calls to the service center. 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 Fiscal Year 2010-11 was 48-percent less than 2005 (see below). The decrease is a result of the many system enhancements and service center improvements over the past few years.

Service Center Calls

	Fiscal Year 2005-06	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	% of Change 2005-06 – 2010-11	July 2011	Fiscal Year 2005-06 – Fiscal Year 2011-12 Total
Benefits	315,907	244,548	255,052	190,535	163,778	171,062	-45.85%	11,405	1,352,287
HR	510,639	505,910	356,797	211,191	188,924	213,389	-58.21%	11,107	1,997,957
Payroll	109,280	89,396	82,206	83,182	80,130	72,624	-33.54%	4,296	521,114
Staffing	95,647	91,187	72,681	68,876	63,679	80,856	-15.46%	5,352	478,278
Total	1,031,473	931,041	766,736	553,784	496,511	537,931	-47.85%	32,160	4,349,636

The state has many options to choose from: maintaining a 100-percent outsourced model, insourcing the program, or somewhere in between. The state now has a state-of-the-art HR system that should rival any other similar system in the industry. The customer satisfaction ratings are moving in the right direction, which should continue for the foreseeable future. All indications point to an outsourcing model that is working in the State of Florida. It has taken longer to get to this point than what was originally envisioned and it was not without its bumps in the road. But it comes with the territory of being one of the first and largest true HR outsourcing initiatives in the public sector.

Our Priorities

The Department of Management Services People First Team has determined that effective planning, contract management, and business requirements development are the primary drivers for continuous improvement, increased customer satisfaction, and proper preparations for the next contract cycle. The priorities for the next five years are:

- **Priority 1:** Prepare for contract expiration (2016)
- **Priority 2:** Provide effective contract management

Priority 1: *Prepare for contract expiration (2016).*

The People First contract expires in August 2016. The Department will be releasing a competitively bid procurement in the next few years to determine which service provider will oversee the People First system and enterprise-wide suite of HR services. The Department's People First team is responsible for researching best practices, analyzing trends, reviewing past lessons learned, defining strengths and weaknesses of the current contract, and planning for business case development, bid development, vendor selection, contract negotiations, and transition. The Governor has directed agencies to reduce state spending as a priority. An effective procurement process should result in less state spending.

Priority 2: Provide effective contract management.

Contract management and service center oversight responsibilities are extensive and are conducted in accordance with sections 110.116, 216.93-94, 287.057(15), and 287.0571(2), Florida Statutes. The team maintains a contract management action plan with more than 60 recurring contract administration activities required of the service provider, including 29 metrics that are measured monthly. The contract also requires 22 major system enhancements and 1,250 new system improvement hours for the state to use each quarter (beginning in January 2012). These new enhancements and information technology work hours will allow the Department to further improve system functionality and reliability. The Governor has directed agencies to hold government accountable and move to a shared services model. Effective contract oversight should result in the proper level of service provider accountability and should allow for the necessary system and service center changes to support a shared services model.

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 State Channel Plan, 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.

Section 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. Sections 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. Section 282.7101, Florida Statutes, 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 (section 365.171, Florida Statutes). DivTel also provides oversight and administration for the E911 Board under section 365.172., Florida Statutes. Section 401.015, Florida Statutes, 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 its 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 section 282.7101, Florida Statutes, 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, making 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, DivTel has established a scalable networking platform to handle the ever increasing communications requirements of its 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 23 state agencies and 24 federal and local jurisdictions with 18,166 mobile and handheld radios in patrol cars, boats,

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. DivTel is planning for the next SLERS to migrate to P25, LTE or other next generation technology. This will transform SLERS to a standards-based technology, which creates opportunities for interoperable communications with other agencies with P25, LTE or other next generation systems.

In addition, as delegated manager of the Florida Interoperability Network (FIN) and Mutual Aid Build-out projects, DivTel will continue to manage projects 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 eight mutual aid channels throughout the state. The mutual aid build-out substantially increased coverage areas for emergency situations ensuring that 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. Significant funding challenges exist for both projects because Federal grant funding to support and maintain the Florida Interoperability (FIN) was reduced by 33 percent in Fiscal Year 2011 and grant funding to support the Mutual Aid Build-out was not awarded by the Florida Domestic Security Oversight Council in Fiscal Year 2011. DivTel is developing plans to scale back the Florida Interoperability Network from 240 sites to 100 FIN Central sites in a new configuration to reduce annual costs in accordance with grant guidelines. As a result of the non-appropriation of grant funding in Fiscal Year 2011, DivTel is developing plans to transfer the Mutual Aid Build-out radio resources to local and state agencies interested in maintaining or utilizing those radio resources as part of their local system.

DivTel is responsible for 700 MHz interoperability channels and intends to create and maintain a 700 MHz interoperability channel 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.

DivTel is responsible for 700 MHz state channels and intends to create and maintain a 700 MHz state channel plan, fulfilling the Federal Communications Commission's expectation for DivTel administering these channels for the purpose of state agencies.

DivTel submitted a waiver to the FCC to manage broadband spectrum assigned to public safety in the state. This is an important step for future federal funding as well as statewide public safety communications coordination. Planning and preparations are underway to build a national mobile broadband public safety network to provide national interoperability and next generation public safety communications. DivTel is participating in the planning and public safety communications requirements development with federal, state and local government stakeholders.

Outcome measures are based on DivTel's mission as the state communications service provider, to focus on its 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 and ensures that those services meet their daily requirements, remain fully operational and are highly secure.

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

- **Chief Information Officers Association:** The Chief Information Officers Association was established by a consortium of State of Florida Chief Information Officers and the Agency for Enterprise Information Technology 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 section 282.709, Florida Statutes, 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 section 282.7101, Florida Statutes.
- **Florida-Region 9 Plan for Public Safety Radio Communications (800MHz):** DivTel coordinates and maintains this plan, based on the frequency allocation responsibility delegated in section 282.7101(2) (c), Florida Statutes.
- **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.
- **700 MHz Public Safety State 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 “state-use” spectrum within Florida.

- **E911 Board:** DivTel oversees the E911 Board, established to administer the E911 fee (wireless and nonwireless) under section 365.172(8), Florida Statutes, 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 section 365.171, Florida Statutes, 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 section 401.015, Florida Statutes, 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 section 282.702(1), Florida Statutes.

DIVISION OF REAL ESTATE DEVELOPMENT AND MANAGEMENT

Authorized in section 20.22, Florida Statutes, the Facilities Program (program) oversees the construction of public buildings, the operation and maintenance of the Florida Facilities Pool (FFP) and other Department of Management Services (DMS) Real-Estate Development and Management (REDM)-managed facilities, and administers public and private leasing, including parking services, for the State of Florida.

The applicable statutes related to the Program are found in Chapters 215, 216, 255, 272, 281, 288, and 489, Florida Statutes. 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. Statutes Governing the Facilities Program.

Chapter 215, Florida Statutes – 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, Florida Statutes – 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, Florida Statutes – Defines requirements for how publicly owned buildings are developed, operated and maintained, including statewide rule related authority for DMS. Sections 255.501 through 255.525, Florida Statutes, comprise the “Building and Facilities Act,” which relates specifically to the creation and management of the Florida Facilities Pool. 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, Florida Statutes – 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, Florida Statutes – Requires maintaining fire safety and security services at DMS REDM-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 Complex 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, Florida Statutes – 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, Florida Statutes – 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.

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 Florida Legislature.
- Act as construction managers for agencies through client-agency agreements.

Operations and Maintenance:

- Manage the Florida Facilities Pool and other 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 Florida 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 the Florida Facilities Pool.

The program's primary funding is the Supervision Trust Fund and the Architects Incidental Trust Fund. Some of the Florida Facilities Pool buildings are bond-financed. Agency rental fees paid into the Supervision Trust Fund support all revenue-producing buildings. 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.

For Fiscal Year 2011-12, the program received funding from several sources. Those sources and the percentage of funding are:

- Supervision Trust Fund (62.5 percent)
- Architects Incidental Trust Fund (0.9 percent)
- Operating Trust Fund (0.5 percent)
- Florida Facilities Pool Clearing Trust Fund (36.1 percent)

The program's responsibilities are statutorily based and include directives set forth by the Governor, the DMS Secretary, and the Florida Legislature. On an ongoing basis, program staff members solicit input from customers about their needs and priorities for services and facilities.

Legislative directives from the 2011 session that influence the Program's responsibilities include:

- **Chapter 2011-47, Laws of Florida**, directs DMS, with one of the state's tenant brokers, to renegotiate all leases over 150,000 square feet and provide a report to the Legislative Budget Committee by September 30, 2011, which includes projected savings, implementation costs and recommendations for leases to terminate. Agencies are directed to propose budget amendments to place the budget authority associated with lease renegotiation cost savings into reserve. If DMS determines that additional savings may be derived from consolidating, collocating, or restacking office space, the Executive Office of the Governor may transfer funds appropriated between agencies, subject to the notice, review, and objection procedures of section 216.177, Florida Statutes.
- **Chapter 2011-142, Laws of Florida**, directs DMS, in consultation with the Department of Agriculture and Consumer Services, to coordinate the energy conservation program for executive branch agencies, including, but not limited to, the programs provided in this section 377.703 (2)(k), Florida Statutes.
- **Chapter 2011-168, Laws of Florida**, directs the placement of the Florida Veterans' Hall of Fame in the Capitol building. DMS is to set aside an area of the building adjacent to the current Medal of Honor Wall and to consult with the Department of Veterans' Affairs regarding the design and theme of the area.

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

- **Reduce the cost of private leased space by renegotiating or re-procuring all private leases expiring before June 2013.** Chapter 2011-47, Laws of Florida, directs DMS, working with the state's tenant brokers and partner agencies, to seek to renegotiate all private leases expiring before June 30, 2013, in order to achieve a reduction in costs in future years. The state's three tenant brokers have agreed to review all leases expiring between July 1, 2011 and December 31, 2013 (30 months). The three tenant brokers will identify appropriate cost saving strategies and recommendations. DMS will work to identify opportunities for consolidating smaller leases and co-locating multiple agencies, identifying backfill candidates for any vacant state-owned space, and holding Leasing Work Groups with agency representatives to encourage best practices and ensure agency partners are part of the solution. An additional strategy will be standardization of work space, revising Space Allocation Worksheets to meet the 180 square feet per full-time equivalent (FTE) employee standard and developing space standards by position for common back office operations in service center storefronts. DMS will provide a report to the Governor and Legislature on March 1, 2012, which lists each lease contract for private office or storage space, the status of renegotiations, and the savings achieved.
- **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. Currently, the state is positioned to economically address its building needs, as well as have an impact on the unemployment rate of construction-related jobs. As of July 25, 2011, the inventory of deficiency correction projects on DMS-managed buildings totaled 301 and will require an estimated \$96,594,694 to correct.¹ Over the next five years, the Program will continue to address building deficiencies with available funding, which is expected to be between \$5 million to \$8 million annually.

- **Oversee and efficiently manage the day-to-day operations of the Florida Facilities Pool.** DMS 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 (SEMP) 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. Primarily due to natural gas price reductions, proactive energy solutions, and the DMS energy reduction policy, DMS experienced an 8.12-percent reduction in electrical consumption and a 15.04-percent reduction in total utility costs over the last three fiscal years.

The following policy change would affect the agency budget request for Fiscal Year 2012-13:

- **Capital Depreciation Funds.** In its continuing effort to provide best value office facilities to state agencies, DMS proposes to use 5 percent of its Fiscal Year 2012-13 Capital Depreciation appropriation for the purpose of reconfiguration of office space in the Florida Facilities Pool (FFP). Such reconfiguration will allow DMS to better utilize owned space and to backfill vacant space with state agencies, relocating agencies from more expensive private leased office space into state-owned office space. This will result in reduced office space expenditures for the tenant agencies and will increase rentable space and efficiency within the FFP, allowing for increased rental income to DMS REDM through the occupancy of otherwise vacant space.

DMS proposed the following legislative changes for Fiscal Year 2011-12 that would affect future Program operations:

- **Clarify authority of state-owned space.** DMS has requested clarified authority to more proactively manage the state's real estate portfolio, specifically to backfill state-owned space (DMS or other) with state employees to achieve higher occupancy rates within the

¹ Facilities Accountability and Communication Tool (FACT) Backlog Database.

state's owned space. Prior to the Florida State Owned Land Records Information System (FL-SOLARIS), agencies did not provide information on state-owned facilities outside of the Florida Facilities Pool to a central source. Now that decision makers have purview into the 17,999 state-owned buildings through FL-SOLARIS, DMS would like to use this information to reduce expenditures on private leased space.

- **Revise statutory language related to State Facilities Inventory.** DMS requested revision to section 216.0152, Florida Statutes, related to the State Facilities Inventory. The revision will reflect the changes from Chapter 2010-280, Laws of Florida, which gave the Department of Environmental Protection (DEP) the responsibility for gathering facilities information in the FL-SOLARIS and identifies DEP as the statewide custodian of real property information. Although DMS is an active partner in the FL-SOLARIS project, statute needs to be updated to reflect DEP as the custodian of such information and remove the requirement for the DMS annual State Facilities Inventory.

The program has the following taskforces and workgroups in progress:

- **Leasing Work Groups** – DMS plans to establish a governance board through the creation of leasing work groups. These groups would have representatives from other state agencies to assist in planning efforts to save the state money through lease renegotiations, streamlined space procurement processes, co-location and space consolidation efforts.
- **State Energy Managers Association (SEMA)** – DMS has organized and chairs an inter-agency work group that will further develop and implement the State Energy Management Plan (SEMP). This work group includes one representative from each agency, either the energy management coordinator or an engineer responsible for energy management. The work group is now focused on implementing the SEMP Reporting System, which is designed to provide DMS with a consistent and detailed format for agencies to report energy consumption and costs at the building level. The work group expects to meet twice a year in Tallahassee and will also strive to achieve the following goals: develop energy performance goals, produce a timeline for deploying intelligent “smart” meters, produce energy education program measures, develop energy reduction goals for transportation and develop energy management knowledge within agencies.

DIVISION OF STATE PURCHASING

The mission of State Purchasing is to provide purchasing services that deliver innovative, resource-saving solutions. 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. Applicable statutes related to the Division are found in Chapters 112, Part III, and 283, 287, Florida Statutes. In addition, the following sections apply: sections 119.07, 120.57, 413.031, 413.036, 413.037, 812.081, and 946.515, Florida Statutes.

The Division of State Purchasing seeks to develop and implement sound procurement practices

in accordance with executive policy and legislative mandates. State Purchasing is dedicated to building strong relationships with its key constituents – other agencies, local governments and vendors. The Division of State Purchasing provides 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, as authorized in section 287.076, Florida Statutes.

State Purchasing develops and promotes fair and open contracts in the state's procurement process. The Division solicits supply sources and schedules and implements contracts for the purchase, lease or acquisition of commodities and services. In addition, State Purchasing promotes efficiency, economy and conservation of energy through vehicle, natural gas, fuel oil, recycled products and other environmentally relevant contracting efforts. By aggregating spending on products and services, the state can better 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 (MFMP) 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.

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 with other state agencies, universities, cities and counties.

To further its mission, State Purchasing implemented a statewide electronic procurement system known as MyFloridaMarketPlace, as authorized in section 287.057(22), Florida Statutes. MFMP helps the state better direct, coordinate, evaluate and resource its procurement process. On October 9, 2002, the Department contracted with Accenture to provide the state with MFMP, the state's online eProcurement system where state agency buyers and vendors conduct public purchasing on a daily basis. Vendors pay a 1-percent transaction fee (based on all spend with the State of Florida) that funds system operations in the Purchasing Oversight and the Office of Supplier Diversity. The current contract with Accenture was renegotiated in 2009 and has an annual fixed fee of \$14.8 million, with the State of Florida retaining any excess revenue from the 1-percent transaction fee. The current contract expires in December 2012.

The Division will continue to address its ongoing responsibilities by providing effective and efficient master (state term) contracts for customers. In addition, the Division has identified the following priorities:

- **Procurement Process Improvement Project** – To further its mission, State Purchasing has begun a process assessment of State Purchasing functions to find process improvements that will assist the Division and agency partners in providing efficient and effective contracts and eProcurement services. The project began in Fiscal Year 2011-12 and will continue through Fiscal Year 2012-13. This process assessment will include

review of and updates to the current Policy and Procedure Manual, and creation of best in class procurement processes, standardized operational forms and sourcing forms and templates for MFMP. Following the process assessment, DMS will develop standardized processes, update rules and policies and provide training materials to assist with adoption and compliance throughout partner agencies. Agency executive leadership and division leadership have made this Project a priority in order to improve all of its function and implement improvements with a goal of having standardization of the best in case procurement processes.

- **MyFloridaMarketPlace Process Analysis** – The Division recognizes a need to perform a fit-gap/process analysis on the MFMP system. The analysis will focus on: capturing agency spend and analyzing this data; reviewing standard procurement policy, rule and legislation; assessing the Vendor Bid System (VBS), the state’s current Commodity Codes and frequency of cleansing the Vendor database and assessing the need for/development of an outward facing catalog. This analysis will help Department of Management Services (DMS) to achieve improvements that could result in increased efficiencies and standardized processes of the MFMP system and increase spend under management through the e-procurement system. This priority could affect future year budget requests. As part of the Procurement Process Improvement Project, executive leadership and division leadership recognized this need as crucial because of its focus on capturing the most accurate data through MFMP.
- **MyFloridaMarketPlace Contract** – The current contract for MFMP support services expires in December 2012. As directed in Chapter 2011-69, Laws of Florida, DMS submitted a business case for the competitive solicitation of the state’s eProcurement system, MFMP. The plan includes a detailed cost benefit analysis of options as defined in section 287.0571, Florida Statutes, as well as a transition plan in the event a new vendor is selected. Upon approval of the business case plan by the Legislative Budget Commission, DMS shall competitively solicit a contract for support services for the state purchasing system pursuant to section 287.057, Florida Statutes.

The Division has revised the following services to state agencies:

- **Training and Certification Program** – In the 2010 regular legislative session, funding was eliminated for the state’s training and certification program for state purchasing professionals, as authorized in section 287.076, Florida Statutes. Accordingly, DMS has drastically reduced this program.

In previous years, DMS provided training and certification for the following certifications:

- Florida Certified Contract Negotiator (FCCN), Florida Certified Contract Manager (FCCM), Florida Certified Purchasing Agent (FCPA), Florida Certified Purchasing Manager (FCPM), Certified Public Purchasing Officer (CPPO), Certified Professional Public Buyer (CPPB), and Project Management Professional (PMP). The FCCN and PMP certifications are required for certain contract negotiations, according to statute.

Section 287.057(16)(b), Florida Statutes, requires that when the value of a contract is in excess of \$1 million in any fiscal year, at least one of the persons conducting negotiations must be certified as a contract negotiator. Statute further requires that if the value of a contract is in excess of \$10 million in any fiscal year, at least one of the persons conducting negotiations must be a Project Management Professional, as certified by the Project Management Institute.

The state term contract developed for procurement training is in place until June 2012. Agencies will be required to pay for trainings needed to obtain and maintain certification. DMS plans to schedule classes according to agency need; however, without funding it is not likely that many classes will be held. Although some certifications are still being processed, as fewer classes are held, this function will be reduced accordingly.

The Division's outcome measure is percent of state term contract savings. Many factors affect the Division's ability to meet performance standards for its outcome measure, including market conditions, competition, and state agency use of state term contracts; however, over the next five years, State Purchasing anticipates that strategic sourcing efforts will continue to provide cost avoidance of up to \$100 million annually to the state through use of state contracts and agreements.

The following legislative changes have been proposed for Fiscal Year 2011-12 that could affect future Division operations:

- **Authority to Mandate use of Alternative Contract Source**

The Division proposes a change to section 287.042, Florida Statutes, to give the Department authority to mandate agency use of an Alternative Source Contract ("ACS") when it is in the best interest of the state. Currently, the Department has authority to "piggyback" off of a contract that has been competitively bid by another governmental entity. The statute permits the Department to set up the contract to be "piggybacked" as an ACS, so that all Florida agencies may make purchases from the contract. However, there is no authority to mandate use of an ACS. Because use of an ACS is not mandatory, agencies may purchase using methods outside of the ACS. With the authority to mandate use of an ACS, the Department would be able to drive spending towards an ACS if the Department finds it is the best value offered.

- **Redefine "Governmental Entities" in Cooperative Purchasing**

State Purchasing proposes a change to section 287.042(15), Florida Statutes, to provide specific authority for state agencies to enter into, and lead, cooperative purchasing arrangements with other governmental entities including other states. In addition, the Division would like to expand the types of goods and services that may be purchased. Currently, section 287.042(15), Florida Statutes, authorizes the Department "to enter into joint agreements with governmental agencies, as defined in section 163.3164(10), Florida Statutes, for the purpose of pooling funds for the purchase of commodities or information technology that can be used by multiple agencies." The definition of governmental agencies as defined in section 163.3164(10), Florida Statutes, does not mention other states in the definition, nor does the statute give this authority specifically to other state

agencies. Therefore, to best leverage the state's purchasing power, this definition should be redefined within Chapter 287, Florida Statutes, to include other states and allow cooperative purchasing by other state agencies.

- **Public Meetings Notice Requirements**

Generally, Florida law requires notice for any public meeting to be posted on the agency's website for seven days and to be advertised in the Florida Administrative Weekly ("FAW"). The public meeting notices the department posts for competitive solicitations must also be advertised in the FAW, despite the fact that most agency solicitations are done through the Vendor Bid System ("VBS") and MyFloridaMarketPlace ("MFMP"), where vendors are registered to receive notices of new solicitations.

The proposed change would remove the FAW notice requirement for public meetings notices within a competitive solicitation, and would allow agencies to post notices for public meetings cheaply and quickly on the Department's VBS. Because each advertisement in the FAW costs hundreds of dollars, cost savings are certain following this change. In addition, few, if any, vendors read the FAW for meeting notices regarding solicitations because vendor communications are done through the Department's VBS and via email. Procedures would need to be developed to guide agencies on the correct use of the VBS/MFMP system in order to promote proper notice of public meetings.

- **Notice of Single Source Purchase**

The Division proposes to amend section 287.057(3)(c), Florida Statutes, to remove the requirement that agencies seek the Department's approval for single source purchases at or above the Category 4 (\$195,000) spending threshold. Current statute requires agencies to seek the Department's approval before awarding a single source contract valued at more than the Category 4 spending threshold. At present, notice of a proposed single source purchase is posted seven days. The proposed change would require agencies to properly notify vendors of a proposed single source purchase and remove the Department from the approval process. The Department's approval of single source purchases does not add any value. The added value would be to promote notice of single source purchases to vendors so that there can be a challenge by the market of the single source justification. Procedures would need to be developed to guide agencies on the correct use of the system in order to promote proper notification of single source postings.

- **Exceptions to State Term Contracts**

The Department proposes section 287.056, Florida Statutes, be amended to give the Department rulemaking authority to promulgate a rule that set an exception process for purchases not made off state term contracts (STC). If approved, the Division will begin rulemaking pursuant to section 120.54, Florida Statutes. Previously, the Department promulgated an Administrative Code Rule that provided a process for agencies to request an exception to an agency's mandatory use of state term contracts, pursuant to section 287.056, Florida Statutes. Though the rule had been in effect for some time, the Department was directed by the Joint Administrative Procedures Committee ("JAPC") to

repeal that portion of the rule in 2008, as it was JACP's opinion that the Department did not have authority for the rule.

Currently, the use of STCs is mandatory with the only exception being a determination by an agency that the STC does not sell what the agency needs. There are no other exceptions, including when an agency finds an item offered cheaper than the STC. The Division would like to have rulemaking authority to provide a limited process for agencies to request an exception. The Department receives requests from other agencies to purchase a product that is found cheaper than offered on a STC. With this legislative change, the Department would be able to grant the occasional request and require reporting so that price tracking and comparisons are possible.

The Division currently has no taskforces or workgroups in progress.

BUREAU OF 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, ensure the private prison contractors are providing educational, vocational, behavioral and substance abuse programs that utilize evidenced-based programming and to ensure the private prison contractors are providing for the public safety by operating privatized facilities in a safe and secure manner. This program area is governed by Chapter 957, Florida Statute that requires private prisons to save at least 7 percent over the public provision of a similar state facility.

At the direction of the Legislature, the operations of and all original and expansion construction for the private facilities were intended to lower the cost of incarcerated inmates to the state. All 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' (DC) annual budget. Operation payments to the private prison contractors are also appropriated to the DC, however, the bureau is mandated by statute to certify these pay applications/invoices.

The Criminal Justice Estimating Conference (CJEC) projects the number of beds needed each year, looking forward five years at a time. As a result of additional bed needs, and at the direction of the legislature, between 2005 and 2009, five existing facilities underwent expansions and two new privatized facilities were constructed. The total contract bed capacity is now 10,128 inmates. However, recent recalculated CJEC projections have reached a plateau and with the public secure bed building plan now just completing major building and expansion projects at existing facilities, there is now a surplus of approximately 5,000 (vacant) secure beds. At this time, there are no plans for additional public or privately operated secure beds to be built.

The bureau continues to contract for programs that are designed to reduce recidivism. New programming plans and policies within the Florida Department of Corrections (DC) will impact the specifications and requirements the private prison contractors. It is anticipated there will be

minimal (if any) cost implications for its contractors. The full impact and scope of DC's programming requirements are not fully codified yet.

Recent legislation is requiring the privatization of public prisons in 18 south Florida counties; the DC is tasked for the procurement and monitoring these facilities. This is regarded as the largest prison privatization effort in the United States. In addition there was legislation vetoed by the Governor that would have reorganized the bureau into the DC. The bureau will continue to manage the operations of the existing privatized facility while providing support as needed to the DC. It is anticipated that the current privatized facilities will become more incorporated into the correctional master plan promulgated by the DC that will provide more proscriptive specifications in future re-procurements (i.e., facility mission, inmate profile, programming needs, etc.).

At this time, conditions continue to be favorable for privatization of not only prison operations, but also services that are provided within prisons including food and medical services. Recent legislation has directed DC to outsource for all medical services provided to inmates.

It is unclear whether there will be future legislative action that will alter the program area or programs within the privatized prisons. At this time, there are no formal research activities in the bureau's program area, but it is anticipated that there will be several reviews associated with the privatization of the 18 south Florida counties' procurement in addition to the media exposure.

BUREAU OF FLEET MANAGEMENT AND FEDERAL PROPERTY ASSISTANCE

Fleet Management

On January 5, 2011, the Executive Aircraft Pool ceased flight operations and subsequently sold its two state-owned business airplanes.

The mission of Fleet Management is to adopt and enforce rules, regulations and best practices for the efficient and safe acquisition, assignment, use, maintenance and disposal of state-owned mobile equipment for use by state agencies.

In accordance with Chapter 287, Part II, Florida Statutes, 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. Fleet Management reviews and approves state agency purchase requisitions for selected mobile equipment commodity codes to ensure fleet purchases are cost effective, fuel efficient and appropriate for stated purpose.

Fleet Management maintains an Equipment Management Information System (EMIS), which is a management and reporting system that includes more than 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.

During Fiscal Year 2011-12 the EMIS system will be replaced by a new system: FLEET (Florida Equipment Electronic Tracking). Implementation of the FLEET system will result in significant cost savings, realized by using a lower cost hardware and software platform, and more modern development approach and technology architecture.

Fleet Management provides administrative and fiscal oversight for the approval, auction and accountability of the disposal of state-owned mobile equipment that have met replacement eligibility. Replacement eligibility is determined based on a calculation, which includes the following criteria:

- 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 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.

Special Projects/Initiatives:

- Fleet Maintenance & Repair Management Contract – DMS has contracted with Automotive Resources International (ARI) via an Alternate Contract Source (ACS) for a one-year pilot project 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. Agencies participating in this pilot project include Department of Management Services (DMS), Department of Transportation (DOT), and Department of Highway Safety and Motor Vehicles (DHSMV).
- State Vehicle Online Auction – Typically, all motor vehicles authorized for disposal via auction are sold at a live auction. Live auctions are held monthly and are conducted by Tampa Machinery Auction, Inc. (TMA), at their auction site in Thonotosassa, Florida (located near Tampa).

The on-line auction pilot project is being conducted to determine if greater net revenues can be achieved through:

- Final sale price (highest bidder) equal to or greater than final sale price of comparable vehicles sold at live auctions.
- Decrease in total costs associated with on-line auction processes compared to costs associated with live auction (e.g., elimination of transportation charges associated with transporting a vehicle to the live auction site in Tampa).

Federal Property Assistance

The mission of Federal Property Assistance is to deliver as much federal surplus property as possible to public agencies (e.g., county, city, law enforcement, municipalities, etc.) and nonprofit organizations.

Pursuant to section 217.03, Florida Statutes, 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. The result of reallocating this excessive property is 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. The program helps law enforcement 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, Federal Property Assistance retains audit and oversight authority.

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, but in recent years has incorporated new information technologies to create efficiencies in division process management, beginning with implementation of an electronic file management system and accepting electronic signatures for recertification applications.

Further, in order to achieve the goal of optimum M/WBE participation in state purchasing, OSD needs 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 s. 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.

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 Fiscal Year 2010-11, PERC closed 98 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, the Commission's decisions were affirmed or the cases were dismissed/withdrawn an average of 95 percent of the time historically. 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 because the parties practicing before it control demand through their case filings and labor activity. For the three-year period between 2007 and 2010, PERC had 1,137, 1,173 and 1,373 filings, respectively. Case filings increased in Fiscal Year 2010-11 to 1,544. During this same period of time, PERC experienced a 26-percent reduction in staff due to legislative budget reductions. 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 positions.

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 Fiscal Year 2011-12 Legislative Budget Request and there are no requested changes in PERC's approved program, services, or activities that would require substantive legislative action for Fiscal Year 2011-12. Further, PERC is not aware of any task forces or studies in progress relating to its operations.

FLORIDA COMMISSION ON HUMAN RELATIONS

Primary Responsibilities and Statutory Authority

The mission of the Florida Commission on Human Relations (Commission) 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. The Commission's primary responsibility is to enforce Florida's employment and housing discrimination laws. In addition, the Commission partners with community organizations, associations and federal, state and local public sector entities to address human and civil rights issues in Florida. Pursuant to the Florida Civil Rights Act, the Commission also investigates discrimination in public accommodations (such as lodging and food establishments). Finally, under the Florida Whistleblower's Act, the Commission investigates allegations of retaliation against state employees who "blow the whistle" on government fraud, misuse of public resources or gross neglect (section 112.81395, Florida Statutes).

These various Acts require the Commission 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. The Commission 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. The Commission is also authorized to conduct research to address civil and human rights issues as prescribed in the Acts.

Throughout its 42-year history, the Commission has served the people of Florida by assuring equal protection against discrimination in employment, housing, certain public accommodations and state employee whistle-blower retaliation. At the same time, it provides an invaluable service to employers in Florida by providing an effective and efficient way to resolve allegations, often at significantly less expense than court-based alternatives.

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 minorities. Florida, now the fourth most populous state in the nation, is projected to replace New York as the nation's third most populous state by 2015.² U.S. Census Bureau statistics indicate that the Sunshine State is becoming younger and more diverse. The U.S. Census Bureau estimates that about 41.8 percent of Florida's net migration between 2000 and 2009 was due to international migration. In terms of race, Florida's population has become increasingly non-white, with the percentage of white (alone) falling slightly (from 78 percent to 75 percent between 2000 and 2010). According to the 2010 Census, 22.5 percent of Florida's population is of Hispanic origin -- an increase of 9 percent from 2000. This figure has almost surpassed the projection for the year 2025, which anticipated that Hispanics would make up 23 percent of the Florida's population. Projections indicate that by 2025, Florida will displace New York as the state with the third largest share of the nation's African American population. Although Native Americans account for only 1 percent of Florida'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.) Projections also indicate that by 2025, Florida will be second in the nation (behind California) in terms of the number of elderly persons residing here, with more than one in every four residents aged 65 and older.

A state with such a diverse age, ethnic and racial population makes Florida's human relations and civil rights issues 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 the ongoing economic downturn, characterized by economists as the worst since the Great Depression. The strained economy has had a disastrous impact on Florida's business sector, 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).

As of May 2011, Florida ranked second in the nation in the number of foreclosure actions.³ In July 2011, Florida's unemployment rate, although down from a year ago, was 10.7 percent, compared to the national unemployment rate of 9.1 percent for the same time period. Many of Florida's employment gains realized over the past year were wiped out by businesses continuing to struggle with the economic recession, most significantly with losses in construction jobs (due to the troubled housing market) and the space industry (due to the end of the Space Shuttle program).

² U.S. Census Bureau, "Population Projections for States by Age, Sex, Race and Hispanic origin: 1995-2025." (See <http://www.census.gov/population/www/projections/ppl47.html>)

³ RealtyTrac, National Real Estate Trends, May 2011 (<http://www.realtytrac.com/trendcenter/>)

Florida's Attorney General, in the annual Hate Crimes in Florida report,⁴ provides statistics on the number of hate crimes reported by Florida law enforcement agencies in two broad categories: crimes against persons and crimes against property. The 2009 Hate Crimes in Florida report revealed that hate crimes against persons accounted for 71.6 percent of all hate crimes (up from 65.9 percent the previous year); the 28.4 percent of hate crimes that were against property included vandalism, graffiti, arson and 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 (2010).⁵

The Commission recognizes that, in addition to potential conflict arising from cultural, religious and racial/ethnic differences, persistent and deepening economic inequality is also a source of potential conflict, particularly between majority and minority racial and ethnic groups. The number of complaints received by the Commission is expected to rise in coming years in the wake of potential staff reductions and office closures of local human relations offices throughout Florida as local governments attempt to prioritize and allocate limited fiscal resources.

Although the Commission has absorbed a loss of more than 33 percent of its positions and 21 percent of its budget since Fiscal Year 2004-05, it continues to keep pace with the demand for its services to Floridians. It is evident that the Commission is a vital component in transforming Florida's economic and commercial infrastructure in ways that will make the state globally competitive and able to attract the best and brightest talent. 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 the state'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.

Commission Outcomes and Priorities Over the Next Five Years

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

1. Continue to conduct thorough, high-quality and timely investigations of discrimination complaints:

In recent years, despite deep reductions in both staff and fiscal resources, the Commission has been able to utilize innovative management approaches to improve the timeliness and quality of

⁴ According to the Florida Attorney General's Hate Crimes in Florida report, in 2009 some 54.0 percent of reported hate crimes (up from 47.3 percent in the previous year) were race-based, followed by 14.2 percent for religion (down from 20.9 percent), 22.3 percent for sexual orientation (up from 19.2 percent) and 9.5 percent for ethnicity/national origin (down from 12.1 percent). No hate crimes were reported for physical disability, mental disability or advanced age (See Attorney General's website for hate crime reports dating back to 1994: <http://myfloridalegal.com/pages.nsf/Main/297bd770ef3f355585256cc600763c03>)

⁵ During 2010, California ranked first with 68 documented hate groups, Texas ranked second with 59 and Florida ranked third with 49. (See <http://www.splcenter.org/get-informed/hate-map> for state-by-state documentation of hate groups.)

discrimination complaint determinations and resolutions.⁶ This is the Commission's number one priority. The Commission's mediation services enable parties to resolve their disputes expeditiously and at a substantially reduced cost. Commission staff works diligently to meet statutory timelines for completing cases because failure to do so not only results in delayed resolution for the parties, but also has the potential to result in costly litigation for businesses. Future budget cuts will inevitably have an adverse impact on the Commission'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:

Partnerships and Collaborative Efforts

To adapt to revenue shortfalls and scarce budgetary resources over the past several years, the Commission has focused more on providing technical assistance and community networking services and less on education and training programs. To this end, the Commission has developed working relationships and partnerships with several entities in order to maximize the benefits the Commission brings to communities, businesses and individuals in Florida:

- Orlando Downtown Improvement Authority
In response to a U.S. Economic Development Agency grant, the Orlando Downtown Improvement Authority sought collaboration with the Commission to develop minority community and business development strategies. The Commission will be meeting with project team members from the Authority and the University of Central Florida to establish the Commission's role in providing technical assistance for this project.
- Florida Asset Building Coalition
A Commission representative serves on an advisory panel of the Florida Asset Building Coalition, the purpose of which is to provide support strategies for commercial and business development and family asset building within Florida's minority communities. (The Coalition's involvement is funded through a Ford Foundation grant as part of the Southeastern Asset Building Coalition, a consortium of five states and four state universities to support minority community development.) The advisory panel has met on several occasions to develop policy recommendations that local communities may implement to improve minority business participation in commercial development opportunities. The Commission will also be working with Tuskegee University, the project's lead academic institution, to offer technical assistance on behalf of the Tuskegee's "eAssets" clearinghouse website (<http://www.eassets.org/>) promoting minority economic development as part of the Southeastern Asset Building Coalition's mission.
- Florida Prosperity Partnership
The Florida Prosperity Partnership (FPP) is a non-profit "sister" organization to the Florida Asset Building Coalition. The FPP provides strategies and support to Florida's

⁶ The average age of cases in active investigation during Fiscal Year 2010-11 was 74 days (vs. 91 days in Fiscal Year 2009-10); backlogged cases were at 1.1 percent during Fiscal Year 2010-11 (vs. 8 percent in Fiscal Year 2009-10).

minority communities to improve family and community asset accumulation and financial literacy. During the 2011 legislative session, the Commission attended an FPP meeting held at the Florida House of Representatives to promote financial literacy within the minority community, particularly the advantages to personal asset development for families and individuals using banking services. During the next several months, the Commission will be presenting information on structural inequality and its impact on minority families' ability to accumulate personal assets and wealth.

Communications and Outreach

During Fiscal Year 2010-11, the Commission was cited in more than 60 print, television, radio, newsletter and electronic media outlets throughout the state. Topics covered fair housing, elder discrimination, hate crimes, civil rights laws, sexual harassment, community events and information about the Commission's programs and services. The Commission developed and distributed electronic newsletters to businesses detailing how the Commission's work 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, as well as changes to civil rights laws. Training and public awareness forums (approximately 40 legal, community outreach and housing events) were conducted statewide to improve the public's knowledge of discrimination issues facing Florida today; however, such efforts have been significantly reduced due to recent budget cuts. (Also see Risk Management Training below.)

Over the next five years, the Commission anticipates, as resources allow, increasing media and communications outreach efforts to inform the public of its services and describe 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
- Partnering with other public agencies at the state and local levels to inform the public

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

Risk Management Training: State Employee Discrimination Claims and Settlements

During Fiscal Year 2009-10, the Commission estimates that the state paid state employees more than \$5.7 million to settle 106 employment discrimination claims, for an average of \$54,120 per claim. The most common basis of discrimination cited in these claims was retaliation. In an effort to reduce the number of claims being submitted and the amount of settlements in state

employee discrimination cases, the Commission has partnered with the Division of Risk Management (Florida Department of Financial Services) to conduct the first in a series of webinar training sessions in 2010. Presented by the Commission's General Counsel and other Commission staff, this sexual harassment training was tailored specifically for state Human Resources directors, managers and legal staff in all state agencies. Approximately 125 individuals participated, including 45 participants from the Attorney General's Office, 60 from the Department of Health and more than 20 staff from other state agencies, including the departments of Children & Families and Juvenile Justice. The Commission repeated the webinar-based sexual harassment training in May 2011, with more than 120 Human Resources and state agency managers attending. The Commission anticipates conducting more of these webinar-based training sessions for other state agency staff, and covering additional types of discrimination, over the next few years.

Data Clearinghouse

One of the Commission's statutory goals is to provide technical assistance to individuals and organizations statewide to help them develop strategies to improve local relations and address potential conflicts. The Commission completed initial development of a public website – the Consumer Data Resource Center (CDRC) – in the fall of 2008. (See [Consumer Data Resource Center](#).) The CDRC 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 such topics as demographics, health, education, justice administration, economics/finances, immigration and public/private grant resources. Information is intended for users who wish to be more informed about their communities, as well as find information about private and public foundation grant resources. The website 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 CDRC will also provide technical assistance to communities wanting to explore their local economic, social and cultural “landscape.” Currently, the Commission is the only state-level agency in the United States providing such a capability to its local communities.

Direct Support Organization Legislative Proposal

The Commission will not be seeking statutory authority to create a Direct Support Organization (DSO) during the 2012 legislative session. However, the Commission continues to consider the creation of a DSO vital to helping achieve its mission of preventing discrimination in Florida. Since the loss of its Community Relations Services unit as a result of position and budget cuts, the Commission has few resources available to educate businesses, organizations and communities about discrimination rights and responsibilities. Training and outreach efforts could be offered on a much wider scale through grant dollars and donations. A DSO would give the Commission greater flexibility in its attempts to access private and public grant opportunities that are not readily available to the Commission at present because of its governmental status.⁷ Successful receipt of donated funds and grants by a DSO would enable the Commission to

⁷ Private and public sector grant-making organizations and foundations seldom fund public sector initiatives; rather, they are more likely to fund non-profit initiatives. A DSO would create a non-profit extension of the Commission, thus increasing the ability to apply for grants currently beyond the Commission's reach.

engage in research, outreach and other innovative educational activities, such as:

- **Florida Civil Rights Hall of Fame**: Implement a program to 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. Under legislation enacted in 2010, the Commission is to administer a Civil Rights Hall of Fame program as funds become available, with space in Florida's Capitol Building to be set aside for a display. The Governor is to select up to three Hall of Fame members from a list of 10 nominees submitted by the Commission. Although no staff or funding resources were provided to adequately and robustly undertake this program, the Commission launched an expedited and limited effort during February-May 2011. The Commission received 21 nominations and submitted 10 nominees to the Governor in June 2011. (Section 760.065, Florida Statutes) *(Lack of resources prevented the Commission from promoting the program on a wider scale; additionally, lack of resources will preclude the Commission from installing any type of display in the Capitol or other location to honor the inductees and from holding an induction and awards presentation ceremony recognizing the inductees.)*
- **Community Assessment, Assistance and Conflict Resolution**: Expand the number of partnerships to assess, understand and resolve conflicts arising from cultural differences and misunderstandings in Florida communities. (Section 760.01(2), Florida Statutes)
- **Housing**: Develop resources for renters, homebuyers and sellers, landlords, real estate agents, brokers and mortgage financiers to enhance understanding of housing rights and responsibilities. (Florida Fair Housing Act, Part II, Chapter 760, Florida Statutes)
- **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. (Sections 760.06(7) and (9), Florida Statutes)
- **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 disaster situations within culturally diverse and historically underserved communities. Anticipate developing a prototype for use by other states.
- **Community Profiles**: Develop a community profile database of local challenges and successful solutions ("best practices") to enable communities to match needs with services and solutions. (Sections 760.06(7), Florida Statutes)
- **Community Academies**: Work with local community colleges and vocational-technical schools to offer courses on community relations and conflict resolution (Sections 760.06(3) and (7), Florida Statutes); 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 an ever-changing and diverse state.

3. Promote public confidence in Commission services:

Customer Service

The Commission provides surveys to customers of its various enforcement units (Intake, Housing, Employment). Overall survey results for Fiscal Year 2010-11 show extremely high customer satisfaction levels:

- Housing: 87.8% (based on 76 responses)
- Employment: 87.2% (based on 167 responses)

The Commission 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 Commission currently operates under the FCHR Governance Policy (design and structure of which was based on the Carver Model of Policy Governance) adopted by the Commission in December 2006. The Commission 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 an annual Executive Director Compliance and Performance Assessment to evaluate the Commission's progress on achieving the Ends Priorities.

Public Access

All meetings of the Commission are open to the public and subject to Florida's open government laws relating to access, notice and request for meeting minutes. All information and records in the possession of the Commission, unless specifically exempted by law from public disclosure, are available to the public upon request or through the Commission's website. Pursuant to section 120.54, Florida Statutes, the Commission publishes all proposed rules, subsequent changes and repeals in the Florida Administrative Weekly at least 28 days before adoption. A notice to the public contains the procedure to be used when requesting a public hearing on any proposed rule. Although to date the Commission has received no requests requesting a public hearing on any of its rules, any requests from the public to do so would be conducted according to Florida law. The Commission fully complies with legislative requirements that agencies post meeting agendas and associated materials to their respective websites, in addition to publishing notices in the Florida Administrative Weekly. The Commission does this for its quarterly Commission meetings, as well as for any other public Commission meetings as they occur.

Policy Changes and Legislative Requests

The Commission is seeking legislative approval during the 2012 session for the following issues:

- ✓ Amend Chapter 760, Florida Statutes, to require a \$200 filing fee for anyone requesting an administrative hearing in discrimination cases; allows for waiver of such fees in certain circumstances

- ✓ Amend Chapter 120, Florida Statutes, to provide that any order issued by the Division of Administrative Hearings is to include actual or compensatory damages where appropriate
- ✓ Request an appropriation of \$150,000 to upgrade obsolete information technology resources (servers, desktops, laptops)



DEPARTMENT OF MANAGEMENT
SERVICES

Performance Measures and Standards

LRPP Exhibit II

LRPP Exhibit II - Performance Measures and Standards

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

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Administrative costs as a percent of total agency costs	1.50%	1.37%	1.50%	1.50%
Administrative positions as a percent of total agency positions	8.49%	8.24%	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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 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/\$19.88	\$17.18/\$20.79	\$17.18/\$20.79
DMS average operations and maintenance cost per square foot maintained	\$6.12	\$5.52	\$6.12	\$6.12
Number of maintained square feet (private contract and agency)	7,834,639	7,805,483	7,834,639	7,834,639
Number of leases managed	1,325	1,164	1,325	1,325
Net square feet of state-owned office space occupied by state agencies	8,809,403	17,334,920 gross square feet	8,809,403	17,334,920 gross square feet

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Net square feet of private sector office space occupied by state agencies	7,110,120	6,936,699	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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 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	\$137.84/\$136.33	\$146.27/\$149.30	\$146.27/\$149.30
Dollar volume of fixed capital outlay project starts	\$25 Million	\$16,523,725	\$25 Million	\$25 Million

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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Federal property distribution rate	75%	108%	75%	75%
Number of federal property orders processed	500	499	500	500

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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Percent of requests for approval processed for the acquisition and disposal of vehicles within 48 hours	95%	93%	95%	95%

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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State contract daily vehicle rental rate vs. Private provider daily vehicle rental rate	\$28.00/\$59.00	\$27.00/\$60.00	\$28.00/\$59.00	\$28.00/\$59.00
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Business Operations Support	Code: 72600000
Service/Budget Entity: Purchasing Oversight	Code: 72600400

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Percent of state term contract savings	28%	31%	28%	28%
Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	\$432,145,935	\$1,066,868,365	\$432,145,935	\$432,145,935
Number of Beds Occupied	9,115	10,090	9,115	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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Average minority certification process time (in days)	15	15	15	15
Number of businesses certified and registered	1,500	2,250	1,500	1,500
Number of businesses reviewed and audited	100	100	100	100

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

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Total state cost per FTE in the state agencies	\$392.82	\$355.68	\$392.82	\$392.82
Number of state agencies with established training plans	30	26	30	29
Percent of all contracted performance standards met (Outsourced HR)	100%	95.98%	100%	100%

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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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	236,000	232,000	232,000
Number of responses to technical assistance requests	8,300	11,101	8,300	8,300
Percent of dollars saved by eliminating and reducing expenses	19.25%	5.00%	19.25%	19.25%
Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	121,904	122,646	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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Percent of all contracted performance standards met	95%	94.69%	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	\$9,154/\$10,558	\$9,824/\$10,558	\$9,824/\$10,558
DMS administrative cost per insurance enrollee	\$10.27	\$6.04	\$10.27	\$10.27
State Employees' Preferred Provider Organization Plan - vendor's administrative cost per insurance enrollee	\$348.76	\$213.84	\$348.76	\$348.76
Percent of insurance benefits administration customers satisfied	90%	Delete	90%	Delete
Number of Enrollees (Total)	526,457	578,835	526,457	592,471

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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Human Resource Support	Code: 72750000
Service/Budget Entity: Retirement Benefits Administration	Code: 72750300

Approved Performance Measures for FY 2010-11	Approved Prior Year Standards FY 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Percent of members satisfied with retirement services	93.50%	TBD 12/11	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%	99.92%	99%	99%
Turn around times for benefit calculations - Information Requests (calendar days)	14	18.58	14	14
Percent of participating agencies satisfied with retirement services	98%	TBD 12/11	98%	98%
Percent of agency payroll transactions correctly reported	98%	99%	98%	98%
Administrative cost per active and retired member	\$21	TBD 12/11	\$21	\$21
Number of local pension plans reviewed	167	151	167	167
Number of FRS members	1,021,000	1,000,325	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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Percent of timely labor dispositions	98%	99%	98%	98%
Percent of timely employment dispositions	90%	98%	90%	90%
Percent of appealed dispositions affirmed or dismissed/withdrawn	90%	82%	90%	90%
Number of labor dispositions	819	1094	819	819
Number of employment dispositions	391	512	391	391

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF MANAGEMENT SERVICES	Department No.: 72
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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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Percent of civil rights cases resolved within 180 days of filing	75%	87%	75%	75%
Number of inquiries and investigations	10,000	11,041	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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Aggregated discount from commercially available rates for voice and data services	40%	39%	40%	40%
Percent of telecommunications customers satisfied	90%	N/A	90%	N/A
Total revenue for voice service	\$80 Million	\$58,447,347	\$80 Million	\$60 Million
Total revenue for data service	\$65.5 Million	\$58,880,134	\$65.5 Million	\$60 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 2010-11	Prior Year Actual FY 2010-11	Approved Standards for FY 2011-12	Requested FY 2012-13 Standard
Percent of all 800 MHz law enforcement radio system contracted performance standards met	98.75%	98.75%	98.75%	98.75%
Number of engineering projects and approvals handled for state and local governments	35	63	35	35



DEPARTMENT OF MANAGEMENT
SERVICES

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 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	7,805,483	(29,156)	(0.4%)

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 2010/11 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 type="checkbox"/> Other (Identify) |

Recommendations:

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	1,164	(161)	(12.2%)

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 |

- This Program/Service Cannot Fix The Problem
- 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

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2011

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

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

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
8,809,403	17,334,920	8,525,517	96.8%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

As a result of changes to section 216.0152, Florida Statutes, the Department of Management Services (DMS) is now required to develop and maintain an automated inventory of all facilities owned, leased, rented, or otherwise occupied or maintained by any agency of the state, the judicial branch, or the water management districts. This resulted in a change in the data collection method, number of facilities being reported, and a change in reporting from net square feet to gross square feet.

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

Training

Technology

Personnel

Other – Revision Request

Recommendations:

Revise the approved standard from 8,809,403 net square feet to 17,334,920 gross square feet.

Office of Policy and Budget – July 2011

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Facilities

Service/Budget Entity: Real Estate Development and Management
(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	\$16,523,725	(\$8,476,275)	(33.9%)

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: Less requested from other state agencies (Client Agency Agreements) with the Department of Management Services for Fixed Capital Outlay administration and management.

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 - Reduction in General Appropriations Act, Department of Management Services managed Fixed Capital Outlay projects from other state agencies and a reduction in Client Agency request. | |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem | |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation: The Division of Real Estate Development and Management uses this data to estimate the need and requirements for state project oversight. This measure is based on Facilities Accountability and Communication Tool (FACT) and the sub component of FACT, the Fixed Capital Outlay Management System (FCOMS) for Fixed Capital Outlay (FCO) projects started. Data is collected by project managers, contracts section and administrative staff who enter the data into the FCOMS for project management, Fixed Capital Outlay budget

management, administrative management and historical purposes. This measure is an indicator of the dollar amount of State FCO projects which are started within the fiscal year and appropriated in the General Appropriation Act (GAA) designating the Department of Management Services (DMS) the owner-representative on behalf of the State and/or for client agency agreements with other State of Florida agencies which contract with the DMS. This data is used to estimate the need and requirement for state project oversight and contract compliance services.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

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	499	(1)	(.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: 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. 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.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Support

Service/Budget Entity: Fleet Management

Measure: Percent of requests for approval processed for the acquisition and disposal of vehicles within 48 Hours

Action:

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

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

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" 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: There are several factors that affected the performance results. This program has one employee who processes all acquisitions (over 500 per year) and was on an extended medical leave during this fiscal year. Also, the employee was included on several extensive projects since he is the subject matter expert regarding vehicle specifications.

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: 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	26	(4)	(13%)

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 2010-2011, Only 26 agencies reported having an established training plan.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

The Department of Management Services will be submitting a budget amendment to request a change to the approved standard after September 30, 2011.

Office of Policy and Budget – July 2011

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%	95.98%	(4.02%)	(4.02%)

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, recruitment, 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 2010-11, the service provider met 334 of the 348 performance metrics achieving 95.98% of the standard (as measured on a monthly basis). The service provider faces financial penalties if the service provider fails to meet a performance metric. 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 2011

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 2010-2011, 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 2010-11, 17 out of 31 agencies are at or above EEO minority parity (=33% +/- 2%) with the available labor market.

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

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

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Percent of dollars saved by eliminating and reducing expenses that are redirected to employees

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
19.25%	5%	(14.25)	(74%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

This measure, "Percent of Dollars Saved by Eliminating and Reducing Expenses that are Redirected to Employees," is provided to capture the savings generated by the agencies that are shared with employees as a means to retain, reward, and recognize high performing employees. As required by the Savings Sharing Program in Section 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 2010-11 survey responses were received from 29 of 31 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 2010-2011.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

Office of Policy and Budget – July 2011

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Management Services

Program: Workforce

Service/Budget Entity: Insurance Benefits Administration

Measure: Percent of all contracted performance standards met

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%	94.69%	(.0031)	(.31%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

Program vendors are obligated to target stringent performance standards and missed metrics occasionally occur due to volume fluctuations, operational anomalies or systems failure. During fiscal year 2010-11 penalties were assessed by the Division to various vendors as a result of failure to achieve established performance guarantees. The aggregate vendor performance resulted in a lower than expected standard for fiscal year 2010-11. Some of the missed standards have already been corrected by vendors and they are currently being performed at required levels and other standards are under review by vendors for improvement and corrective action plan.

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: Insurance Benefits Administration

Measure: Percent of Insurance Benefits Administration customers satisfied

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
90%	0%	(.90)	(90%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

The initial purpose for this measure was achieved; operational adjustments improved customer satisfaction. Continuation of the measure may be inconsistent with short term objectives requiring structural reform.

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:

The department will submit a budget amendment after September 30, 2011 requesting deletion of this measure.

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	18.58	4.58	32.7%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input 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:

Legislation (SB 2100) was passed in the 2011 session, which changed the calculation of Deferred Retirement Option Program (DROP) benefits and cost of living increases for future retirees. The changes in legislation, effective July 1, 2011, motivated many members to apply for DROP or retire by June 30 before the changes in law went into effect which resulted in a significantly increased volume of work in the bureau. Due to the time required to process the substantial increase in DROP and service retirement applications, as well as phone calls, the time frame for responding to information requests was impacted to the extent that the standard was not met.

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

Training

Technology

Personnel

Other (Identify)

Recommendations:

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LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services
Program: Workforce
Service/Budget Entity: Retirement Benefits Administration
Measure: Number of local 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	151	(16)	(9.58%)

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 Fiscal Year 2010-2011, insufficient trust fund earnings caused severe budget issues that resulted in a substantial reduction of the amount of funds available for external reviews under the actuarial services contract. The triennial review schedule had initially planned for 20 reviews to be completed by the external actuary, but there was only sufficient budget to pay for four plan reviews. The difference of 16 is the gap in meeting this Performance Measure Approved Standard.

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 checked="" type="checkbox"/> Current Laws Are Working Against The Agency Mission | |

Explanation:

To ensure timely reviews of the local government pension plans, the division maintains a contract with an external actuary to perform some of the actuarial reviews pursuant to section 112.63(4), Florida Statutes. The operations of the office are funded solely through earnings on the Police and Firefighters' Premium Tax Trust Fund, as provided in sections 175.341 and 185.23, Florida Statutes. During Fiscal Year 2010-11, earnings were insufficient to fund the office budget. These severe budget constraints forced the division to suspend work on that contract early in Fiscal Year 2010-11. There were 16 plan reviews that were

scheduled to be completed by the contract actuary that were not performed as a result (167 scheduled – 16 not reviewed = 151 plans actually reviewed).

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

- Training
- Personnel

- Technology
- Other (Identify)

Recommendations:

The overall triennial review schedule has been amended to incorporate the 16 plans not reviewed during Fiscal Year 2010-11 to ensure each local plan receives a timely review, in accordance with the requirements in section 112.63(4), Florida Statutes. The review schedule has been set for Fiscal Year 2011-12 to include 166 plan reviews (144 in-house and 24 via external contract actuary). The division will recommend statutory revisions in how the Police and Firefighter's Premium Tax Trust Fund operating budget is funded.

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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	1,008,527	(12,473)	(1.22%)

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 Florida Retirement System (FRS) employing agencies are controlled by the participating employers in response to available revenue and services required by law, the Legislature, and/or the local electorate. The pace of the economic recovery continues to impact the level of hiring by state and local governments and in turn the growth of FRS membership. Growth in FRS members is further compounded by workforce reductions, use of temporary and leased employees instead of hiring employees into FRS-covered positions, and privatization of functions formerly performed by FRS members. Also, the future growth of FRS membership will be suppressed by legislative changes effective July 1, 2010, closing renewed membership. 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:

Office of Policy and Budget – July 2011

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

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

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
90%	82%	(Under)	8%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation: This performance measure is based on review of Commission decisions by the appellate courts. This percentage is actually skewed, because three Commission cases were consolidated on appeal with only one issue and one court decision in all three cases. This should be considered as one reversal instead of three, which would reflect a performance result of 87%.

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

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

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Management Services

Program: Division of Telecommunications

Service/Budget Entity: Telecommunications Services

Measure: 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 type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" 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: 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	\$58,447,347	(\$21,552,653)	(27%)

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:

Based on actual billing for FY 2010/2011 with rate reductions we requested the Approved Standard be reduced last reporting period – Approved Standard should be reduced 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 & FY 2010/2011, the approved standard should be reduced to \$60,000,000. A budget amendment will be submitted after September 30, 2011 requesting this change.

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 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
\$65,500,000	\$58,880,134	(\$6,619,866)	(11%)

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 February through June 2011 for all SUNCOM customers. Based on the rate reduce in 2009/2010 & this additional rate reduction; please see Recommendation below to reduce the Approved Standard.

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 checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Based on actual billing for FY 2009/2010 & FY 2010/2011– 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 \$65,500,000 to \$60,000,000.



DEPARTMENT OF MANAGEMENT
SERVICES

Performance Measure Validity and Reliability

LRPP Exhibit IV

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Management Services

Program: Facilities

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

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

Action (check one):

Requesting revision to approved performance measure.

We are requesting a revision to the approved standard from 8,809,403 net square feet to 17,334,920 gross square feet. As a result of changes to section 216.0152, Florida Statutes, the Department of Management Services is now required to develop and maintain an automated inventory of all facilities owned, leased, rented, or otherwise occupied or maintained by any agency of the state, the judicial branch, or the water management districts. This resulted in a change in the data collection method, number of facilities being reported, and a change in reporting from net square feet to gross square feet. A budget amendment requesting this change will be submitted after September 30, 2011.

Change in data sources or measurement methodologies.

Requesting new measure.

Backup for performance measure.

Data Sources and Methodology:

The data source for gross square feet of state-owned office facilities is a newly developed inventory within the Division of Real Estate Development and Management. The information in this inventory is reported from the agencies responsible for the management of these buildings. This indicator does not measure program output, but was established to show the growth and percentage of state-owned office space as it related to the amount of private sector leased office space occupied by state agencies.

Validity:

The purpose of this measure is to capture the net square feet of state-owned office space occupied by state agencies to show the growth and percentage of state-owned office space as it related to the amount of private sector leased office space occupied by state agencies. This measure is valid and appropriate because it serves as an indicator in helping establish a proper balance between state-owned and state leased office space as well as providing an indicator of the total amount of state-owned office space on an annual basis.

Reliability:

The reliability of this data is low. This is a new method of data collection and will need to be in place for a few years in order to determine if the agencies are reporting consistent and reliable data.

Office of Policy and Budget – July, 2011

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Number of state agencies with established training plans

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:

Section 110.235(2), Florida Statutes, requires each State Personnel System agency with Career Service employees (20 Governor's agencies, 7 Governor and Cabinet agencies, 3 Cabinet agencies and one legislative branch agency, the Public Service Commission) to "annually evaluate and report to the department the training it has implemented and the progress it has made in the area of training."

To capture this information, the Division of Human Resource Management requests that agencies respond to a training questionnaire at the end of every fiscal year. The questionnaire asks agencies:

- * Did your agency have an established training plan?
- * Was a needs assessment conducted in order to identify training topics?
- * What training goals were identified?
- * What training was implemented?
- * Overall, what percentage of staff received training?
- * What methodology was used to measure the success of the training offered?
- * Describe goals achieved and the progress made in the area of training?
- * What barriers, if any, prevented your agency from achieving your identified goals?

For the purposes of this measure, only the answer to the first question, "For FY 2010-2011, did your agency have an established training plan?" is used to report the measure. The performance standard anticipates an affirmative answer from all agencies since they are required by statute to provide the Department this information. The Division's Contact Management System, in which all correspondence received by the Division is logged, serves to document receipt of the agencies' training information.

The current performance standard is 30. We are requesting the performance standard be adjusted to 29 since the Office of the Governor and the Agency for Enterprise Information Technology are not statutory obligated to respond because Section 110.235(2) addresses only those agencies with employees in the Career Service. Our current performance standard would never be achieved even with 100% affirmative

responses from obligated agencies. A budget amendment requesting this change will be submitted after September 30, 2011.

Validity:

The Division will be able to document agencies' compliance with this reporting requirement through the Division's internal system for tracking correspondence, Contact Management System. HRM relies on agency self-reported responses to assess this measure.

Reliability:

In accordance with established procedures, all correspondence received by the Division is date stamped and entered into the Contact Management System by the assigned staff member. The Contact Management System will serve to document receipt of the agencies' training information

Office of Policy and Budget – July 2011

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Percent of all contracted performance standards met (Outsourced HR)

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:

The Department of Management Services contracted with Convergys Customer Management Group, Inc. (Convergys/service provider) on August 21, 2002. Convergys was recently acquired by NorthgateArinso, Inc. This contract provides the customer entities (21 Governor's agencies, including the Florida Lottery; 3 Cabinet agencies; 7 Governor and Cabinet agencies; and the Public Service Commission, the Justice Administrative Commission, the State Courts System, Universities, Legislature and other benefits only entities) with a personnel information system (HR automated system) and an enterprise-wide suite of human resource services including payroll and benefits administration, attendance and leave, recruitment and human resource management and organizational management.

As the contract administrator, the Division of Human Resource Management's People First Team manages the contract and oversees the performance of the service provider to ensure compliance with the provisions, including agreed-upon performance standards and delivery of quality services to the users of the system. The People First contract (including a subsequent amendment) requires the service provider to submit reports indicating performance on each of the contracted standards. 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. The performance measure, "Percent of All Contracted Standards Met," seeks to provide the Legislature with information on the performance of the service provider. To determine this percentage, the total number of performance standards met is divided by the total number of performance standards measured.

Validity:

The validity of the measure is ensured because the performance measures and standards are set in the contract with the service provider. The service provider reports the monthly performance results. The People First Director monitors the validity of the service provider's performance information as the Department has access to the data.

Reliability:

Reliability of the measure is ensured because the performance standards are specified in the service provider contract and most of the performance data is system generated.

Office of Policy and Budget – July, 2011

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Management Services

Program: Workforce

Service/Budget Entity: Human Resource Management

Measure: Number of users supported by the automated Human Resource System

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:

The Department of Management Services contracted with Convergys Customer Management Group, Inc. (Convergys/service provider) on August 21, 2002, to provide the State with a personnel information system (automated HR system) and an enterprise-wide suite of human resource services including payroll administration, attendance and leave, benefits administration, recruitment, human resource administration, and organizational management. The personnel information system, People First, maintains position and employee data for customer agencies, (which include 21 Governor's agencies, including the Florida Lottery); seven Governor and Cabinet agencies; three Cabinet agencies; the Public Service Commission; the Justice Administrative Commission; and the State Courts System. In addition, the benefits administration segment of the People First System also supports employees of the State University System, the legislature, retirees of the State of Florida and other customers covered by the state group insurance plans.

For previous fiscal years, June 30 data for the number of established positions and other personal services employees obtained from the personnel information system's data warehouse was reported for the measure. However, an audit of the performance measure¹ conducted by the DMS Inspector General's Office concluded that the performance measure was not valid and reliable. The unit cost measure reported for Fiscal Year 2006-07 underreported total output associated with the activity since it did not include customers that use the system for benefits administration only, such as retirees and university and legislative staff.

Based on the recommendation cited in Performance Measurement Report No. PMR 2008-5, the Department has proposed a revision to the performance measure (see DMS Budget Amendment 0809 13-727501) to consider the total number of users of the People First System, which is a more accurate and valid reflection of the services provided by this activity.

¹ Performance Measure Report No. PMR 2008-5, April 7, 2008

Validity:

This is a valid output measure since the number of users directly correlates to the services provided by the service provider.

Reliability:

The number of users is reliable as it is compiled from the personnel information system's data warehouse.

Office of Policy and Budget – July, 2011

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 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 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 2011

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 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 \$65,500,000 to \$60,000,000.

Office of Policy and Budget – July 2011



DEPARTMENT OF MANAGEMENT
SERVICES

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 2012-13 (Words)		Associated Activities Title
Administration			
1	Administrative costs as a percent of total agency costs	ACT 0010	Executive Direction
		ACT 0020	General Counsel/Legal
		ACT 0030	Legislative Affairs
		ACT 0060	Inspector General
		ACT 0070	Communications/Public Information
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources
		ACT 0130	Mail Room (includes Mail Room, Print Shop, and Property Management)
		ACT 0200	Procurement
2	Administrative positions as a percent of total agency positions	ACT 0010	Executive Direction
		ACT 0020	General Counsel/Legal
		ACT 0030	Legislative affairs
		ACT 0060	Inspector General
		ACT 0070	Communications/Public Information
		ACT 0090	Planning and Budgeting
		ACT 0100	Finance and Accounting
		ACT 0110	Personnel Services/Human Resources

continued on next page

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

Measure Number	Approved Performance Measures for FY 2012-13 (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
State Employee Leasing			
3	Number of employees in the State Employee Leasing Service	ACT 0510	Process payroll and benefits for leased state employees
Facilities Management			
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 2012-13 (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> The Aircraft Management Program is no longer in existence - A budget amendment will be submitted to request deletion of the associated activities.			
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 2012-13 (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 2012-13 (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 2012-13 (Words)		Associated Activities Title
32	Number of responses to technical assistance requests	ACT 1400	Provide human resource management expertise/consulting
		ACT 1420	Maintain the automated human resources system
		ACT 0010	Executive Direction
33	Percent of dollars saved by eliminating positions and reducing expenses	ACT 1400	Provide human resource management expertise/consulting
		ACT 0010	Executive Direction
34	Number of authorized full time equivalent (FTE) and Other Personal Services (OPS) employees in the State Personnel System	ACT 1400	Provide human resource management expertise/consulting
<i>Insurance Benefit Administration (Division of State Group Insurance)</i>			
35	Percent of all contracted performance standards met	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1530	Administer the Supplemental Insurance program
		ACT 0010	Executive Direction
36	State Employees' Preferred Provider Organization Plan - per member/per year cost - (State) compared to the per member/per year cost - (National Benchmark)	ACT 1500	Administer the Health Insurance program
		ACT 0010	Executive Direction
37	DMS Administrative cost per insurance enrollee	ACT 1500	Administer the Health Insurance program
		ACT 1510	Administer the Life Insurance program
		ACT 1520	Administer the Flexible Spending Account program

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

Measure Number	Approved Performance Measures for FY 2012-13 (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 2012-13 (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 2012-13 (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 2012-13 (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 2012-13 (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 2010-11

SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT				512,563,855	46,363,109
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Votues, Budget Amendments, Etc.)				-7,883,538	-991,790
FINAL BUDGET FOR AGENCY				504,680,317	45,371,319
SECTION II: ACTIVITIES * MEASURES		Number of Units	(F) Unit Cost	(D) Expenditures (Allocated)	(B) FCO
Executive Direction, Administrative Support and Information Technology (2)					
Process Payroll And Benefits For Leased State Employees * Number of employees in state leasing services	4	162,767.50	651,070		45,469,306
Operate And Maintain Department Of Management Services' Pool Facilities * Number of maintained square feet (private contract and agency)	7,805,483	5.72	44,865,707		
Operate And Maintain Non-pool Facilities * Number of maintained square feet (private contract and agency)	7,805,483	0.11	853,105		
Administer Bonding Program And Plan For State Office Space Requirements * Number of net square feet of pool facilities	8,274,142	0.35	2,177,350		
Manage Private Security And State Leases For State Agencies * Number of leases managed	1,164	2,295.10	2,671,493		
Manage Pool Facility Parking Lots * Number of parking spaces	24,705	10.33	255,287		
Provide Facilities Security * Number of facilities secured	18	85,385.56	1,176,590		
Manage Construction Projects * Dollar volume of Fixed Capital Outlay project starts	16,523,726	0.10	1,580,823		
Adjudicate And Facilitate Mediation Of Labor And Employment Disputes Through The Public Employees Relations Commission * Number of labor and employment dispositions	1,606	2,846.85	4,574,937		
Acquire And Redistribute Federal Surplus Property * Dollar value of donated property	7,789,271	0.07	562,712		
Acquire And Redistribute Military Excess Property * Dollar value of donated property	7,789,271	0.02	118,477		
Provide New Vehicle And Watercraft Acquisition Support * Number of vehicles and watercraft acquired	576	287.41	165,546		
Operate And Maintain The Equipment Management Information System (emis) * Number of state vehicles tracked	26,601	30.08	800,264		
Manage State Vehicle And Watercraft Disposal * Number of vehicles and watercraft disposed of	1,138	542.66	617,546		
Establish And Administer State Term (master) Contracts And Negotiated Agreements * Dollars expended by State Agencies using the State Term Contracts and Negotiated Agreements	1,066,868,365	0.02	21,428,228		
Provide Minority Access To Contracting Opportunities * Number of businesses certified and registered	2,250	157.63	354,664		
Manage And Oversee Minority Business Compliance * Number of businesses reviewed and audited	100	3,546.64	354,664		
Provide Human Resource Management Expertise/Consulting * Number of authorized FTE and OPS employees in the State Personnel System	122,646	26.89	3,138,729		
People First Contract Management *	238,000	181.66	42,872,844		
Administer The Health Insurance Program * Number of enrollees	177,108	133.64	23,689,202		
Administer The Life Insurance Program * Number of enrollees	174,348	0.11	19,667		
Administer The Flexible Spending Account Program * Number of enrollees	15,884	4.88	74,284		
Administer The Supplemental Insurance Program * Number of enrollees	187,428	5.84	1,093,919		
Administer The Disability Benefits Program * Number of enrollees	24,087	0.92	22,223		
Provide Local Government Pension Plan Oversight * Number of Local Pension Plans Reviewed	151	9,769.70	1,475,224		
Administer The Florida Retirement System * Number of FRS members	1,000,325	29.21	29,220,307		
Administer The Retiree Health Insurance Subsidy Program * Number of recipients of the Health Insurance Subsidy	283,479	0.29	82,927		
Administer The State University System Optional Retirement Program * Number of participants in the State University System Optional Retirement Program	17,029	17.89	304,625		
Contract For The Construction, Operation And Oversight Of Private Prisons * Number of beds occupied	10,090	247.18	2,494,063		
Investigate Complaints Of Civil Rights Violations * Number of inquiries/investigations	11,041	664.99	7,342,184		
TOTAL				194,819,848	45,461,306
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES				257,815,989	
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				14,832,110	
OTHER				6,851,021	
REVERSIONS				35,541,331	800,100
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				509,860,194	46,069,406

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

- (1) Some activity unit costs may be overstated due to the allocation of double budgeted items.
- (2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.
- (3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.
- (4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:
 1-8: ACT0680 ACT0700 ACT9010 ACT9020 ACT9030 ACT9040
 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)

BE	PC	CODE	AC	TITLE	
72400100	1601000000	ACT0210	101209	FIXED CAPITAL OUTLAY	See Note 1 Below
72400100	1601000000	ACT0210	050418	FIXED CAPITAL OUTLAY	See Note 2 Below

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.)

BE	PC	CODE	TITLE	EXPENDITURES	FCO
72400100	1601000000	ACT0210	FIXED CAPITAL OUTLAY	4,979,366	See Note 1 & 2 Below
72600100	1601000000	ACT0900	OPERATE AND MAINTAIN THE EXECUTIVE	1,593,214	Relates to the Aircraft Management Program which ceased operation in the 1st quarter of FY 2-11-12 and was abolished June 30, 2011.
72750100	1601000000	ACT1410	PROVIDE AMERICANS WITH DISABILITIES	87,139	ACT0400 and ACT0440 are related to
72750100	1601000000	ACT1440	PROVIDE A STATEWIDE SYSTEM OF	191,302	the Governor's Commission on Disabilities and was abolished June 30, 2011.

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 72	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	501,880,526	16,069,406
TOTAL BUDGET FOR AGENCY (SECTION III):	509,860,106	46,069,406

DIFFERENCE: 4,979,580-

Note 1: Appropriation category is the Master Lease Space Tenant Improvement Fund in operating expenditures 479,367

Note 2: Appropriated in operating category for Aid to Local Government-debt service payment for the Leon County Civic Center 4,500,000

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(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.

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.

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.

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.

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.

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.